

Transfer of the Woodlawn Cemetery to the Town of Ayer

Study Report and Recommendation

October 15, 2021

Prepared by the Woodlawn Cemetery Transfer Working Group:

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Special Thanks To:

The Trustees of the Woodlawn Cemetery

Ms. Ginny Matthews, Treasurer, Woodlawn Cemetery



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Purpose of Study Report and Formal Recommendation:

In 2018, the Trustees of the Woodlawn Cemetery Company approached the Town of Ayer to see if the Town would assume the ownership and operations of the Woodlawn Cemetery. This request came after decades of successful ownership and management by the Woodlawn Cemetery Company. However, over the recent years, the Trustees have found it increasingly difficult to fund and operate the Woodlawn Cemetery. Additionally, many of the Trustees are looking to retire and would like to see the Woodlawn Cemetery to be owned and operated by the Town of Ayer for generations to come.

At the Ayer Annual Town Meeting held on April 26, 2021, the Town Meeting unanimously voted to authorize the Town to commence with its due diligence for the transfer of the Woodlawn Cemetery to the Town of Ayer and to make a formal study report and recommendation regarding the transfer of the cemetery at the Fall Special Town Meeting to be held on October 25, 2021.

As a result of the authorization from Town Meeting, the Town Manager convened a working group consisting of the DPW Director, Town Engineer, and Finance Manager with legal support from Town Counsel to conduct all the due diligence for the potential cemetery transfer and to develop a formal study report and recommendation for Town Meeting consistent with Article _ of the Annual Town Meeting.

The Town Manager met on numerous occasions with the various Trustees of the Woodlawn Cemetery and the DPW Director conducted extensive research on cemetery operations across the Commonwealth. The Town Manager and the DPW Director provided an update on the proposed cemetery transfer at the September 21, 2021, Select Board Meeting.

Formal Recommendation:

As a result of the Town's due diligence in conjunction with this study report it is the formal recommendation for the Town of Ayer to assume the ownership and operation of the Woodlawn Cemetery. Three Articles will be presented to the Fall Special Town Meeting for consideration to complete this transfer as follows:

- Article 1: To authorize the transfer of the Woodlawn Cemetery property, real property, and funds to the Town of Ayer.
- Article 2: To authorize the funding in the amount of \$41,000 for the purposes of the Town operating the Woodlawn Cemetery for the remainder of FY 2022.
- Article 3: To authorize the placement of a ballot question before the voters at the Annual Town Election on May 10, 2022, for the formation of an appointed three-member Cemetery Commission which will be responsible for the policies of the Woodlawn Cemetery.

Upon passage of these Articles by Town Meeting, the Town anticipates the formal transfer to go into effect by January 1, 2022.

General:

The Woodlawn Cemetery in the Town of Ayer is located off Harvard Road. It is currently operated by the Woodlawn Cemetery Company. At the Annual Town Meeting in May 2021, the Town voted to begin the process of acquiring and operating the cemetery.

This report will provide an evaluation of the existing conditions, operations and costs and recommendations for the Town to assume administration and operations of the cemetery as a town facility.

Existing Conditions:

The Woodlawn Cemetery was constructed about 1818 as a cemetery for the Town of Groton. When the Town of Ayer was incorporate, the Woodlawn Cemetery was established in 1859.

The Woodlawn Cemetery in the Town of Ayer can be located off Harvard Road on both east and west sides. The cemetery has approximately over 1,000 lots, with approximately 400 on the west side and 750 on the east side. An arial view of the existing cemetery is shown on Figure 1.

