

## IX. FACILITIES AND SERVICES

### INTRODUCTION

In Massachusetts, municipalities are responsible for administering and delivering nearly all services. Municipal facilities and services are structured to respond to a community's priorities and desires in terms of providing a satisfactory quality of life for its residents. Collectively, public buildings and facilities, land, infrastructure, equipment, personnel and financial resources make it possible for the town's employees, boards, committees, and commissions to provide services for residents and businesses, and to conduct the day-to-day business of the Town.

The Facilities and Services Element of this Master Plan focuses mainly on the capacity of local government to finance and deliver services. Chelmsford has not grown significantly in recent years, and there is no indication that its growth rate will increase in the foreseeable future. Its capital facility needs have less to do with serving more people than with addressing deferred maintenance and renovating or replacing outgrown or obsolete buildings. Similarly, the town's operating challenges have little to do with population growth. Rather, the challenges involve paying for typical desired local services in a state with fluctuating aid policies, a cap on property taxes and no authority for cities and towns to collect impact fees.

Chelmsford's legislative body is a representative town meeting consisting of one hundred and sixty-two members elected to meet, deliberate, act and vote in the exercise of the corporate powers of the town. Eighteen members are elected from each of the town's nine voting precincts. The Board of Selectmen is the chief executive office in the Town. The Town Manager is the primary officer responsible for implementation of policy directives and guidelines adopted by the Board of Selectmen. The daily administration of the affairs of the Town is the exclusive responsibility of the Town Manager.

**Goal Statement:** *Provide high quality, cost effective and accessible services and facilities to meet the changing needs of the town's residents and businesses.*

- *Provide community services that meet the needs of all residents regardless of income, age, gender or ability. Such services include education, public safety, public health, town administration, library services, recreation and social services.*
- *Maintain, enhance and improve the town's infrastructure and facilities in a manner consistent with best practices and using available technology.*
- *Use a comprehensive approach to asset management by maintaining an inventory of municipal property, establishing priorities and long-range plans for addressing public facility projects and maintenance, and by periodically re-evaluating the town's building and land needs.*
- *Coordinate the provision of community facilities and services in an efficient manner by planning and budgeting for large projects based on anticipated community need.*

Chelmsford's local government is complex with a total operating budget of \$101,023,021 in FY 2011.<sup>55</sup> The major sources of funding for the budget include \$75,688,267 from the property tax levy, \$15,183,952 in State Aid, and \$6,903,750 in local receipts. The FY 2011 budget maintains a level service of government operations, compared to FY 2010, in that there are no additional positions funded.

Chelmsford offers three options for educating its student population: Chelmsford Public Schools (grades K-12), Nashoba Valley Technical High School (specialized vocational education for grades 9-12), and the Innovative Academy Charter School (grades 5-10), which is funded in the non-appropriated category of the town's budget. The total expenditure for all three systems in FY 2011 is projected at \$48.62 million, which represents 48.62% of the total budget. The School budget in FY 2011 continues to be funded above the State Net School Spending Requirements, which is an indication of the community's strong commitment to education. In fact, during the public visioning sessions for the Master Plan, the quality of the school system was often cited as one of the community's greatest strengths.

Public Safety (Police, Fire, Inspections and Enforcement, Animal Control, and Emergency Management) is the second largest functional component of the Town's budget, representing approximately 9.6% of total expenditures in FY 2011. In addition to public safety operating expenses, the FY 2011 budget provides \$130,000 for the replacement of four police cruisers.

To meet the ongoing capital expenditure needs of the Town, the FY 2011 budget includes a level-funded \$2.5 million capital improvement program. Funds are being expended to update the foreign language lab at the high school, install additional interactive white boards in classrooms, update other computer technology, maintain school facilities, purchase department vehicles, support technology operations, and construct road, sidewalk, and drainage improvements.

Prudent use of debt financing is an important part of the Town's overall fiscal planning. The primary objective of any debt management approach is to borrow at the most favorable rate possible. Attainment of this objective requires clear policies in terms of the reasons and rationale for borrowing, calculating the appropriate term for repayment, and appropriately planning for the repayment of debt-financed projects at the most favorable rate possible.

A rapid repayment schedule ensures cost savings to the community and seeks to avoid burdening future generations with large debt loads. Debt is typically retired in five to ten years, depending on the expected useful life of the capital asset being financed. However, new and renovated building projects and the sewer project are planned to have a twenty year repayment term. All debt is issued as general obligation debt. This means that the full faith and credit of the Town is pledged to the bondholder. Debt issued on behalf of the Town's sewer construction project approved prior to 2003 is exempt from Proposition 2 ½, as is debt issued on behalf of the secondary school construction and renovation project. Sewer construction debt approved since

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<sup>55</sup> FY 2011 Budget and Capital Improvement Plan, April 2010.

2003 is paid with sewer betterment revenue. Repayment of all other issued debt must be funded within the levy limit.

The Town's credit rating is AA- from Standard & Poor's with a Stable Outlook. Standard & Poor's rating reflects the Town's moderate overall debt burden, diverse tax base, and financial management practices. As with a personal credit rating, the Town's credit rating is a statement of its overall fiscal health as a government and as a community. The benefit of a strong credit rating is realized in lower interest costs on the Town's long-term debt issues.

## A. INTRODUCTION TO TOWN FACILITIES

This subsection of the Facilities and Service chapter will present existing conditions for municipal buildings and recreational facilities, discuss management and operations, outline issues and opportunities and identify a series of recommendations to address the future facility needs of the community. The Facilities Section was prepared by the Chelmsford Community Development Department.

### **Municipal Buildings**

The Town of Chelmsford maintains twenty-eight (28) buildings that the Town maintains. Below, the following information is provided for each building: general site and building characteristics, existing operations, deficiencies, costs estimates and schedules for capital planning expenditures.

#### ***Town Office Buildings***

- **Chelmsford Town Office Building** - Originally constructed as a high school in 1916, the building was converted to Town Offices in 1981. Located on a 9- acre site at 50 Billerica Road, this structure is a 3 story brick/masonry building of 30,912 sq. ft. with a rubber seam roof that was replaced in FY 2003. The building supports the Town of Chelmsford's administration, financial operations, facilities management, highway engineering, building inspection departments, and is the primary facility for town boards and committee meetings.

Recent upgrades to the building include windows (FY2003 in the amount of \$80,000 and FY 2009 in the amount of \$95,000), replacement of some entrance doors, rewiring for technology, and lighting retrofit. Water is supplied from the Center Water District, sanitary drainage via town sewer; electrical power is supplied by National Grid and the building is heated with natural gas.

Building deficiencies that need to be addressed are renovation to the gym, including restrooms, stage, heating and windows, estimated at \$166,400 and scheduled for 2012; parking lot lighting, estimated at \$28,125 and scheduled for 2014; parking lot curbs and

walks, estimated at \$140,000 and scheduled for 2016; and roof replacement, estimated at \$227,040 and scheduled for 2018.

It should be noted that as a result of the recently approved DPW facility on Alpha Road, the Sewer Department, Engineering and Facilities and Maintenance will be relocated. (See page 7 for more discussion on this issue.)

- Center Town Hall** - Located on a 33,105 sq. ft. site at 1A North Road, is a 1.5-story wooden frame clapboard building of 7,451 sq. ft. with an asphalt shingle roof. Built in 1879, it was renovated in 1937 and in 1985. Its use today is as a Community Cultural & Arts Center. There is 8,000 sq. ft. of parking behind and to the east of the building containing 47-50 parking spaces. Upgrades to the building include an asphalt-shingled roof completed in FY 2004 at a cost of \$43,000, and air conditioning installed in FY 2001 at a cost of \$60,000. Water is supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and the building is heated by natural gas. The basement has a large area for meetings and programs, along with a kitchen. The Chelmsford Community Exchange, Inc. food pantry occupies a small space at the rear corner of the building. The first floor is utilized as rental space for artist galleries. The third floor is utilized for functions and performing arts. Center Town Hall is situated in the Chelmsford Historic District and is also a National Historic Site. There are preservation restrictions on the building that limit interior and exterior renovation activity. The building is ADA accessible via a lift.

In April 2010, Town Meeting voted to allocate \$2.56 million in Community Preservation funds to perform a full interior and exterior historic renovation. This renovation will consist of adding a new elevator for handicapped access, new toilet facilities to accommodate an assembly use, restoration of windows and auditorium, all new building systems and exterior repairs and repainting. It is important to note that although the project is a full interior and exterior renovation, there are a number of items, such as the roof and parking lots, which are not programmed for renovation. Therefore, capital funds may be needed, in addition to the CPC funds.

- North Town Hall** - Located on a 9,160 sq. ft. site at 31 Princeton Street, is a 2-story 6,636 sq. ft. wood frame/vinyl sided building with an asphalt shingle roof. Originally constructed in 1853, this building has been vacant for nearly 20 years. Currently, the building is gutted down to the framing. There is no parking around the building. Water is supplied from the North Water District, sanitary drainage via town sewer and electrical power is supplied by National Grid. The heating system is disconnected.

In April 2010, Town Meeting voted to allocate \$2.85 million to perform a full interior and exterior historic renovation. This renovation will consist of structural repairs and upgrades, a new elevator for handicapped access, new toilet facilities to accommodate an

assembly use, restoration of wood siding and trim, windows and auditorium and new building systems.

As part of the North Town hall renovation project, 40 new parking spaces will be constructed across the street behind the North Fire Station. It is important to note that although the above project is a full interior and exterior renovation, there are a number of items, such as the roof and parking lots, which are not programmed for renovation. Therefore, capital funds may be needed in addition to the CPC funds.

### *Public Safety*

- **Police Station** - Built in 2003 and located on a 4.3-acre site at 2 Old North Road, is a 2-story brick/masonry building of 20,906 Sq. ft. with an asphalt shingle roof and 78 parking spaces. Water is supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid. The building is heated by 2 Raypack model 502 gas-fired boilers. The Town's centralized fueling facility is located at this site. The building also contains a community meeting room that seats 70 persons. No major capital projects are needed.
- **Police Maintenance Garage** - Built in 2003 and located on a 4.3-site at 2A Old North Road, is a 1-story brick/masonry building of 4,850 sq. ft. with an asphalt shingle roof. Water is supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and the building is heated by gas. No major capital projects are needed.
- **Dog Pound** - Built in 1987 and located adjacent to the Police Station, is a single-story brick /masonry building of 1,320 sq. ft. with an asphalt roof. The facility has parking for two vehicles. The interior consists of a kennel area with 13 cages, office area, one-car garage and bathroom. Water is supplied by the Center Water District and the sewer is hooked into the town system.

Upgrades to the building include a new hot water tank installed in 2002, a garage door opening in 2002, new boiler in 2005 and new garage door in 2006. No major capital projects are needed.

- **Center Fire Station** - The station was built in 1952 and is located on a 10,800 sq. ft. site at 7 North Road in the Historic District. This is a 2-story brick/masonry building of 7,164 sq. ft. with a rubber membrane roof. The facility has parking for 5 vehicles. Upgrades to the building include a new boiler and lighting retrofit in FY 2003.

Building deficiencies include structural integrity, building code compliance, ADA compliance, outdated technology, lack of storage, inadequate medical cleaning/decontamination area, lack of training facilities, poor living quarters, undersized

apparatus bays, no use of basement, and the current lot size is too small for expansion. Water is supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas. This building is not ADA complaint.