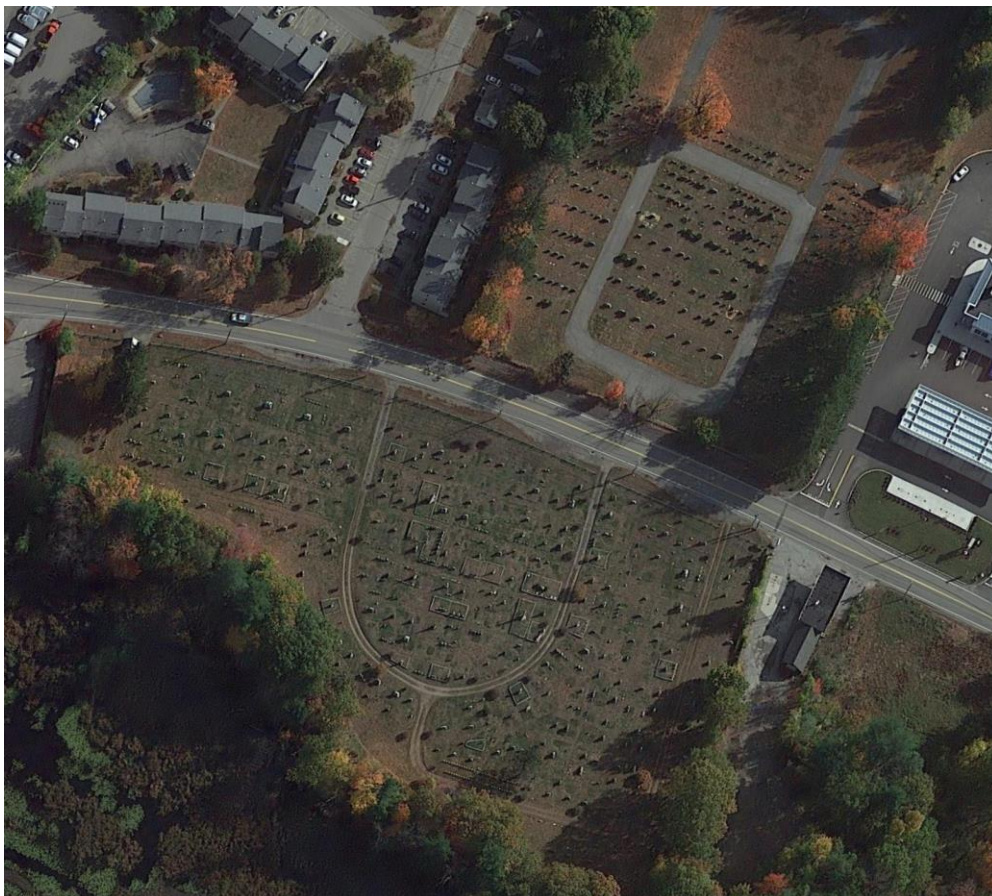


Figure 1 Woodlawn Cemetery, Ayer, MA

The west side is broken up into four developed sections with access roads/paths throughout as shown on Figure 2.