- **North Fire Station** - Built in 1972 and located on a 40,946 sq. ft. site at 35 Princeton Boulevard, is a 1 story brick/masonry building of 3,740 Sq. ft. with rubber membrane roof. The facility has parking for 15 vehicles. Upgrades to the building include the roof in FY 2007, at a cost of \$32,000, windows, boiler, air conditioning and lighting retrofit. Water is supplied from the North Water District, sanitary drainage via town sewer; electrical power is supplied by National Grid and the building is heated by natural gas. This station is not fully ADA accessible. No major capital projects are needed. As part of the North Town hall renovation project (see above), 40 new parking spaces will be constructed at this site.
- **South Fire Station** - Built in 1966 and located on an 8,392 sq. ft. site at 295 Acton Road, is a 1-story brick/masonry building of 2,640 sq. ft. with an asphalt shingle roof. The facility has parking for 6 vehicles. Upgrades to the building include windows, boiler and lighting retrofit. The only building deficiency is roof replacement which is scheduled for 2017 in the capital budget. Water is supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and the building is heated by natural gas. This station is not fully ADA accessible and is closed due to budget cuts.
- **East Fire Station** - Built in 1976 and located on a 2.5- acre site at 115 Riverneck Road, is a 1-story brick/masonry building of 4,226 sq. ft. with a rubber roof. The facility has parking for 8 vehicles. Upgrades to the building include windows, boiler, air conditioning and lighting retrofit. Building deficiencies include the roof, scheduled for replacement in 2014, and hose tower replacement, scheduled for 2012. Water is supplied from the East Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and the building is heated by natural gas. This station is not fully ADA accessible.
- **West Fire Station** - Built in 1970 and Located on a 21-acre site at 260 Old Westford Road, is a 1-story brick/masonry building of 2,796 sq. ft. with a rubber roof. The facility has parking for 5 vehicles. There is also a 1,344 sq. ft. maintenance garage used by Parks and Recreation located on the site with a 672 sq. ft. canopy used for storage. Updates to the building include the roof in FY 2007, at a cost of \$22,000, and a boiler. Water is supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heat by gas. This station is not fully ADA accessible. New windows are needed and this work is estimated at \$6,000. This item is not scheduled for capital planning.

### *Department of Public Works*

- **Highway Garage** - Built in 1958 and located on a 12.5- acre site at 54 Richardson Road, is a 1-story concrete/cinder block building of 11,890 sq. ft. with a flat tar and gravel roof. Upgrades to the building include the ventilation system. Building deficiencies are structural, ADA, building codes, potential threat to groundwater due to inadequate storage facilities, lack of inside storage for vehicles and equipment impacting operations, and useful life of vehicles and equipment, poor/unsafe working conditions and potential law suit. Water is supplied from the North Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas. This site is currently in litigation with North Water District.

In April 2010, voters passed a debt exclusion and Town Meeting authorized spending up to \$4.6 million to acquire four parcels, containing a total of 16.97 acres, and an existing 92,844 sq. ft. building, located at 9 Alpha Road and to fund the redevelopment of the land and building into a Department of Public Works facility. A proposed Phase 2 is to be brought to the table in 2015 for \$6.0 million.

- **Highway Maintenance Garage** - Built in 1958 and located on a 12.5 acre site at 56 Richardson Road is a 1 story brick/masonry building of 3,300 sq. ft. with a metal roof. Water is supplied from the North Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas. This site is currently in litigation with the North Water District. Recent upgrades include a ventilation project in FY 2009 in the amount of \$35,000.

Based upon the April 2010 vote, see above, the Highway Maintenance Garage is anticipated to be relocated to the new DPW facility.

- **Parks Division** - Located in a building at Roberts Field behind the West Fire Station.
- **Sewer Division** - Located at Kidder Rd. The current lease is for another three years at an annual cost of \$72,000 per year.

Based upon the April 2010 vote, see above, the Sewer Division is anticipated to be relocated to the new DPW facility.

### *Libraries*

- **Adams Library** - Originally constructed in 1894, significant renovations and an addition were completed in 1998. Located on a 33,915 sq. ft. site at 25 Boston Road, is a 2 story 30,182 sq. ft. brick and masonry building with a slate and asphalt shingle roof. This property offers 74 parking spaces in front and on the side of the building. Additional on-site parking is necessary and is evident based upon patrons parking across the street in the CVS parking lot at busy times. The library additionally serves the community with two

meeting rooms; a large room that seats 75 and small room that seats 12. Those rooms are heavily booked during library hours. In 2009 with a grant from the State of Massachusetts, solar panels were installed on the roof to provide a portion of the electricity for the building. Water supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas.

- **Dutton House** - Constructed in 1896 and located on a 19,139 sq. ft. lot at 10 Bartlett Street is a 2 story 2,354 sq. ft. wood frame/clapboard building with an asphalt shingle roof. This building is used to store books for the library. The building is in need of significant work on the inside. It also needs the front porch re-built for a cost of \$22,800. Upgrades to the building are roof, painting, and floor shoring. Deficiencies are to replace windows, doors, repair clapboards, replace shutters and paint, replace front porch, repair walls, ceilings and paint interior and replace old steam boiler system with hot water. The above deficiencies would not cover ADA accessibility, ADA restrooms, some door opening would have to be widened and an elevator installed. This work would cost approximately \$195,000. Water supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas.
- **McKay Library** - Constructed in 1900 and located on a 11,727 sq. ft. lot at 43 Newfield Street is a 2- story 4,244 sq. ft. wood frame building/clapboard building with an asphalt shingle roof. The facility has parking for 20 vehicles. Current hours of operation are Wednesday 1-8 and Friday 10-5:30. Water supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas. Building deficiencies that need to be addressed are repair clapboards, replace shutters, paint and roof replacement.

### *Public Schools*

- **Chelmsford High School** - Originally constructed in 1974, and partially updated in 2007, and located on a 52.49 acre lot at 190 Richardson Road is a 3 story 285,882 sq. ft. brick/masonry building serving children from grades 9 – 12. The school has a 1,000 seat Performing Arts Center with a full fly loft and an orchestra pit. Paved parking and drive area is 220,000 sq. ft. with 605 parking spaces. Other uses of the lot Shed Frame 1 - 2,400 sq. ft., and Shed Frame 2 - 384 sq. ft. maintenance buildings. Recent updates to the building are boilers, roof, fire alarm, domestic water supply, electrical upgrade for technology, sealing and painting of building exterior panels, library remodel, addition to enclose 2 outdoor stairways, security system, lockers, stadium seating and press box, fire pump rebuilt, painting of all stairways, lighting retrofit, occupancy sensors and generator. Significant upgrades include new science labs and the addition of the performing arts center in 2007.

Building deficiencies are “univent” handling replacement estimated at \$865,613 and scheduled for 2012, parking lot, curbs, sidewalks estimated at \$528,720 and scheduled for 2016, window replacement estimated at \$1,663,334 and scheduled for 2014, kitchen/café upgrade estimated at \$248,212 and scheduled for 2015, plumbing estimated at \$713,837 and scheduled for 2013, doors and hardware estimated at \$163,200 and scheduled for 2012, lecture hall upgrade (2) estimated at \$95,962 and scheduled for 2014, casework and paint estimated at \$565,000 and scheduled for 2013, furniture estimated at \$133,560 and scheduled for 2019, gymnasium, estimated at \$167,210 and scheduled for 2013, ceiling replacement – café 1 & 2 estimated at \$100,00 and scheduled for 2011, stadium field estimated at \$137,251 and scheduled for 2015, renovate locker & team rooms (7) estimated at \$80,600 and scheduled for 2017, renovate Career Center estimated at \$175,000 and scheduled for 2015, renovate tennis courts estimated at \$88,588 and scheduled for 2018 and parking lot light replacement estimated at \$101,200 and scheduled for 2017. Water is supplied from the North Water District, sanitary drainage is via town sewer, electrical power provided by National Grid and heated by gas.

- **McCarthy Middle School** - Originally constructed in 1957 and located on a 41.86 acre site at 250 North Road is a 2 story 147,954 sq. ft. brick/masonry building serving children from grades 5 – 8 with an addition in 1962. The roof, installed in 2003, is flat with tar and gravel over 1/3 of the building and Sarnifil over the remaining 2/3, installed in 2005. Paved parking and drive area is 165,369 sq. ft. with 266 parking spaces. Recent upgrades to the building are roofing in 2007, white boards, lockers, Gymnasium upgrade and modular classrooms (4 rooms), lighting retrofit, occupancy sensors and generators.

Building deficiencies are floor tile replacement estimated at \$531,991 and scheduled for 2016, parking lot, curbs, sidewalks estimated at \$400,982 and scheduled for 2012, plumbing estimated at \$383,846 and scheduled for 2014, doors and hardware estimated at \$137,251 and scheduled for 2015, kitchen/café/teachers room upgrade estimated at \$100,000 and scheduled for 2011, auditorium refurbish estimated at \$626,149 and scheduled for 2015, casework and paint estimated at \$353,173 and scheduled for 2013, furniture estimated at \$42,000 in 2017 and \$62,057 in 2019, renovate locker rooms estimated at \$35,000 and scheduled for 2018, renovate lecture hall estimated at \$95,000 and scheduled for 2020, replace curtain wall windows in the Big Gym estimated at \$204,000 and scheduled for 2018, and parking lot replacement estimated at \$64,400 and scheduled for 2017. Water is supplied from the North Water District, sanitary drainage is via town sewer, electrical power provided by National Grid, and heated by gas.

- **Parker Middle School** - Originally constructed in 1965 and located on a 15.25 acre site at 75 Graniteville Road is a 2 - story 100,400 sq. ft. brick/masonry building and a 5,000 sq. ft. brick/masonry library addition that serves children from grades 5 – 8. The roof, installed in 2007, is Sarnifil. Paved parking and drive area is 120,350 sq. ft. with 208

parking spaces. Recent upgrades to the building are modular classrooms (8 classrooms), roof (2007), white boards, gym bleachers, lighting retrofit and library addition and renovation in 2007.

Building deficiencies are floor tile replacement estimated at \$145,000 and scheduled for 2011, parking lot, curbs, sidewalks estimated at \$327,175 and scheduled for 2017, “univent” replacement and DDC Controls estimated at \$575,700 and scheduled for 2014, plumbing estimated at \$354,960 and scheduled for 2016, doors and hardware estimated at \$110,323 and scheduled for 2012, gym upgrade estimated at \$118,973 and scheduled for 2013, kitchen/café and stage upgrade estimated at \$255,898 and scheduled for 2015, ceiling additions to classrooms estimated at \$378,151 and scheduled for 2020, furniture estimated at \$58,238 and scheduled for 2017, casework and paint estimated at \$334,653 and scheduled for 2018, renovate locker rooms estimated at \$30,000 and scheduled for 2012, and parking lot light replacement estimated at \$31,000 and scheduled for 2019. Water supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas. Chelmsford Tele-media is located in this school.

- **Byam Elementary School** - Originally constructed in 1970 and located on a 26- acre site at 25 Maple Road, is a 2-story 60,441 sq. ft. brick/masonry building serving children from grades 1 through 4. The roof is flat. Paved parking and drive area is 60,000 sq. ft. with 69 parking spaces. Recent updates to the building include fire alarm, boiler, windows, generator, roof top exhaust fans, whiteboards, parking lot and sidewalks, classroom furniture, floor tile, electrical upgrade for technology and lighting retrofit.

Building deficiencies are gym upgrades, estimated at \$83, 519 and scheduled for 2013, kitchen/Café upgrades, estimated at \$172,977 and scheduled for 2014, DDC control system, estimated at \$49,645 and scheduled for 2012, “univent” air handling replacement, estimated at \$409,299 and scheduled for 2012, doors and hardware, estimated at \$186,988 and scheduled for 2017, plumbing, estimated at \$284,915 and scheduled for 2015, casework and paint, estimated at \$215,540 and scheduled for 2016, parking lot light replacement estimated at \$41,000 and scheduled for 2018 and roof replacement estimated at \$557,600 and scheduled for 2020. Water supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas.

- **Center Elementary School** - Originally constructed in 1960 and located on a 6 acre site at 84 Billerica Road, is a 1 story 55, 562 sq. ft. brick/masonry building serving children from grades 1- 4, this building was taken off-line in the 1980’s and a full renovation was complete on back on line in 1999. The roof, installed in 1999, is asphalt shingle and rubber membrane. Paved parking and drive area is 20,000 sq. ft. with 66 parking spaces. Upgrades to building are DDC Controls, boilers and lighting retrofit. Water supplied

from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas. No major capital projects are scheduled.

- **Harrington Elementary School** - The Charles D. Harrington Elementary School was originally constructed in 1968 and located on a 30 acre site at 120 Richardson Road is a 2 story 60,441 sq. ft. brick/masonry building serving children from grades 1- 4. The roof, installed in 2004 is Sarnifil. Paved parking and drive area is 75,454 sq. ft. with 50 parking spaces. Upgrades to the building are fire alarm, boiler, roof and roof top exhaust fans, windows, generator, white boards, floor tiles, classroom furniture, electrical upgrades for technology and lighting retrofit.

Building deficiencies are gym upgrade estimated at \$86,679 and scheduled for 2014, kitchen/café upgrades estimated at \$206,795 and scheduled for 2018, DDC Control system estimated at \$51,555 and scheduled for 2013, “univent” air handling replacement estimated at \$442,227 and scheduled for 2013, parking lot, curbs, sidewalks estimated at \$150,00 and scheduled for 2011, doors and hardware estimated at \$187,418 and scheduled for 2017, plumbing estimated at \$274,739 and scheduled for 2015, casework and paint estimated at \$211,670 and scheduled for 2016, create new 120 space parking lot estimated at \$236,250 and scheduled for 2012 and parking lot light replacement estimated at \$28,000 and scheduled for 2019. Water is supplied from the North Water District, sanitary drainage is via town sewer, electrical power provided by National Grid and heated by gas.

- **South Row Elementary School** - Originally constructed in 1968 and located on a 13 acre site at 250 Boston Road is a 1 story 42,500 sq. ft. brick/masonry building serving children from grades 1- 4. The roof, installed in 2002, is flat covered with tar and gravel. Paved parking and drive area is 61,565 sq. ft. with 85 parking spaces. Upgrades to the building are fire alarm, roof, windows, boiler, generator, “univents”, DDC Controls, white boards, floor tile, parking lot, curbs and sidewalks, classroom furniture, electrical upgrade for technology and lighting retrofit.

Building deficiencies are gym upgrade estimated at \$64,897 and scheduled for 2013, kitchen/café upgrades estimated at \$206,820 and scheduled for 2017, doors and hardware estimated at \$168,678 and scheduled for 2015, plumbing estimated at \$255,441 and scheduled for 2014, casework and paint estimated at \$195,850 and scheduled for 2016, repair and paint trim, sand blast and paint canopy estimated at \$38,000 and scheduled for 2012 and parking lot light replacement estimated at \$28,000 and scheduled for 2018. Water is supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid, and heated by gas.

- **Chelmsford Cultural Center (Westlands Elementary School)** - Originally constructed in 1968 and located on a 6 acre site at 170 Dalton Road, is a 2 story 37,100 sq. ft.

brick/masonry building. The roof, installed in 2003 is Sarnifil. Paved parking and drive area is 45,000 sq. ft. with 57 parking spaces. Upgrades to the building are fire alarm, boiler roof and roof top exhaust fans, windows, generator, white boards, classroom, furniture, floor tile, electrical upgrade for technology and lighting retrofit.

Building deficiencies are gym upgrade estimated at \$70,937 and scheduled for 2012, kitchen/café upgrades estimated at \$167,267 and scheduled for 2013, DDC Control upgrades estimated at \$55,521 and scheduled for 2014, “univent” air handling replacement estimated at \$476,244 and scheduled for 2014, parking lot, curbs, sidewalks estimated at \$150,000 and scheduled for 2011, doors and hardware estimated at \$186,988 and scheduled for 2017, plumbing estimated at \$295,090 and scheduled for 2015, casework and paint estimated at \$201,230 and scheduled for 2016 and parking lot light replacement estimated at \$28,000 and scheduled for 2018. Water supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas.

- **Chelmsford School Administration Building** - Constructed in 1968 and located on a 1.74 acre site at 230 North Road is a 1 story 10,192 sq. ft. brick/masonry building. The roof is flat covered with EDPM membrane. Paved parking and drive area is 68,000 sq. ft. with 60 parking spaces. The building was renovated in 2007 and a modular addition was added as part of the \$31 million School Project in 2009 Water supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas. Building deficiencies are replace roof estimated at \$121,800 and scheduled for 2015.
- **Chelmsford Senior Center** - Constructed in 1989 and located on a 3 acre site at 75 Groton Road is a 2 story 20,399 sq. ft. wood frame/vinyl sided building with asphalt-shingled roof. Paved parking and drive area is 43,000 sq. ft. with 110 parking spaces. The building has 3 meeting rooms, meeting room 1 seats 45 and meeting rooms 2 & 3 seats 25 each. The facility also has a main dining area that seats 70 people. This center is fully ADA accessible. This facility also serves as an Emergency Shelter.

Building deficiencies are to install emergency generator, estimated at \$110,000 and scheduled for 2012, replace HVAC systems, estimated at \$58,000 and scheduled for 2015 and replace roof, estimated at \$101,750 and scheduled for 2017. Water is supplied from the North Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas.

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### *Town Recreation Facilities and Fields*

- **Chelmsford Country Club** - Constructed in 1963 and located on a 32 acre site at 66 Park Road is a 9 hole golf course including a 2 story 5,896 sq. ft. wood frame/clapboard clubhouse. The roof is gabled/hip with asphalt shingles. Paved parking and drive area is 20,000 sq. ft. with 65 parking spaces. The only building deficiency is to replace the HVAC systems, estimated at \$25,000 and scheduled for 2014. The course, driving range and building facility is managed by Sterling Golf Management Inc., 212 Kenrick Street, Newton, MA 02458. Water is supplied from the Center Water District, sanitary drainage via town sewer, electrical power is supplied by National Grid and heated by gas.
- **Chelmsford Forum** - Constructed in 1964 and located on a 7 acre site in Billerica at 2 Brick Kiln Road, is a 38,946 sq. ft. steel frame/concrete block ice rink building. The roof is gable with a membrane covering updated in late 2009. Paved parking and drive area is 115,824 sq. ft. with 250 parking spaces. The only building deficiency is to repave the parking lot, improve drainage and add landscaped islands, estimated at \$135,000 and scheduled in 2011. The facility is managed by FMC Inc. Sports, 100 Schoosett St., Blg 3, Pembroke, MA 02359. Water is supplied by Billerica, sanitary drainage is septic system, electrical is supplied from National Grid and heated by gas.
- **East Field** - Carlisle Street, with 1.56 acres exclusive for a softball field, a basketball court and Harmony Park playground and 27 parking spaces.
- **Highland Field** - Highland Road, with 1.5 acres exclusive for a soccer field, small play area and 25 parking spaces.
- **McFarlin Field** - Chelmsford Street, with 1.65 acres exclusive for a softball field and 50 parking spaces.
- **Murphy Field** - Mill Road to Raymond Road with 3.4 acres of conservation land for two soccer fields and 100 parking spaces.
- **Roberts Field** - Old Westford Road, with 6 acres of three fields of Youth League size, two used almost exclusively for Minors games and practices, and the other used almost exclusively for Tee Ball; soccer field, Friendship Park playground, skating pond, an open area and 95 parking spaces.
- **Southwell Field** - Wotton Street, located on 26 acres with frontage on the Merrimack River, it has three softball fields with lights, walking trail, playground, boat ramp, beach, playground and 150 parking space gravel parking lot. .
- **Strawberry Hills Field** - Jordan Road, located on 1.50 acres with one baseball field of Youth League size, playground and 50 parking spaces.

- **Varney Field & Playground (Ayotte Field)** - Adams/Sherman Street, located on 6.79 acres with frontage along Freeman Lake. Has a single Senior League size baseball field that is used by the Senior Leagues, basketball court, two tennis courts, playground, beach, snack shop and 30 parking spaces.

### *School Fields*

- **Chelmsford High School** - Located at 200 Richardson Road, with 42 acres encompassing one football stadium, an outdoor track, six tennis courts, an outdoor field hockey court, two Senior League size baseball diamonds and two softball/youth size baseball fields, two soccer fields, three basketball courts, one street hockey court and walking and cross country trails. The football field has lights.
- **McCarthy Middle School** - Located at 230-250 North Road, with 12 acres encompassing a football field, baseball field, softball field, two soccer fields, six outdoor tennis courts, two outdoor basketball courts, outdoor track, skateboard park and playground.
- **Parker Middle School** - Located at 75 Graniteville Road, with 6 acres encompassing two baseball fields of Youth League size, a playground and open area.
- **Byam Elementary School** - Located at 25 Maple Road with 3.4 acres exclusively for a playground and open area.
- **Center Elementary School** - Located at 84 Billerica Road, with 1.75 acres exclusive for a basketball court, playground and open field.
- **Harrington Elementary School** - Located at 120 Richardson Road, with 3.6 acres encompassing 1 large and 1 small soccer field and a playground.
- **South Row Elementary School** - Located at 250 Boston Road, with 6.2 acres encompassing a softball field, four soccer fields, five outdoor tennis courts, two outdoor basketball courts, and a playground.
- **Chelmsford Cultural Center (Westlands Elementary School)** - Located at 170 Dalton Road, with 1.7 acres encompassing a softball field, a playground and the Cynthia Moores Memorial Park.

## **Management & Operations**

### ***Historical Background***

Prior to 2006, the Department of Public Works Division of Public Buildings was responsible for maintenance of all Town buildings and the School Department was responsible for maintenance of school facilities.

The planning for and project management was also the responsibility of the separate entities. However, in 2006 the Department of Public Facilities was created. The former DPW Division of Public Buildings serves as a “custodian” for Town Offices and Old Town Hall. The school Department continues to provide “custodian” services for school facilities.

### ***Public Facilities***

Over the past decade the Department of Public Facilities has focused on building infrastructure. It has utilized approximately \$11,577,360 of capital funds from the Capital Plan and taken advantage of rebates and programs offered through National Grid. These programs have allowed them to receive rebates of \$685,174 and also saved \$2,928,374 in operating cost for a total savings to date of \$3,613,548.