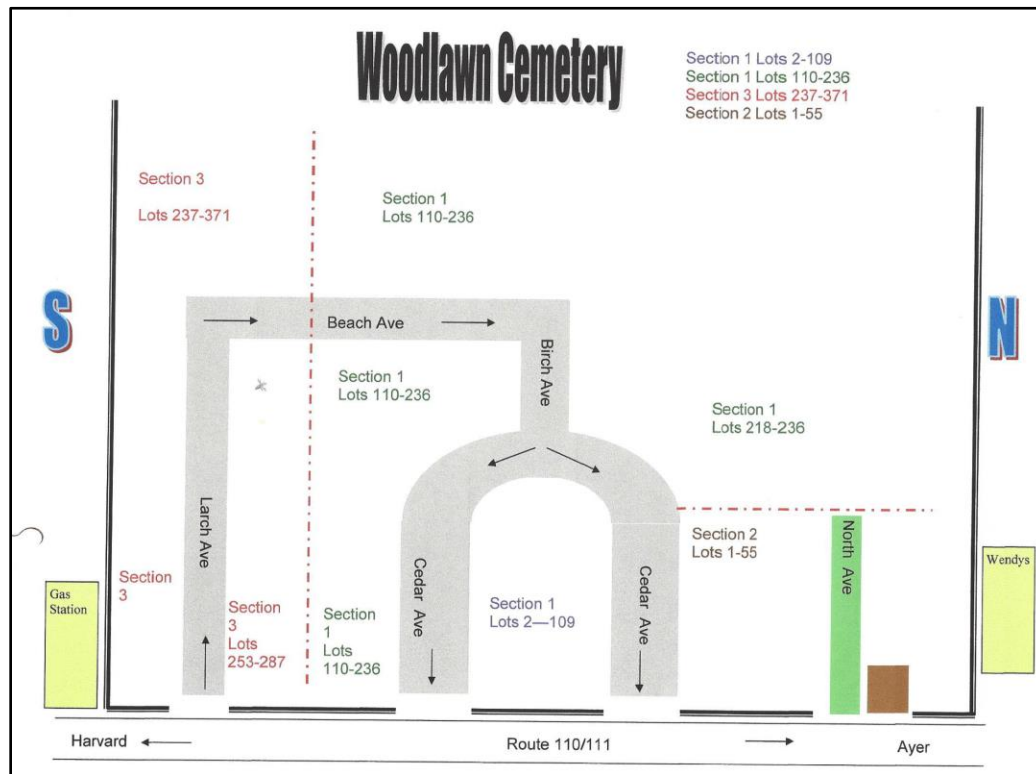


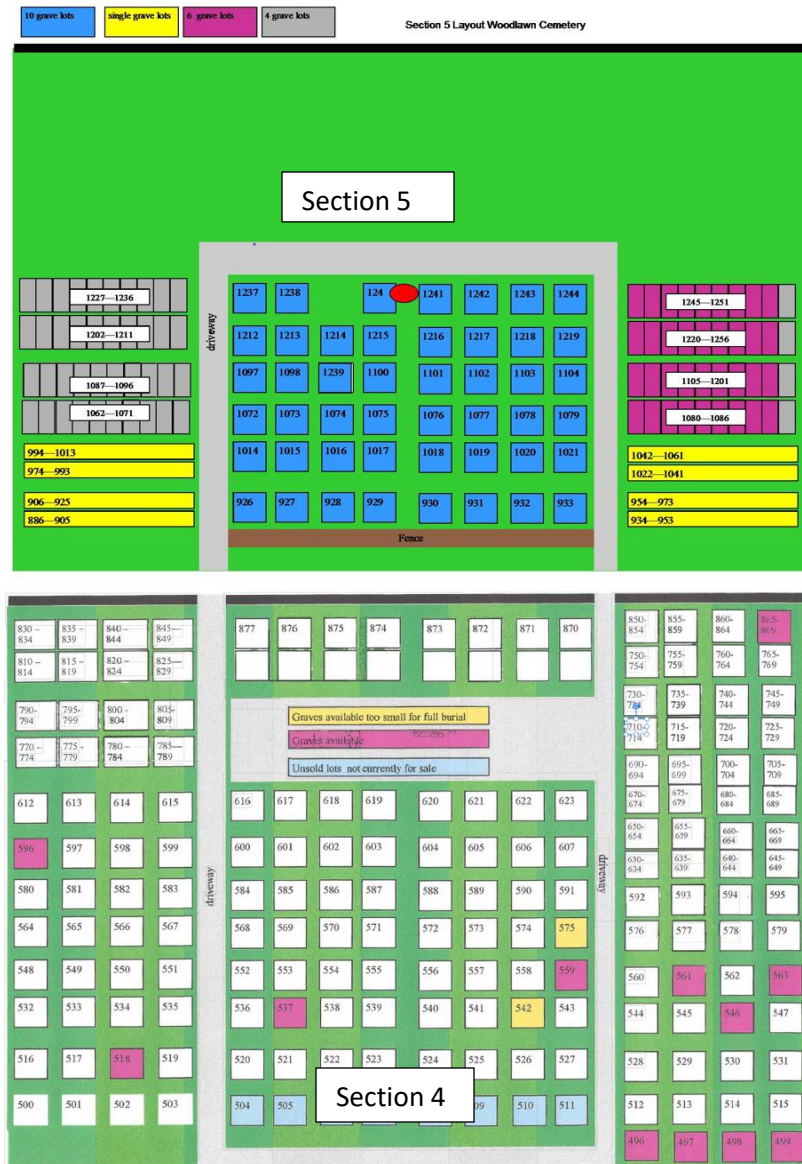
Figure 2 Woodlawn Cemetery Layout (Not to Scale)

There are two paved main entrances to the west side named Cedar Avenue. These turn to gravel about half-way up. The other access roads are labeled as Larch and North. These are mostly grass / dirt roads. Larch is connected to Cedar via Beach Avenue and Birch Avenue. There are also several grass paths labeled as Western, Northern, Pine, Walnut, Oak, Spruce, and Maple Avenues. Along front of the cemetery there is a granite post fence as well as some iron-pipe fence on the sides. There is one structure on the west side located next to Northern Avenue, it is a brick building with a slate roof.

There is a Soldiers Lot in the rear corner of Section 1 that is part of the Massachusetts National Cemetery. The Soldiers Lot is in Section 1, lots 193, 203, 206, and 211. The federal government purchased the lots from Woodlawn Cemetery in 1918. Most of the 52 men interred in the Soldiers Lot died at Fort Devens. The last interment was made in 1931. All the interments in the Soldiers Lot are known. Some of the head stones are weathered and the National Cemetery Administration inspects and maintains the graves.