The Department of Public Facilities is responsible for the consolidated and centralized management of all public facilities, including Town and School buildings and grounds in a uniform and high quality manner.

The Public Facilities Department provides electrical, plumbing, HVAC, carpentry and general maintenance to all Town and School buildings. There are presently 28 buildings consisting of five elementary schools, two middle schools, Chelmsford High School, the School Administration building, two Town Libraries, five Fire Stations, Police Station, two Town Halls and other support buildings. The department is also responsible for managing all major building related capital improvements.

The Public Facilities Department is responsible for maintaining all Town and School parks and athletic fields. Department personnel mow all sports fields and turf areas, trim shrubs, collect rubbish at parks and playgrounds, weed, edge, and mulch shrub beds, with the exemption of flower beds located on school property, which are maintained by the PTO’s and areas immediately adjacent to school building foundations which are maintained by school custodians. The staff is also responsible for snow removal and the preparation and clean up for special events.

### ***Facilities Asset Management***

The facilities Department uses a Computerized Maintenance Management System from MicroMain. Computerized Maintenance Management Systems (CMMS) is a software package designed to assist with the management and maintenance of facilities, buildings, and assets such as equipment by collecting information, including workforce, tasks, time, and costs, in a central database, and using that data to improve daily and long-term maintenance operations.

In February 2009, a Capital Planning module was purchased. This software package assists with planning for long-term facility needs by cataloging deferred maintenance, anticipating needed work, determining priorities, estimating costs, and planning for the future. Facilities management software may be purchased in the future.

### ***Energy Reduction***

In May of 2009 the Town began using Energy Star Portfolio Manager to maintain and track energy use for its 23 buildings. Portfolio Manager is an interactive energy management tool that tracks and assesses energy and water consumption of buildings. Portfolio Manager assists with setting investment priorities, identifying under-performing buildings and verifying efficiency improvements.

### ***Recreational Facilities***

Prior to 2007 the Town had a Recreation Department and a Recreation Committee. The Recreation Committee was dissolved on September 6, 2007 by a vote of Town Meeting and the Recreation Department was consolidated into the Community Education Department within the School system.

Currently, the Community Education Department, located at the former Westlands Elementary School, is responsible for the scheduling of all Town and School recreational fields. The Public Facilities Department is responsible for the maintenance of all Town and School, recreational fields and playgrounds, including, mowing, weeding, mulching and rubbish collection.

There are a number of private sports leagues such as the Chelmsford Youth Baseball, Youth Soccer, Youth Lacrosse and Youth Softball that call specific town and / or school recreational facilities “home”. In most cases the Town maintains the fields with the exception of placing chalk lines on the fields.

In several cases, a league has exclusive scheduling and usage rights. The Chelmsford Youth Baseball complex on Route 110 is owned by the Town of Chelmsford and leased to CYB. The lease hold improvements at the complex are owned and maintained by CYB and the fields are scheduled by and used exclusively by CYB.

The Chelmsford Youth Soccer Association also has exclusive scheduling and usage of eleven natural turf fields at five sites in Chelmsford.

Both of these Associations have invested significant resources into these recreational facilities such as the construction and reconstruction of the fields including leveling and drained, installation of wells and irrigation systems and comprehensive programs to seed, fertilize and mow the fields.

### ***Committees***

In 2007 the Town Manager established the Permanent Building Committee with the mission of assisting the Town Manager in the development of financial estimates, project design, and the supervision of construction of municipal building projects.

The Permanent Building Committee shall assist the Town Manager in the supervision over the design and construction of municipal building projects in the areas of selecting professional assistants, developing contract documents for feasibility studies, the preparation of design plans and specifications, and obtaining bids for the construction, remodeling, alteration, or renovation, including equipping and furnishing, of municipal buildings. The Committee shall also assist the Town Manager in the development of a long-term capital plan for municipal buildings, including the lease or sale of surplus municipal buildings.

In an effort to improve energy use and savings the Town formed an Energy Conservation Committee in May 2008. This committee works to assist the Town with identifying, designing and implementing programs and projects for energy conservation, energy efficiency, and renewable energy generation. These programs and projects include all forms of energy use: electricity, natural gas and heating oil, and transportation fuels.

### **Capital Planning Process**

The CPP is governed by the Town Charter, Section 6-4. “Capital Improvement Program and Long Term Financial Plan”. It states “The town manager shall, in conjunction with the capital planning committee, submit a capital improvement program to the board of selectmen and finance committee at the date fixed by bylaw for the submission of the proposed operating budget unless some other time is provided by bylaw. Annually the board of selectmen, in conjunction with the town manager, shall prepare a five year financial forecast of town revenue, expenditures and the general financial condition of the town.”

The process of preparing the CIP has remained essentially the same over the years. Project requests are reviewed and prioritized by the Town Manager and the Capital Planning Committee. This review is performed within the context of an initial municipal bonding target of \$2.5 million

per year as determined by the Town's five year Financial Plan. It should be noted that the \$2.5 million dollar annual budget has not changed since the mid 1990's and that as the economy improves consider reviewing and maybe bringing this annual budget to a funding level more in line with the needs and inflation since that time.

Each year, Town Meeting reviews the proposed Capital Budget and adopts by voting to appropriate funds for capital spending. Only Projects within the current fiscal year are authorized. Projects in years 2 and beyond are presented as a guide for future planning and are subject to further review.

## **Recent Planning Efforts**

### ***Completed Facility Projects***

Since the 1996 Master Plan, the Town has completed a number of significant municipal building projects including the addition to the Adams Library, a new police station, and a new performing arts center at the High School. In addition, in 2004 a \$31 million school project was approved to address deficiencies at the Chelmsford High School, Parker Middle School, McCarthy Middle School, and the renovation of the former police station into the new School Department central administration building.

In September 30, 2009 final reimbursement of \$16 million (51.68%) was received from the Massachusetts School Building Authority.

### ***Adams Library***

In 1996 a vote was approved to authorize the design, construction and equipping of a new library facility to be constructed as an addition to the Adams Library. Town officials would apply for State funding. In addition the Town voted to authorizing the borrowing of \$281,000 for the library land acquisition.

The project was made possible in large part by an award of \$1.8 million in a State library grant. The project was supported by the Town through a referendum vote in December 1996.

Bids and awards were completed in 1997. The Adams Book collection was moved to the gym at the Town Hall. Both the Children's and Carriage Houses were sold and removed to other private locations. Ground was broken in the spring of 1998 and the new facility opened its doors to the public on February 29, 2000.

A Solar PV system was recently installed at the Adams Library. The system size is 8.820 Kw DC that consist of 42 Kyocera panels. The estimated cost savings per year is \$1,352. The system cost was \$67,136 of which \$37,926 was paid through a grant from Massachusetts Technology

Collaborative and \$29, 237 was paid from the National Grid Clean Energy Choice thus not costing the Town any money for the project.

### ***Police Station***

In 1996 Town Meeting voted to allocate \$100,000 for architectural services. In 1998 Town Meeting voted to allocate \$4.8 million for the construction of the new Police Station. Construction began in 2001 and was completed in 2003.

### ***Completed Energy projects***

The Town's energy conservation efforts date back to 1997 with the Town working with National Grid/Keyspan on Energy Efficiency Projects. These past projects have produced a direct savings of over \$3.6 million and initial rebates as savings to date, as shown in Table 7.1 below:

**TABLE 7.1  
ENERGY CONSERVATION PROJECTS**

<b>Project</b>	<b>Savings</b>	<b>Rebate</b>
National Grid Lighting project	\$196,962	\$321,906
School Building project	\$884,935	\$149,829
Keyspan Energy Rebates	\$1,297,525	\$128,239
MassElectric Energy Rebates	\$548,952	\$85,200
<b>Total</b>	<b>\$2,928,374</b>	<b>\$685,174</b>

*(See Appendix H for detailed itemization)*

Chelmsford was selected for an energy audit that was conducted by Division of Energy Resources (DOER) in May 2008. The Town was awarded an Energy Efficiency Grant for \$156,960 and is in the process of completing these projects by the June 30, 2010 deadline. The first expense is \$93,694 for the installation of 95% full modulating condensing boilers at the Center School. This, this was completed in the spring of 2010. Some of the other energy projects to be done are demand control ventilation and variable frequency drives.

In May of 2009, the Town began using Energy Star Portfolio Manager to maintain and track energy use for its 23 buildings. With the assistance of an intern from the EPA historical energy use was captured and the information is updated on a bi-monthly basis. The Town has 5 buildings that have been awarded Energy Star Rating: Byam Elementary, Harrington Elementary, McCarthy Middle, Chelmsford High School, and the Town Offices.

The Town made a commitment to participate in the EPA Northeast Community Energy Challenge in May 2009. The Town also became a member of ICLEI Community in March of 2009.

In April 2010, the Town was awarded a \$150,000 EECBG Sub-Grant from DOER to install a Solar PV System on the roof of the Chelmsford High School. The system is a 21 KwDC and will save approximately \$4,715 annually and is estimated to be complete in 2011.

Chelmsford is in the process of spending monies received from a DOER grant of \$156,960. The first expense is \$93,694 for the installation of 95% full modulating condensing boilers at the Center School. Some of the other energy items are insulating water pipes, installing photo cell controls, occupancy sensors, VFD's and demand control ventilation.

The Town has completed Energy Use Baseline Inventories for the following:

- **Buildings** - The Town of Chelmsford conducted an energy use inventory using EPA Portfolio Manager in the summer of 2009. The town portfolio of 23 municipal facilities was benchmarked using calendar year 2008.
- **Street Lights** - An energy use inventory for street lights was provided by National Grid and entered onto an Excel spreadsheet.

A schedule of street lamp replacements was completed in 2005. Even though this work was done prior to our Energy Challenge Commitment, this project provided substantial energy savings at the time. Replacements were determined using the CALiPer Summary Report of DOE Solid-State Lighting that reports product testing results.

### ***Fuel***

The Town centralized fueling facility is located at the Police Station and managed by the Police Department. Reports for fuel consumption were entered onto an Excel spreadsheet.

Total energy use (buildings, street lights and fuel) for 2008 and 2009 shows the reduction in energy from 2008 to 2009 to be 6.13% or 5,768.34 MMBTU.

### ***Utilities***

The Town has procured contracts for electricity, natural gas and other fuels to ensure the Town is getting the lowest rates available. TransCanada Power Marketing Ltd. provides electricity. The contract is from June 30, 2009 thru June 30, 2014 at a rate of 10.845 cents/kWh.

Hess provides gasoline and the contract is from June 30, 2009 thru June 30, 2011 at a rate of 8.78/Dth.

### **Completed Recreational Facilities**

The following improvements have been completed with the last 10 years.