The west side area has nine water spigots and drainage includes one leaching catch basin.

The east side area consists of two sections; 4 and 5. The front section, Section 4 is developed, and the back, Section 5 is undeveloped. The general layout is shown on Figure 3.



HARVARD ROAD

Figure 3 Sections 4 & 5 Layout

The sections are divided by an iron-pipe fence which also runs along the north side. At the entrance there is a stone wall that runs along the front of the cemetery. The entrance road in Section 4 is paved and Section 5 is gravel. There is a storage unit with a gravel path leading up to it on the southeast corner of Section 5. This side of the cemetery is equipped with 12 water spigots spaced evenly throughout. For drainage there are two catch basins, and both are in good condition.

Based on our inspection of the Woodlawn Cemetery, there are several items that will need upgrades / maintenance. The pavement at the entrance to Section 4 is in poor condition and needs to be repaved. The area in the back of section 5 and around the storage unit on the east side should be cleaned up of any debris, trash, grass clippings, etc. The iron-pipe fence is in good condition but needs to be painted. The brick building in Section 2 is in generally good condition but will require

some repairs, such as a door replacement. The signs on both sides of the cemetery will need to be replaced, as most are unreadable.

Existing Operations

The cemetery is currently operated by the Woodlawn Cemetery Corporation. The corporation manages the sales and burials for the lots, the financial record keeping and the general administration. A landscaping contractor is hired on an annual basis to mow the grass, perform lawn treatments, and dig graves.

The administration of the Woodlawn Cemetery including the formulation and enforcement of policy is set by a volunteer Board of Trustees of the Woodlawn Cemetery.

The corporation has General Regulation, original and schematic maps of each section and records of each lot sold and unsold lots. Records are in Excel spreadsheet format.

The Board of Directors have quarterly meetings held in March, May, September and December of each year and an Annual Meeting on the last Monday in March. The Annual Meeting is open to deed holders and is publicly advertised.

Maintenance includes mowing and grounds care. Past budgets are based on 15 mows per year, fertilizer and grub control and miscellaneous landscaping improvements.

Existing Fees and Funds:

The current fee structure of the Woodlawn Cemetery is as follows (*Note: These fees are subject to review by the Cemetery Commission upon transfer to the Town*):

- Full burial lot: \$800 (*\$600 for cost and \$200 for perpetual care*)
- Ash burial: \$350
- Ash vault: \$120
- Veteran's Markers: No charge.

Woodlawn Cemetery currently receives an annual payment of \$1,000 from the Massachusetts Veterans Cemeteries for the care of the Soldiers Lot.

Woodlawn Cemetery currently receives an annual payment in the amount of \$2,000 from the Town of Ayer.

The Woodlawn Cemetery currently has approximately \$80,000 in funds of which \$60,000 is for perpetual care and \$20,000 is for general purposes. These funds would be transferred to the Town of Ayer for the specific purposes related to the operations and maintenance of the Woodlawn Cemetery.

Massachusetts Laws and Regulations:

The laws governing cemeteries in Massachusetts are codified under Massachusetts General Law Chapter 114.

Town Cemetery Oversight and Management:

Upon transfer of the Woodlawn Cemetery to the Town, the Town of Ayer will own all the cemetery land, graves, and real property. During the initial transfer period prior to the establishment of the Cemetery Commission, the operations, maintenance, and care of the cemetery will be under the Department of Public Works as a division of the Department of Public Works. The DPW will also be responsible for the administrative functions related to the cemetery. Most of the laws governing cemeteries in Massachusetts are contained in Massachusetts General Law Chapter 114.

Upon establishment of the appointed Cemetery Commission, the Commission will be responsible for the policies, rules, and regulations of the cemetery with the DPW Director responsible for the care and maintenance. The Cemetery Commission will be appointed by the Select Board. The Cemetery Commission is a three (3) member Commission of which commissioners must be residents of the Town of Ayer and will be appointed to three (3) year terms that are staggered. Any personnel administration and management matters will be the responsibility of the DPW Director and/or the Town Manager.

The development of the Woodlawn Cemetery budget and capital plan will be the responsibility of the Cemetery Commission and DPW Director following the Town's budgetary and capital planning policies and procedures. The Cemetery Commission will provide periodic updates to the Ayer Select Board on the operations and issues of the Woodlawn Cemetery. The Cemetery Commission will meet regularly in open session meetings with the DPW Director regarding the administration of the Woodlawn Cemetery.

All funds and fees collected by the Woodlawn Cemetery shall be transferred to the Town Treasurer and designated specifically for cemetery purposes. All public inquiries regarding the Woodlawn Cemetery will be directed and handled by the Department of Public Works in consultation (when applicable) with the Cemetery Commission and/or pertinent Town Departments.

Administration

Administration / office operations of the cemetery include:

- coordinating of and scheduling burials and internments.
- handling financial responsibilities such as receiving payments, payment of bills and paperwork, processes accounts payable and receivable,
- developing and managing budgets for cemetery operations
- keeping records of ownership and sales
- preparing reports as required
- purchases materials and supplies; administers budget and monitors expenditures.
- Correspond with funeral directors, monument dealers, lot owners and family members, other cemeteries, and other town departments regarding cemetery operations, policies, and procedures
- Organizes and coordinates funeral services; prepares gravesite for ceremony and burial, coordinates activities as needed during the ceremony, lowers casket after the ceremony and prepares for the vault cover, and repairs the gravesite.
- Maintains and updates map of cemetery sections and a listing of the deceased. Prepares interment, sale of graves and perpetual care cards; maintains and updates activity files in department database system.
- Assists in special events and commemorations including Memorial Day.

Financial and Records Management Policies:

Upon transfer of the Woodlawn Cemetery to the Town of Ayer, all records of the cemetery will be public records as defined under the Massachusetts Public Records Law and will be maintained and processed accordingly. At this time, the Department of Public Works will be the custodian of all financial and public records with the Town Manager as the Town's Public Records Officer.

The Town Accountant will be responsible for the oversight and audit of all financials related to the Woodlawn Cemetery and the Town Treasurer will be responsible for receiving all funds and fees collected by the Woodlawn Cemetery.

Death certificates will continue to be filed with the Town Clerk as permanent records. Additionally, the DPW will initially be responsible for the issuance and permanent retention of deeds related to the sale of graves.

Maintenance Operations:

Day to day cemetery maintenance operations include the routine maintenance of the cemetery grounds, grave preparation and repair, landscaping, irrigation, lawn mowing, installing markers, removing leaves, snow, and debris, and providing for safety and accessibility throughout the cemeteries.

Operations also include assisting in special events and commemorations including Memorial Day.

Maintenance responsibilities will include the following:

Routine Operation

1. Park gates will be opened, unlocked, and “locked open” daily
2. All garbage cans will be checked Mondays and Fridays. Cans half full will be pulled and replaced with empty liners
3. Litter in all areas will be picked up and disposed of every morning.
4. Opening walk-through will include reporting of any hazards. (i.e. tree, trip, pathway, etc.) All Graffiti either cleaned and or reported to Police Dept.
5. Visually inspect for trash & debris
6. Physically inspect all areas
7. Address all safety issues immediately with barriers and/or caution tape
8. Immediately report any safety hazards or concerns to Foreman
9. Inspect Equipment, Safely Transport Equipment, and upon arriving on-site check for trash.
10. Ensure grounds are cleared and repair any visible damage
11. Move goals, picnic tables, etc. to mow underneath
12. Trim and edge where needed
13. Blow when finished
14. Clean equipment
15. Follow Turf Maintenance Program
 - Fertilization
 - Aerification
 - Over-seeding
 - Top-dressing
16. All areas checked for safety (i.e. obstructions, sightlines, encroachment, and trip/fall hazards)
17. Curb appeal, clean & visible signage, weed free, clear striping, and inspected regularly
18. Edge and trim all hardscapes/turf borders
19. Snow plowing and ice treatment will be done after roads and other priorities are completed unless required for funeral service
20. Periodic tasks, such as addressing sunken graves, leaning monuments, misc. damage,

Burial Operations:

Coordination for funeral services includes preparing gravesite for ceremony and burial, coordinating activities as needed during the ceremony, lowering casket after the ceremony, and preparing for the vault cover and repairs the gravesite.