- **Chelmsford Country Club** - Constructed a maintenance garage, installed an irrigation system, installed a pumping system, rebuilt eight sets of tees, rebuilt three fairways with drainage systems, remodeled the pro shop and restrooms and re-roofed clubhouse building.
- **East Field** - Installed a well and irrigation system, installed a new backstop and installed a new parking lot and landscaping.
- **Highland field** - Installed a playground and basketball area.
- **McFarland Field** - Installed a second “learning age” field.
- **Roberts Field** - Expanded the parking lot, installed new backstops, rebuilt infields, installed maintenance shed and built a new T-ball field.
- **Southwell Field** - Planted shade trees, built a playground area, infields dug out and new clay was installed and built new bleachers and new bulletin boards.
- **Strawberry Hill** - Installed a new backstop and fencing, rebuilt an infield and expanded parking area, repaired the storage locker, installed new aluminum benches.
- **Varney Playground** - Installed an irrigation system, rebuilt the infield, constructed a practice tennis wall, rebuilt the bathrooms, replaced roof and windows in the field house, rebuilt the basketball area, constructed the playground, connected the field house to town sewer system, built an ADA accessible play structure, resurface tennis courts  
handicapped ramp
- **McCarthy Middle School** - Constructed a new skateboard park.
- **Chelmsford High School :**
  - Field 1 - Installed drainage, rebuilt infield, installed 8’ x8’8 x8 equipment shed, installed break away bases, installed portable bleachers
  - Field 2 – rebuilt infield, installed 8 x 8 equipment shed and installed break away bases

### **Feasibility Studies Performed by the Town**

The Town recently has conducted several feasibility studies. In 2007 a Fire Services study was initiated. At the same time, the Town was considering options for the DPW yard. Consequently in February 2007 a DPW / Fire committee was established with the purpose of 1) Establish a

capital facilities plan for the fire and public works facilities; 2) Explore possible efficiencies in the construction of a combined Fire Department Headquarters and Department of Public Works facility; 3) Examine public safety and financial benefits that may be attained by a consolidation of the Town’s five fire Stations; and 4) Research the possible establishment of a recycling center within DPW.

This study indicated that there was no Town parcels large enough to accommodate consolidated facilities (12-14 acres required) and that potential sites for the Fire Station were constrained by the recommendations of the 2007 Fire Services Study. The study also indicated that there were possible economies and efficiencies to be attained such as common Truck and equipment washing facilities and fueling depots, Mechanics Bays/Workshops, Shared Storage, Bulk Purchasing and Training facilities. The study recommended that a Feasibility Study be conducted.

The 2007 Spring Annual Town Meeting appropriated \$17,000 for preliminary planning. In August 2007 the Fire Services Study was completed. This study examined the current location of fire stations and the fire station relocation plans of the Chelmsford Fire Department. This study considered the adequacy and location of the existing fire stations. The Fire Department’s response capability was considered in relation to national response standards customarily applied to fire suppression, emergency medical, and special operations services. The size and the geography of the Town create a challenge in the development of a long-term fire station location strategy.

This study made the following actions. Recommended the Fire Department should continue to operate with five fire stations. The Fire Department should relocate Fire Department Headquarters (Station #1) to a location close to the current Headquarters. The relocation of the Fire Department Headquarters Station to the Drum Hill area is an alternative to consider, if a site cannot be found in the general area of the current Fire Department Headquarters Station. The Fire Department should relocate the Fire Department Headquarters and station (Station #1) to a larger site with two or more acres of land.

At the 2007 Fall Annual Town Meeting appropriated \$85,000 to fund feasibility studies for Fire Department and DPW. In March 2008 design team was Selected and hired and in March 2009 the Fire Department / DPW Feasibility Study was completed.

A site selection analysis was conducted and each site was ranked based upon a pre-determined list of evaluation criteria. The results were as follows:

- |                              |                 |                          |    |
|------------------------------|-----------------|--------------------------|----|
| • Wilson Street              | 83 (out of 100) | • Old Town Hall          | 60 |
| • Site Behind Police Station | 61              | • Existing Head Quarters | 51 |
| • Richardson Road            | 60              | • Town Hall Gym          | 51 |

Based upon more detailed site analysis and preparation of conceptual site plans and floor plans the following options and costs estimates were considered:

**TABLE 7.2  
NORTH ROAD AND WILSON STREET OPTIONS**

Option	Description	Now Costs	Projected Future Costs	Potential Total Project Cost
1	Repair North Road Floor (now)	\$590,000	\$ -	
	Construct New Headquarters at Wilson Street (future)	\$11,950,000	\$14,540,000	\$15,130,000
2	Renovate North Road for Short Term Needs (now)	\$1,150,000	\$ -	
	Construct New Headquarters at Wilson Street (future)	\$11,950,000	\$14,540,000	\$15,690,000
3	Renovate North Road for Short Term Needs (now)	\$1,150,000	\$ -	
	Purchase +/- 1 Acre Behind North Road (now)	\$300,000	\$ -	
	Construct Addition to North Road (future)	\$8,530,000	\$10,380,000	\$11,830,000
4	Construct Partial Headquarters at Wilson Street (now)	\$6,990,000	\$ -	
	Construct Remaining Headquarters at Wilson Street (future)	\$5,080,000	\$6,180,000	\$13,170,000
5	Construct Full Headquarters at Wilson Street (now)	\$11,950,000	\$ -	\$11,950,000

*Future costs are projected out 5 years at an escalation rate of 4% per year*

In March 2009, the Permanent Building Committee recommended Option 5 to the Board of Selectmen.

In October 2009, voters defeated a debt exclusion to finance the cost of a \$12 million fire station at the corner of Wilson and Chelmsford streets.

***DPW Feasibility Study***

As mentioned above, in 2007 the Town appointed a committee and conducted a planning / feasibility process to explore a consolidated Fire and DPW facility. This was determined not to be practical or feasible for a variety of factors.

This process identified building and site deficiencies such as ADA accessibility, lack of proper technology, lack proper ventilation, lack proper egress, building code compliance, fire and life safety, site deficiencies such as environmental compliance, EPA stormwater management and Zone II drinking water issues and operational deficiencies such as lack of indoor storage and washing for vehicles and equipment impacting operations and useful life of vehicles and equipment.

The major operational deficiency identified was that DPW operations and facilities are spread throughout Chelmsford at 4 different locations as follows:

- DPW Administration (Town Offices)
- Engineering (Town Offices)
- Highway (Richardson Road)
- Vehicle Maintenance (Richardson Road)
- Sewer (Kidder Road)
- Parks (Roberts Field)

- Public Facilities Administration (Town Offices)
- Recycling/Solid Waste (Town Offices)

A programming analysis identified 6 major areas of operation and their associated space needs:

- Administration 9,450 sq. ft.
  - Employee Facilities 6,269 sq. ft.
  - Workshops 7,030 sq. ft.
  - Vehicle Maintenance 9,814 sq. ft.
  - Wash Bay 2,523 sq. ft.
  - Vehicle/Equipment Storage 53,928 sq. ft.
- Total - 89,014 sq. ft.**

The analysis also identified four areas for potential shared programming opportunities with other departments such as fueling, washing, cold storage and vehicle maintenance.

A site selection analysis was conducted and each site was ranked based upon a pre-determined list of evaluation criteria. The results were as follows:

Richardson Road	80 (out of 100)
Alpha Road	72
Roberts Field	67
Ledge road	54
Katrina Road	53

Based upon more detailed site analysis and preparation of conceptual site plans and floor plans the following options and costs estimates were considered:

**TABLE 7.3  
DPW FACILITY OPTIONS CONSIDERED**

Option	Description	Now Costs	Projected Future Costs	Potential Total Project Cost
1	Construct New DPW at Richardson Road (now)	\$31,280,000	\$ -	\$31,280,000
2	Construct Partial DPW at Richardson Road (now)	\$15,310,000	\$ -	\$34,510,000
	Construct Remaining DPW at Richardson Road (future)	\$15,780,000	\$19,200,000	
3	Construct New DPW Facility at Roberts Field (now) (only if required due to legal action)	\$29,410,000	\$ -	\$29,410,000
4	Purchase Building on Alpha Road (now)	\$4,000,000	\$ -	\$12,860,000
	Purchase Adjacent Land on Alpha Road (now)	\$400,000	\$ -	
	Renovate Building/Construct Partial Yard Support Systems (now)	\$6,860,000	\$ -	
	Construct Remaining Yard Support Systems (future)	\$1,315,000	\$1,600,000	
<b>Opportunity to Save \$20 Million</b>				

*Future costs are projected out 5 years at an escalation rate of 4% per year*

In March 2009 the Permanent Building Committee recommended Option 4.

In October 2009, voters defeated a debt exclusion to finance the cost of a \$13 million DPW facility on Alpha Road. After the failed vote, town officials began working on a less expensive proposal. The result was a phased-in approach. In April 2010 voters passed a scaled down \$5 million debt exclusion to implement the first phase of this project.

### ***School Buildings***

In addition to the recent school improvements outlined previously, over the last decade significant capital planning and project management has been completed. Dating back to 2000, the Building Needs Committee, consisting of town and school officials, developed a Master Plan for facility improvements for the schools. This process recommended funds for an architectural study for a preliminary design for building renovations and new construction at the three secondary schools. In 2001, the Secondary School Building Committee was established to work with the design team for purposes of conducting preliminary design for improvements at the High School, McCarthy and Parker that would develop a variety of options to move forward. Based upon this process in 2002, the School Department proposed a \$110 million project. This was defeated by Town Election. In 2003, the School Department proposed an \$86 million project. This was also defeated by Town Election. In 2004, the School Facilities Working Group (SFWG) was formed and a revised \$31 million project was proposed and approved by Town Meeting (see Appendix I for details)

In 2004, the Building Committee was formed for purposes of project management. This project included major improvements to the infrastructure such as heating, ventilation, plumbing, electrical, etc. to all three secondary schools, as well as limited construction. The Parker and McCarthy Middle School libraries were expanded to include additional space for middle school students. Temporary classrooms were added to the Parker Middle School and a new auditorium was built at the High School along with a major renovation to the science wing. The final portion of this project was the relocation of the Central Administration to the former Police Station on North Road.

The funds were distributed as follows: Chelmsford High School \$17 million, McCarthy Middle School \$8.2 million, and the Parker Middle School \$5.2 million. This project was completed in 2007.

In addition to the \$31 million debt exemption a total of \$10.8 million of capital improvements has been completed in the schools since 1999 – see Appendix J.

## ISSUES AND OPPORTUNITIES RELATIVE TO FACILITIES

- **Town Offices** - Currently and moving forward it will be more pronounced, the building will have excess capacity. Initial plans contemplate using the top floor as dedicated meeting rooms and consolidating town offices into the 1<sup>st</sup> and lower levels.
- **Center and North Town Halls** - The recently approved historic preservation projects will commence. This project is anticipated to be a 2 year process with design taking place in 2010 and construction complete in 2011.

The Town is currently using a revolving fund, from rental receipts, to pay for the operating costs of the town hall buildings. However, there is not sufficient revenue that can be raised to pay for significant capital reinvestment in these facilities.

It should be noted that the parking deficiency at the North Town hall will be addressed with the construction of 40 new spaces at the existing North Fire Station, located directly across the street.

- **Archive Storage Facility** - A number of Town Departments, specifically the Town Clerk, have requested space suitable for archive storage. The existing vault space at the Center Town Hall will be evaluated to determine if it may be usable. The option of leasing off-site storage space will be investigated.
- **Fire Department** - As discussed in section 5.1, consensus on how to move forward with addressing the future needs remains. The short term major building deficiency for the Center Station is related to the structural issues with the apparatus floor. Thirteen large support columns have been installed. However, this is only a temporary fix.