1. Locate and verify vacancy. Confirm vacancy by use of maps, paperwork, and probe if necessary.

2. Prepare site for service (i.e. layout, plywood, dig, lowering device, and any additional requests)
3. Perform Service
4. Teardown / Backfill
5. Complete all paperwork

Budget

Capital Improvements:

Upon an initial assessment of the Woodlawn Cemetery there will be a need to resurface the access roads and driveways of the cemetery. Additionally, there are some monuments and graves in need of repair/remediation. Upon transfer to the Town, the DPW Director and Cemetery Commission will develop the appropriate 5-year capital plan in accordance with the Town's Capital Planning Policy for FY 2023 with any initial capital requests being submitted as part of the Capital Planning Process to commence in October 2023.

Annual Operating Budget:

The following is the proposed annual Operating Budget for the Woodlawn Cemetery. This proposed budget assumes the transfer to the Town is completed on January 1, 2022 and is for the balance of operations for FY 2022 (*Note: The authorization for this funding is contained in Article 2 of the 2021 Fall Special Town Meeting to be held on October 25, 2021 for consideration by Town Meeting.*)

51100	WAGES	\$ 33,000
51300	OVERTIME	
52000	CONTRACTOR SERVICES	\$ 1,000
52100	UTILITIES	
52400	REPAIRS & MAINTENENCE	\$ 5,000
52700	RENTALS	
55400	CEMETERY SUPPLIES	\$ 2,000
		\$ 41,000

Implementation Plan

The Implementation Plan of the transfer of the Woodlawn Cemetery to the Town of Ayer will be a phased-in implementation plan starting with the actions of the 2021 Special Fall Town Meeting and culminating in the estimated transfer date of January 1, 2022, followed by the formal establishment of the appointed Cemetery Commission by the voters in May 2022. During this period of transition, most operations will be assumed by the Department of Public Works and the next year will be necessary to develop a true baseline of all operations and costs.

1. Upon passage of Article 1 of the 2021 Special Fall Town Meeting on October 25, 2021, the Town will complete the transfer of the Woodlawn Cemetery to include all real property,

- graves, monuments, equipment, and funds from the Woodlawn Cemetery Company to the Town of Ayer. It is anticipated that the final transfer will be completed by January 1, 2022.
2. Upon passage of Article 2 of the 2021 Special Fall Town Meeting on October 25, 2021, the Town will have \$41,000 to operate the Woodlawn Cemetery for the balance of FY 2022. This funding will be in addition to approximately \$80,000 in funds transferred to the Town from the Woodlawn Cemetery Company. These funds will be solely for the purposes of maintaining and operating the Woodlawn Cemetery.
 3. Upon passage of Article 3 of the 2021 Special Fall Town Meeting on October 25, 2021, the Town will form an appointed Cemetery Commission to consist of three (3) members appointed by the Select Board. Under State Law this is a two-part process. In addition to passage of Article 3, the Voters of Ayer will be asked to approve the formation of an appointed Cemetery Commission at the Annual Town Election on May 10, 2022.
 4. The Cemetery Commission will be responsible for the establishment of policies, procedures, guidelines, and rules for the operation of the Woodlawn Cemetery by the Town of Ayer. The Commission will also be responsible for setting prices for graves, burials, perpetual care, and other fees associated with the cemetery. The Cemetery Commission is an appointed public body subject to the Open Meeting Law and Public Records Law of the Commonwealth of Massachusetts.
 5. Upon transfer to the Town and initially, the intent of the Town will be for all operations of the Woodlawn Cemetery to be administered by the Ayer Department of Public Works. The Town may initially retain some of the subcontracted landscaping services of the Woodlawn Cemetery Company but phase-in the use of the appropriate Department of Public Works personnel.
 6. After the initial transfer, the operating budget for the Woodlawn Cemetery will be developed by the Cemetery Commission and DPW Director as part of the Town's normal budget process and cycle. The future Capital Plan of the Woodlawn Cemetery will also be developed by the Cemetery Commission and DPW Director and subject to the normal capital planning process and capital planning policy of the Town of Ayer.
 7. Upon completion of the transfer and the establishment of the Cemetery Commission, a comprehensive review and recommendations of the fees and charges of the Woodlawn Cemetery will need to be conducted to determine adequate fees and charges based on the marketplace.

Appendix A - Burial Policies (PROPOSED)

The Ayer DPW will be available for services Monday through Saturday. Normal hours are 8:30am to 2:00pm; 12:00pm on Saturdays. Graveside services may not exceed 45 minutes from the scheduled arrival time. There will be no services performed on Sundays or holidays when Town Offices are closed. Other times or unusual requests will be at the discretion of Director of Public Works

1. Sale of Lots:

Lots will be sold as "Single Graves", "Double Graves", "Double Cremation Graves" and "Six Cremation Graves". "Family plots" will be discouraged. Accordingly, individual, or spousal names will be assigned to each double grave; families wishing to create clusters of graves for extended families may purchase adjoining double grave lots, where available. The purchase of five or more graves requires the prior approval of the Board of Town Managers. All lots are sold with Perpetual Care.

2. Opening of Graves:

When the Town is asked to open a grave which is not in the name of the deceased or his/her spouse, the Town will require that a notarized letter claiming lot ownership and rights to burial be submitted to the Town prior to opening any grave. People claiming to have such ownership rights must understand how cemetery plots are passed on (Massachusetts General Laws Chapter 114, Section 29), who other tenants in common might be, and show due diligence locating and including any others with ownership rights.

Any burden for the consequences of misrepresentation of rights in cemetery lots will fall to those claiming those rights.

Further explanation can be found on www.massachusettsgenerallaws.com

3. Confirmation of Orders:

Orders for opening graves must be confirmed in writing prior to the Town's performance for those services. This order for services must be signed by the Funeral Director, or if arranged by the family, signed by a member of the Cemetery Department. It will include all expected services, time of arrival at the cemetery, and represent the fees due to the Town for those services ordered. An interment order signed by the lot owner or the lot's recognized representative is required. For the purposes of this confirmation, facsimile transmission, confirmed by original documents will be acceptable. All fees for interment services are due at the time of commitment and the Town will look to the Funeral Director ordering services for any deficiencies.

4. Installation of Marker Foundations and Flush Markers:

During frost-free months, orders for installation of marker foundations and flush markers will be completed within three weeks of the receipt by the cemetery office of an order for service, accompanied with the appropriate fees. Orders accumulating over winter months (December 1st- March 15th) will be completed in the spring prior to Memorial Day. Every effort will be made to complete orders received up to May 1st of each year for the Memorial Day weekend.

5. Installation and Care of Memorial Markers:

Except as approved by the Cemetery Commission, all memorial markers will conform to the following stone sizes:

- A. Single graves, double cremation lots, and graves restricted to flush markers will be limited to one marker not to exceed 24"x12" surface area
- B. Two grave burial lots may install one upright memorial of maximum size 30"x14"x36" high. Memorials will consist of two stones: (a) a base of 30"x14"x8" and (b) a tablet of 24"x8"x28" maximum dimension.
- C. Three grave and larger lots may install one upright memorial of maximum size of 48"x18"x36" high. Memorials will consist of two stones: (a) a base of 48"x18"x8" and (b) a tablet of 42"x8"x28" maximum dimension.
- D. Six grave cremation lots may install one upright memorial of maximum size of 24"x14"x28" high. Memorials will consist of two stones: (a) a base of 24"x14"x8" and (b) a tablet of 20"x8"x20" maximum dimension. Installation of a flush marker will reduce the lot's capacity by two burials.

Memorial markers set on graves, and lots are the property of the Lot Owner, and accordingly, responsibility for the care and repair is that of the Lot Owner.

6. Planting and Decorating of Graves:

Planting of annual flowers may be done within 12 inches of any upright memorial markers. Planting adjacent to flush memorials is not permitted. Borders of any kind are not permitted. "Eternal flames" may be placed at graves. Plastic decoration is not permitted except as presentation of age-appropriate toys and memorabilia. From time to time any decoration may be removed from the cemeteries without regard as to when it was placed on the grave. *The Cemetery Department assumes no responsibility for care or maintenance of decorative matter.*

7. Application of Overtime Rates:

- Normal rates apply Monday through Friday, 8:30am until 3:00pm.
- Overtime rates apply during daylight hours (sunrise to one half hour before and after these regular hours).
- Overtime rates apply Saturday 8:30am to 1:00pm.
- Overtime rates apply for any service requested with less than 24 hours' notice and for services ordered after 10:00am Friday for performance on Monday before 12:00pm.

No service will be performed other than these times or on Sundays and Legal Holidays (when Town Hall is not open). The performance of Interment Services includes staff presence to

provide graveside assistance and close the grave. The rates assume ninety (90) minutes from scheduled time of arrival to completion of grave closure. Excess time assessment will apply for any time in excess of 90 minutes.