The Center Fire Station also has the following long term building deficiencies: building code, outdated technology, lack of storage, poor living quarters and undersized apparatus bays. In addition, site deficiencies include the size of the lot being too small to accommodate an expansion.

Operational deficiencies are minimal or in many cases non-existent training spaces, decontamination support spaces, medical supply storage, hazardous material support space, administrative space, conference space, walk-in treatment, gear storage, living quarters and apparatus storage space.

- **DPW** - As discussed in Section 5.2, the April 2010, vote to authorized spending up to \$4.6 million to acquire four parcels, containing a total of 16.97 acres, and an existing 92,844 sq. ft. building located at 9 Alpha Road and to fund the redevelopment of the land and building into a Department of Public Works facility. This project will provide the

Town with a long term solution and plan for many of the existing building deficiencies as outlined in Section 5.2.1

This project is anticipated to take three years. Year one is design; year two is construction and year three (2012) will be occupancy of the DPW Administration, Engineering Division, Highway Division, Parks Division, Public Facilities Administration and Recycling and Solid waste Administration.

In order to achieve full consolidation into the new DPW headquarters, it is anticipated that a Phase II and Phase III will be required. Phase II will move the Sewer Commission, currently renting space at Kidder Road, in 2012 using Sewer Enterprise funds and Phase III will move the Vehicle Maintenance Division between 2013-2017 using additional capital funding.

- **Libraries** - Current deficiencies are operational rather than building related. Specifically, there is a need for additional on-site parking and book storage space. Currently, the existing historic Dutton House is utilized for book storage, as the Adams Library does not have excess space to accommodate this need.

Originally the Dutton House property was acquired as part of the renovation and expansion of the Adams Library with the intent that the Dutton House would be relocated from the site along with another house that was subsequently relocated to a subdivision known as Anne's Way. However, no interested party was identified for the Dutton House. Over this time period, the Dutton House has never served any municipal purpose and has only been utilized to store books for the Friends of the Library book sale. As discussed in section 2.1, the Dutton House requires \$121,800 in capital investment to address building deficiencies. An additional \$195,000 is estimated to address ADA accessibility deficiencies. Even if the above deficiencies were addressed, the interior layout of the Dutton House, as a two story single family home, is not conducive or effective for library or municipal operations.

Based upon the above, the Library has expressed an interest in a new storage building. There does not appear to be a municipal use for the existing Dutton House. In addition, allocating over \$300,000 in capital funding does not appear likely.

As the Dutton House is dated 1896, it is subject to the Town's demolition delay bylaw. As such consideration should be given to exploring options for its preservation, specifically its relocation to another municipal or private site and the potential use of CPC funds to provide financial assistance.

- **Schools** - Although the \$31 million school improvement project has been completed there remain significant Capital needs within the schools. Many of the project components defeated in the \$110 million and \$86 million proposals were not including in

the \$31 million project and therefore still exist today. These include infrastructure improvements for essential upgrades and replacements in order to provide a healthy and safe environment for students and staff in all eight schools; enrollment and instructional space improvements for essential facility improvements required to maintain adequate class size for a basic educational program; high priority instructional space improvements that enhance educational programming; and , instructional / administrative facility improvements to support the schools and building enhancements and improvements designed to provide a better functioning school environment.

This includes full ADA compliance and accessibility, SBA standards related to classroom size and new science rooms as well as items not completed as part of the \$31 million project. Since the \$31 million project was funded with a debt exemption, this allowed the Town to spend six years of capital funds totaling \$5.4 million on the Elementary schools. It appears as though the needs of the elementary schools will be able to be serviced through capital funding. However, the needs of the High School and the two Middle Schools will exceed the Town's ability to complete the needed improvements within the existing constraints of the capital budget.

Therefore, in order to address the full spectrum of needs in the school, it is anticipated that a school building project will be necessary around 2020. In the meantime, the Town will continue to utilize capital funds along with rebates and programs from National Grid to carry on the work on the facilities.

According to the Director of Facilities, all of the elementary schools have an inadequate number of parking spaces to serve the needs, particularly during special events such as parent / teacher conferences.

- **Recreational Facilities** - Existing recreational facilities appear to be serving the majority of community needs. However, according the Facilities Department there is a need for more general / multi-use fields, girls' softball fields and soccer fields.

The recent consolidation of the former Recreation Department into the Community Education Department and Facilities Department has been viewed successfully from a management and operations perspective.

Although the Parks Division staff has been reduced, general field maintenance and annual capital improvements have continued to provide viable recreational facilities.

Moving forward, a comprehensive assessment and needs analysis of recreational facilities and the planning and implementation of future facilities will be needed. During the public input sessions there was a need for more fields expressed. There has been a request for more girls' softball fields.

- **Management and Operations** - The challenges that exist are not viewed as management related, but are attributable to insufficient funding (see page 334 for more discussion).

The Permanent Building Committee continues to develop maps and an inventory of Town owned property. Buildable town owned parcels of property are in the process of being identified. CAD drawings of town owned buildings are being developed which include architectural floor plans and elevations of the buildings. The PBC has discussed working with Nashoba Valley Technical High School to provide this deliverable.

In May 2010, as part of the Green Communities Act, the Town was designated a Green Community in which the Town committed to reducing energy use by 20% over a five year period. This will be accomplished via fuel efficient vehicle replacement, lighting, boiler and hot water pump replacements and solar projects.

The following energy projects are planned, as shown in Table 7.4 below.

**TABLE 7.4  
PLANNED ENERGY EFFICIENCY PROJECTS**

Project Name	Location	Description of Project	Project Status	Project Cost	Avoided Energy Volume	Avoided Energy Expenditures
Light Sensors	All Town and School Buildings	Install wall sensors and power packs	Shovel Ready	\$80,000	\$1,698,756	\$40,065
Univents	Byam Elementary School	Univent, Air Handling Replacement and DDC Control System	Shovel Ready	\$480,000	\$202,049	\$8,800
Univents	Chelmsford High School	Univent, Air Handling Replacement and DDC Control System	Shovel Ready	\$950,000	\$1,451,890	\$63,810
Window Replacement	Chelmsford High School	Install energy efficient window system	Shovel Ready	\$1,700,000	\$1,310,800	\$29,859
Univents	Harrington Elementary School	Univent, Air Handling Replacement and DDC Control System	Shovel Ready	\$480,000	\$209,804	\$9,220
Univents	Parker Middle School	Univent, Air Handling Replacement and DDC Control System	Shovel Ready	\$600,000	\$492,127	\$21,629
Gym and Restroom Renovation	Town Offices	Install new energy efficient windows, replace heater, renovate walls, stage and restrooms	Shovel Ready	\$160,000	\$3,429	\$900
Univents	Cultural Center (Westlands School)	Univent, Air Handling Replacement and DDC Control System	Shovel Ready	\$450,000	\$203,428	\$8,940
Solar Photovoltaic	All Schools and Senior Center	Install Solar PV System on Rooftops	Not on Capital	--	--	--

- **Capital Planning** - A review of the 10 year capital plan, from 2011-2020, indicates a total of \$48.8 million of capital improvements of which \$29 million is programmed for town related facilities and the remaining \$20 million programmed for school related facilities (see Appendix K for more detail).

It should be noted that of the \$29 million for town facilities, \$28 million is programmed for major capital projects such as \$12 million for the Center Fire station, \$10.6 million for the new DPW facility and \$5.4 million for the two town halls. This leaves approximately \$1 million for general maintenance items such as building and utility systems.

Of the \$20 million programmed for school facilities, \$6.4 million is programmed for the elementary schools as follows; \$2 million for the Byam, \$1.8 million for the Harrington, \$1.6 million for the Cultural Center (Westlands School) and \$1 million for the South Row.

The Parker Middle School is programmed for \$2.7 million, the McCarthy Middle School for \$3.2 million. The High School is programmed for \$5.8 million and the school administration building is programmed for \$121,800.

Although an annual appropriation is typically included in the general fund (operating) budget for capital expenditures, the single largest source of financing for capital projects is borrowing. As mentioned previously, an annual bonding target of \$2.5 million has been maintained in recent years. However, based upon an annual bonding target of \$2.5 million and a \$48.7 million capital plan over the next ten years, this equates to an annual average of \$4.8 million in capital improvement spending.

It should be noted that the funding for the \$5.4M for the two Town halls has been secured from the Community Preservation Fund. In addition, debt exclusions will be required for the fire station and for the next major school project.

This clearly indicates that there is a funding constraint. This continued funding constraint often results in the Town having to defer maintenance resulting in increased costs in the long term. Consideration should be given to increasing the annual \$2.5 million bonding target to reflect inflation or passage of debt exclusions that would keep the tax impact neutral as the Town pays down the excluded debt for the sewer and school projects and / or increasing the general maintenance operating budget to adequate fund preventative maintenance.

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## RECOMMENDATIONS FOR FACILITIES

- Ensure the continued and timely maintenance of all town and school facilities.
- Ensure the continued use of a dedicated fund for the purpose of future capital improvements to the Center and North Town Halls.
- Continue to seek options to reduce energy costs and usage such as LED Street Lights and parking lot lighting and Performance Contracting.
- Plan for a school building project in 2020.
- Identify and implement a long term solution for the Center Fire Station.
- Ensure that the new DPW facility is completed on time and on budget.
- Plan for Phase II and III of the new DPW facility.
- Plan for the re-use of the existing Richardson Road DPW facility.
- Plan for the relocation of the Dutton House.
- Expand the role of the existing permanent Building Committee or create an ad-hoc committee to assist with a comprehensive assessment and needs analysis of recreational facilities and the planning and implementation of future facilities.
- Continue to utilize the Permanent Building Committee to evaluate space needs for the town, building condition assessments and equipment life cycle analysis to determine long range financial planning of major equipment replacement and large building Capital Expenditures.
- Continue to maximize the asset management software to enable a comprehensive predictive maintenance program for the town and to assist with capital planning projections.
- Continually look to integrate modernized recreational fields and facilities to reduce potential injuries to school age children.
- Consider a full time grant writer for the town to maximize state and federal funding for the purposes of improving building needs, energy initiatives and infrastructure.
- Fully fund the Facilities and DPW departments in order to insure that the maintenance of building and grounds.
- Provide a facility for document storage.

- Continue to be proactive in the capital planning process. Continue with the capital planning process of allocating a minimum of \$2.5 million per year for capital projects.
- Consider increasing the \$2.5 million annual capital improvement budget to reflect a funding level more in line with the current needs and inflation.
- Identify options to increase annual funding for preventative maintenance.

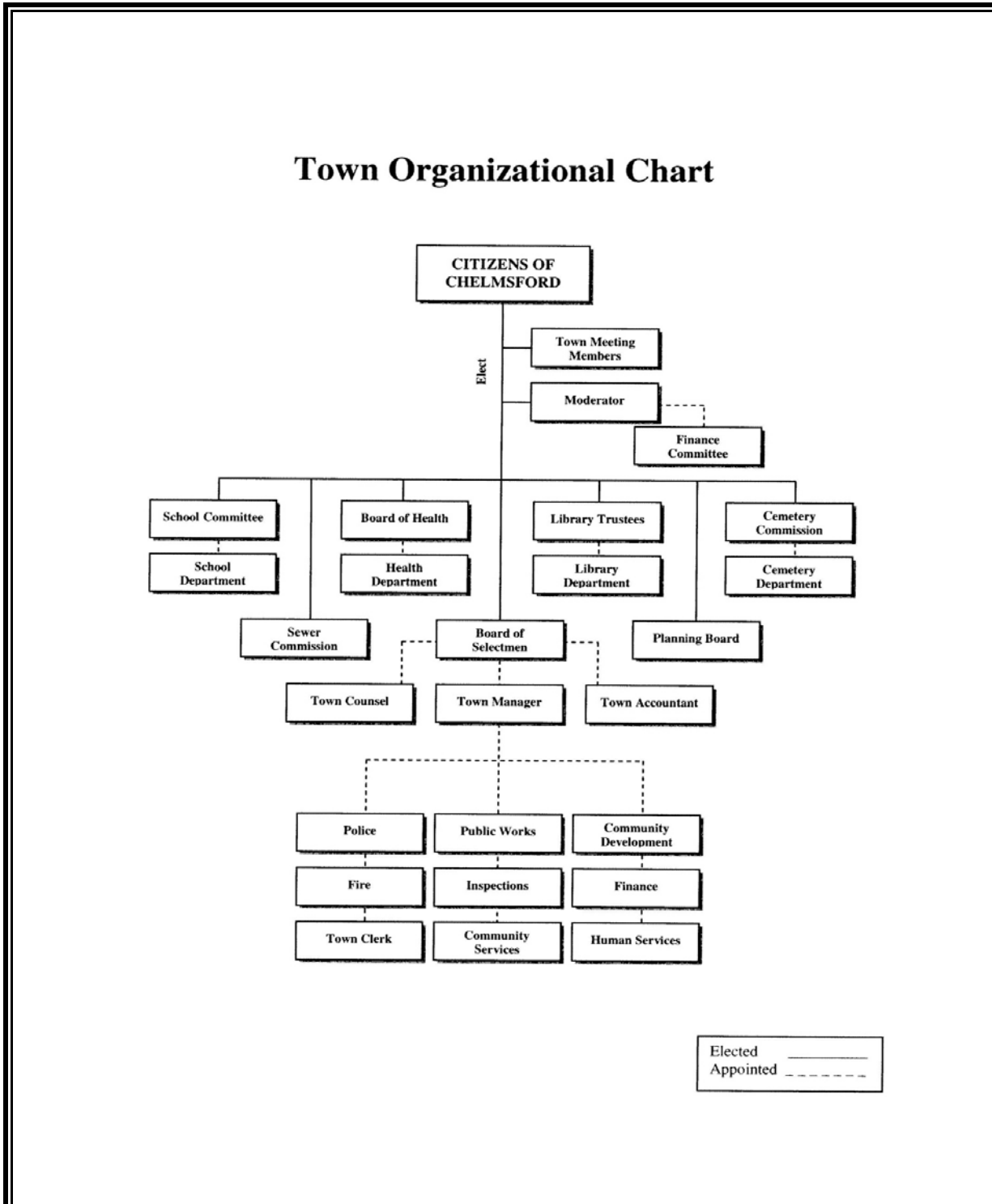
## **B. INTRODUCTION TO TOWN SERVICES**

The provision of services to citizens is a basic mission of municipal government. Deciding which services to provide, at what level of service, and how to pay for those services, are fundamental policy questions decided by voters and local officials. When considering these issues, local officials must examine the most cost-effective means of delivering these services by answering the following questions:

- What services are currently being provided?
- What additional services are needed or desired by the community?
- What are the desired service levels and quality?
- Who should pay for the service?
- What types of service providers are available to the community?
- What is the most appropriate service delivery approach?

The purpose of the services section of the Master Plan is to inventory town services, identify the most important issues impacting the town's ability to effectively deliver these services, and to develop recommendations for addressing current and anticipated service needs. The Town of Chelmsford provides its residents with a wide variety of services, for example elementary and secondary education, police and fire protection, public works, engineering, public library services, waste management, and veterans' services. These programs are funded by property taxes, and state and federal aid and/or grants. Each service is provided through a town department, elected or appointed committee, board or commission. There are thirty appointed boards, committees and commissions in the Town and ten elected boards (not counting the Water District Commissions or the Town Moderator). Figure 7.1 on the following page shows the organizational structure of town government. The following section describes the various appointed and elected entities with the community, outlining the composition of each board, committee or commission, its role and responsibilities, and in some cases, providing information specific to issues that have directly impacted the delivery of services in the Town. Information regarding the various Town Departments and Offices that deliver and administer these Town services is also provided in the following section.

Figure 7.1: Town Organizational Chart



## APPOINTED BOARDS, COMMISSIONS AND COMMITTEES

### Affordable Housing Plan Committee

The Affordable Housing Plan Committee consists of nine members: one member each from the Board of Selectmen, Planning Board, Conservation Commission, Zoning Board of Appeals, and Housing Authority Board of Directors, and four citizen representatives. Currently, the Committee is working on an update to the town's 2005 Affordable Housing Plan, which must be recertified by the Massachusetts Department of Housing and Community Development. By having a certified plan, the Town is able to manage affordable housing projects submitted under Chapter 40B of the Massachusetts General Laws. Additional information on this issue can be found in the Housing Section of this Master Plan (see page #).

Requirements for Affordable Housing Production Plans have changed since 2005. The updated plan must outline a strategy for increasing the Town's number of affordable housing units by at least 0.50% of its total housing units for each calendar year covered by the Plan. Once the Plan has been submitted, the State must notify the Town of acceptance/rejection within 90 days.

### Agricultural Commission

The Agricultural Commission consists of five members appointed by the Board of Selectmen and its role is as follows:

- Serve as facilitators for encouraging the pursuit of agriculture in Chelmsford;
- Promote agricultural-based economic opportunities in Town;
- Act as mediators, advocates, educators, and/or negotiators on farming issues;
- Work for the preservation of prime agricultural lands; and
- Pursue initiatives to create a sustainable agricultural community.

The duties and responsibilities of the Commission include the following:

- Advising the Town manager in matters related to the care and usage of town-owned agricultural properties;
- Advising the Board of Selectmen, Planning Board, Zoning Board of Appeals, Conservation Commission, Board of Health, and other local organizations on projects, activities, acquisitions and other transactions involving agricultural lands in Chelmsford; and
- Engaging in projects and activities to promote the business of farming, preserve agricultural traditions and promote farmland protection.

### **Arts and Technology Education Fund Committee**

The Arts and Technology Education Fund Committee provides supplemental funding to support educational initiatives and projects that enhance the curriculum of the Chelmsford Public Schools. The Committee meets monthly and consists of nine members who are appointed for a three-year term. In 1996, Town Meeting approved an amendment to the Town's General Bylaws that outlines the application process, committee composition and the duties and responsibilities of the committee.

### **Bicycle and Pedestrian Advisory Committee (BPAC)**

The Bicycle and Pedestrian Advisory Committee works to improve bicycling and pedestrian conditions throughout town, helps coordinate maintenance, and promotes enhancement of the community's bicycle and pedestrian facilities. BPAC meets monthly, and consists of nine members appointed for a term of three years.

The long-term goal of the Committee is to make Chelmsford a bicycle and pedestrian friendly community where users of motorized and non-motorized modes of transportation can safely share the roadways in town. The Committee has worked to promote the Safe Routes to School program, a state and federal initiative that focuses on healthy alternatives for children and parents traveling to school. The Committee has formulated recommendations for installing additional bike racks at various locations in town, created a website that provides information relative to bicycle and pedestrian issues, and provided input relative to the Town's Master Plan Update. BPAC also works with residents to address concerns relative to bicycle and pedestrian safety, and monitors issues related to the operations of the town's transportation network and facilities.

### **Board of Registrars**

The Board of Registrars is in charge of administering the Town Census, voter registration, and elections. The Board consists of four members who are appointed by the Board of Selectmen for a three-year term, and meets as needed throughout the year, depending on the election cycles. Two members are chosen from the Democratic Party and two are chosen from the Republican Party. The Board also assists the Town Clerk in preparing the voter list and administering the recount process.

### **Capital Planning Committee**

The Capital Planning Committee studies proposed capital outlays, declares rules and regulations, conducts investigations, and holds public hearings, as it deems necessary. The Committee studies capital outlays having a useful life of at least five years and, in partnership with the Town Manager, and develops an annual capital budget.

The Committee consists of seven members, including the Town Accountant, the Town Treasurer, one member designated by the School Committee, one member designated by the Finance Committee, one member designated by the Board of the Library Trustees, and two Chelmsford citizens appointed by the Board of Selectmen. Committee members are appointed for a one-year term.

### **Coalition Against Crime**

The Coalition Against Crime consists of twelve members appointed by the Town Manager. The Committee's purpose is to represent the community in a partnership with the Police Department, identify public safety issues of concern to the community, and to assist the Police Department in achieving its community policing goals and objectives.

### **Commission on Disabilities**

The Commission on Disabilities is empowered to coordinate and carry out programs that meet the needs of the town's disabled population. The Commission addresses all disability issues and provides information, referral, guidance, coordination and technical assistance to public agencies, citizens, organizations and institutions relative to eliminating prejudice and discrimination against persons with disabilities. The Commission consists of ten members who are appointed for a period of three years. The composition of the Commission includes individuals with disabilities, and an elected or appointed town official.

### **Community Action Program Committee**

The Community Action Program Committee solicits and encourages residents to develop civic projects for the benefit and enjoyment of the town's residents, through the award of cash grants to individuals and organizations. Funding for the program is appropriated by Town Meeting. The seven-member committee is appointed annually and meets on an as-needed basis.

### **Community Preservation Committee**

The Community Preservation Act (CPA) provides a source of funding for Open Space Preservation, Historic Preservation, and Affordable Housing. Funding is created through a surcharge on the local property tax. In April 2001, Chelmsford voters passed a ballot question that allowed for a ½% surcharge on residential property, with the first \$100,000 in value exempted. In April 2007, voters passed another ballot question that increased the surcharge to 1.5%, with an exemption for low-income families and moderate and low-income seniors. The state matches the CPA funds leveraged through the property tax surcharge.

The CPA funds are administered by the Community Preservation Committee (CPC). The Committee is comprised of nine members, including two citizen appointees, an Historic Commission appointee, the Director of Community Development, a Housing Authority appointee, a Board of Selectmen appointee, a Planning Board appointee, a Conservation

Commission appointee, and the Department of Public Works Director. The CPC holds an annual public hearing to receive comments on a proposed plan for expending CPA funds. The Plan is then finalized and presented to Town Meeting for its approval.

### **Conservation Commission**

The Commission is comprised of seven members appointed for a three-year term, who meet bi-monthly. The Conservation Commission is responsible for enforcing the state Wetlands Protection Act and the Town's wetland bylaw, ensuring that the town's wetlands, waterways and water bodies are protected to the extent allowed by law. During FY 2009, the Conservation Commission reviewed a total of 44 applications under the state and local wetlands regulations. Of these, twenty were for Requests for Determination of Applicability (RDA), twelve were Notices of Intent (NOI), one was an Abbreviated Notice of Resource Area Delineation (ANRAD), ten were Requests for Certificate of Compliance (COC) and one was a Request for an Amendment to Order of Conditions (RAOC).