8. Reuse of Graves:

Graves used for over 50 years, and which did not use any form of casket protection may be reused in accordance with Massachusetts General Laws Chapter 114 Section 3A. Graves may be reused for a relative or descendant of the occupant of that grave provided that no other relative or descendant objects.

The Cemetery Commission will require that a qualified genealogist (paid for by the family) establish who the relatives and descendants of the occupant of the grave to be reused might be, and that the positive written affirmation of all interested parties be obtained prior to opening any grave for reuse. There can be no exceptions and we will not feel pressured by limited time constraints to have these requirements fulfilled.

Lot owners should understand the indelicate nature of grave reuse. The reuse fee applies to each reused grave and the Perpetual Care fee applies to any reused grave not previously endowed.

9. Burial of Cremated Remains:

Up to four interments of cremated remains may be placed on each single full burial. However, lot owners must remember that only two flush markers may be placed on each grave. Cremated remains must be interred in durable and non-biodegradable containers.

10. Disinterment and Removal of Burials:

Removal will not be made without a signed order from lot owner, nor without written consent of surviving husband or wife, or, if no husband or wife, the next of kin or authorized agent. A charge will be applied for this service.

The Cemetery Commission has determined that the removal of burials can be disturbing to family members. Therefore, a Funeral Director will represent families at all removal operations and families will be asked to remain away during removal activities.

11. Use of Family Lots:

The owner of a Cemetery Lot has the right to determine whose remains shall be interred in that lot. That right is the exclusive right of the original lot owner limited only by his or her spouse's inalienable right of burial in that lot. Upon the original owner's death, the lot descends to his/her heirs indivisible and in its entirety.

The successor lot owners must collectively decide how the lot may be used. This is most easily accomplished by electing one of the heirs to represent the lot, as required by Massachusetts General Law Chapter 114 Section 29 or by polling each of the lot's owners.

The rights of the spouses of successor lot owners are not the same as the original owner's spouse. Successor spouses do not have a right of burial in their spouse's inherited cemetery lot.

12. Legacies, Gifts, and Memorial Funds:

The Cemetery Commissioners will accept legacies, gifts, and memorial funds, in the name and behalf of the Cemetery, and see that the terms and conditions attached to such legacy, gift, or fund are faithfully fulfilled.

Appendix B

Woodlawn Cemetery Rules and Regulations – (PROPOSED)

The Cemetery is open from Sunrise to Sunset

Dogs are not allowed in the Cemetery

All work done within the Cemetery shall be performed by employees of the Department, or by permission of and under the supervision of the Superintendent and/or Cemetery Commission.

Noise within the Cemetery grounds will be kept at a minimum, except for the pieces of equipment necessary to maintain the grounds or excavate graves

The speed limit for vehicles within the Cemetery grounds is 5 MPH

No open flame will be allowed in the Cemetery. Vigil lights must be approved by the Cemetery Commission

All plantings shall be by permission of the Cemetery Commission

Decorations may be placed on graves one (1) week before Memorial Day and must be removed by June 15

A maximum of two (2) containers may be placed on any lot at the Main Monument only.

All Winter decorations must be removed by April 1

Any decorations remaining beyond these dates may be removed by cemetery workers, without liability

Recreational activities are not allowed on the cemetery grounds i.e., roller blading, skate boarding, baseball, football, hockey, bike riding, golfing, or any other related recreational activities.

Motorized vehicle training of any type is prohibited. The operator will be held liable for any damage to cemetery grounds or property.

No hunting is permitted within Cemetery grounds

The owners of lots in this cemetery or their heirs, shall not grant, sell, or convey to any persons their interest in said lots. Upon approval of the Commissioners, interests in said lots must be sold back to the Town for the original selling price.

Persons visiting within the cemetery are prohibited from picking flowers, wild or cultivated, breaking, or injuring any tree, shrub, or plant.

No loitering, picnicking, alcoholic beverages, or boisterous behavior will be allowed within the cemetery grounds.

Police will be notified of any person not conducting themselves in a proper fashion with the cemetery boundaries.

Littering or dumping of trash within the cemetery is subject to fine.

No use of cemetery water sources is permitted for washing of vehicles.

No soliciting of business is allowed within the cemetery.

No firearms are permitted on cemetery grounds, except for military and memorial services and only with the approval of the Police Chief.

No trees or shrubs shall be planted and/or removed except by the Ayer DPW.