The Conservation Commission also acquires and manages over 750 acres of conservation land located throughout Town. The Chelmsford Open Space Stewards are an independent group of volunteers working with the Conservation Commission. While the Conservation Commission manages and protects open space property in town, the Stewards maintain and improve the trail systems within the open spaces. The Stewards provide a daily presence and ongoing maintenance, to ensure that these properties can be enjoyed by all.

### **Council on Aging**

The Chelmsford Council on Aging consists of eleven members appointed by the Town Manager for a three-year term. Members are appointed on a rotating basis and each member may serve a maximum of six continuous years. The Council on Aging is advisory and works with the Director of the Chelmsford Senior Center to develop policies, programs and services. The Council meets monthly.

### **Cultural Council**

The Cultural Council provides public grant funding to individuals and organizations in the community for the arts, humanities and interpretive sciences. The Council also solicits input from the community in order to identify and assess local cultural needs. The Council is committed to funding a cross section of local artists, education projects, and collaborative proposals that bring together artists, organizations, and local cultural groups in a way that benefits the overall community.

In FY 2009, the Cultural Council received \$9,300 from the Massachusetts Cultural Council which was matched with \$700 in town funds to support thirteen grants. In addition, the Council organized and hosted the 13<sup>th</sup> Annual Chelmsford Photo Contest at the Chelmsford Senior

Center. The Cultural Council consists of nine members appointed by the Town Manager for two-year terms, and meets on a monthly basis.

### **Economic Development Commission**

The Economic Development Commission is comprised of seven resident volunteers with an interest and expertise in business, marketing and economic development. The Commission also includes the Town Manager and Community Development Director. Ad hoc members who provide input and assistance to the Commission include Senator Susan Fargo, Representative Tom Golden, Representative James Arciero, and Representative Cory Atkins.

The Economic Development Commission's work includes the following:

- Understanding the needs of prospective businesses interested in locating in Chelmsford or relocating within the Town;
- Working with town departments and committees on issues related to zoning, permitting and development;
- Working with civic and non-profit organizations within the Community;
- Administering the Chelmsford Business Survey;
- Conducting roundtable meetings with commercial realtors, brokers and businesses;
- Collaborating with local and regional business organizations; and
- Participating in industry associations.

### **Energy Conservation Committee**

The Energy Conservation Committee works to identify, design and implement programs and projects related to energy conservation, energy efficiency and renewable energy. These programs and projects may be directed at all forms of energy use and generation, including electricity, natural gas and heating oil, alternative energy sources, and transportation fuels and alternatives. The Energy Conservation Committee is comprised of nine members appointed by the Town Manager for three-year terms, and meets monthly. The membership of the Committee includes the Public Facilities Director, a representative of the Chelmsford Public Schools, a representative of the Town Staff familiar with Police, Fire, DPW, and other department operations, and four Chelmsford residents or business owners.

In 2009, the Energy Conservation Commission was able to secure grant monies to install 8.4 KW solar panels on the roof of the Library. The Commission also helped the Director of Public Facilities explore various energy efficiency improvement technologies, such as wired and wireless building HVAC and light sensors, phase conditioning systems, and LED street lighting. In addition, three of Chelmsford's public schools received Energy Star designation, which is awarded to buildings that are 75% more efficient than comparably sized structures.

## **Finance Committee**

The Finance Committee reviews the budgets of individual departments relative to the needs of the Town and available revenue and resources, and then prepares final budget recommendations for Town Meeting action. Each Finance Committee member acts as a liaison to various town departments and boards. Committee liaisons meet individually with department heads to review department budget requests. Meetings are then scheduled with the full Committee to discuss and analyze departmental budgets and warrant articles. The Town Manager also presents his proposed budget and capital improvement plan, along with his budget message and supporting documents, to the Finance Committee. The Finance Committee meets with petitioners, proponents and other interested parties with respect to other articles that are on the Town Meeting Warrant. Following consideration of each article, the Committee votes to recommend or not recommend approval of the article. The budget that is ultimately acted on by Town Meeting is the budget prepared by the Town Manager, with the accompanying recommendations of the Finance Committee.

The Finance Committee Chairman and Vice Chairman are members of the Town’s “Leadership Team”, which also includes the Town Manager, School Superintendent, and representatives of the Board of Selectmen and School Committee. The Finance Committee consists of seven members appointed by the Town Moderator for three-year terms and meets weekly from September through May.

## **Greener Chelmsford Initiative (GCI)**

A Director of the Greener Chelmsford Initiative (GCI) is appointed by the Board of Selectmen. The Director is charged with working with volunteers to carry out the mission of the Initiative. The purpose of the GCI is to engage Chelmsford businesses in a voluntary effort to recycle, reuse and reduce its waste stream in a way that:

- Benefits the environment;
- Brings attention to the modest steps that can be taken to improve recycling and reduce waste;
- Demonstrates to observers that collaboration between business and government in pursuit of a common goal is worthwhile and productive; and
- Fosters a sense of community by enlisting the participation of businesses, residents and local government in a voluntary, town-wide initiative.

GCI evaluates businesses that wish to receive a GCI “Seal of Approval” for making a commitment to undertake green measures, awards the “Seal of Approval” to qualified businesses, and maintains an inventory of businesses that have received such a designation. GCI also conducts a public education and outreach campaign targeting the public schools and town youth.

## **Historical Commission**

The Historical Commission works to advance the preservation, promotion, and development of the historical assets of the Town. It conducts research to identify places of historical value and actively promotes alternatives to demolishing or destroying historical structures or sites. The Historical Commission consists of seven members appointed by the Town Manager for three-year terms, and meets monthly. The Commission was formed under Chapter 40, Section 8D of the Massachusetts General Laws.

The mission statement of the Historical Commission is as follows: “The Chelmsford Historical Commission shall identify and preserve the historical heritage and the resources of the Town of Chelmsford. To accomplish its mission, the Commission shall provide, but not be limited to the following:

- Compile and maintain an inventory of the town’s historic assets;
- Encourage in activities to educate and to broaden community awareness of Chelmsford’s historical heritage;
- Work with public and private groups to promote preservation;
- Encourage and support the activities of the local historic district;
- Provide preservation information; and
- Prepare and distribute preservation publications.”

## **Historic District Commission**

The Historic District Commission works to preserve and protect the buildings and historic features within the Chelmsford Center Historic District, and has regulatory authority. The objective of the Historic District Commission is to provide an expeditious application and review process relative to the physical modification of structures within the district. The purpose of the Chelmsford Center Historic District is:

- To preserve and protect the distinctive characteristics of buildings and places significant in the history of the Commonwealth and its cities and towns;
- To improve and maintain the settings of those building and places; and
- To encourage new designs that are compatible with existing buildings in the district.

The Historic District Commission consists of not less than three or more than seven volunteer members appointed by the Town Manager for a three-year term. The Historic District Commission was established under Chapter 40C of the Massachusetts General Laws, and is independent of the Chelmsford Historical Commission.

## **Housing Advisory Committee**

The Housing Advisory Committee is a permanent five-member Committee comprised of the following:

- One member of the Board of Selectmen appointed annually by the Board of Selectmen;
- One member of the Planning Board appointed annually by the Planning Board;
- One member of the Housing Authority appointed annually by the Housing Authority; and
- Two residents appointed by the Board of Selectmen, with at least one of the appointees having some background in real estate and/or residential construction.

Appointments are made each April following the annual election. The mission of the Housing Advisory Committee is as follows:

- To conduct pre-application meetings, as requested by potential applicants, to ensure housing proposals are consistent with the housing goals stated in the town's adopted Master Plan and Affordable Housing Plan;
- To provide advisory opinions, as requested by Town boards during the permitting process, to ensure the proposals are consistent with the housing goals outlined in the town's Master Plan and Affordable Housing Plan;
- To work with the Community Development Department, Housing Authority, and applicants to implement the actionable components of the Affordable Housing Plan, in order to meet the desired levels of affordable housing units established in Chelmsford; and
- To perform research, as requested, on new initiatives pertaining to housing.

## **Local Emergency Planning Committee (LEPC)**

The Local Emergency Planning Committee is appointed by the Town Manager and includes the following eight members: the Town Manager, a member of the Board of Health, the Chief of Police, the Chief of the Fire Department, a lieutenant and a deputy from the Police Department, a member from the Public Works Department, and a member from the Emergency Management Agency. The LEPC is responsible for devising a written response plan for addressing hazardous material incidents that occur within the community. This Plan must be revised annually and an exercise must be conducted to test its efficiency and effectiveness. In addition, the Committee must maintain a system to collect, store and respond to public requests and concerns regarding emergency preparedness.

### **Master Plan Committee**

The Master Plan Committee is comprised of nine members appointed by the Planning Board, who are charged with developing the town's 2010 Master Plan Update as outlined under Chapter 41, Section 81D of the Massachusetts General Laws. The Committee meets twice a month and works with town boards, commissions and committees, as well as with other interested stakeholders, to ensure that all input is heard and considered.

### **Military Community Covenant Task Force**

The Chelmsford Military Community Covenant was established by the Board of Selectmen in 2009, in partnership with Hanscom Air Force Base, as a formal effort to support military families living in Chelmsford. The primary purpose of the program is draw upon a support network of volunteers, as well as contributors from the local business community. The Task Force is charged with carrying out the mission of the covenant by actively seeking and organizing volunteers and securing discounts on services and goods from local merchants. The Task Force is comprised of seven members and the town's Veterans Agent.

### **Permanent Building Committee**

The Permanent Building Committee was formed in September 2008 and assists the Town Manager with the development of financial estimates, and with planning, project design and construction supervision for municipal building projects. The Committee also assists the Town Manager in the development of the long-term capital plan for municipal buildings, which includes the lease and sale of surplus municipal property.

The Permanent Building Committee consists of seven members appointed by the Town Manager, with the approval of the Board of Selectmen. The composition of the Committee includes the following:

- The Chelmsford Public Facilities Director;
- A Chelmsford resident who is an architect;
- A Chelmsford resident who is an engineer;
- A Chelmsford resident who is primarily engaged in the construction business;
- A Chelmsford resident who is an attorney; and
- Two other Chelmsford residents.

Aside from the Public Facilities Director, no other member of the Committee can be an officer, official, or paid employee of the Town, or a member of any board, except that a Town Meeting member may be a member of the Committee. Committee members are appointed for three-year terms and meet monthly.

The Town Manager, with the approval of the Board of Selectmen, may appoint temporary additional members who are members or representatives of a board or department for which a project is being planned or constructed. A temporary member is not allowed to vote and may only participate in those agenda items that are related to the particular project for which he or she has been appointed. In the case of a project that involves a school facility, the School Committee may appoint one of its members, or a designee, as a temporary additional member. The School Committee member/designee has the right to vote and participate fully in the activities of the Committee with respect to the school facility project.

### **Personnel Board**

The Personnel Board works with the Town Manager in developing Personnel Rules and Regulations, and reviews the classifications and compensation system for the Town's employees, as well as personnel rules, regulations, laws and town practices. The Board meets monthly with the Town Manager and Director of Human Resources.

The Personnel Board consists of five members, four of whom are appointed by the Board of Selectmen for two years, two in odd-numbered years and the other two in even numbered years. Each term expires at the end of the appropriate fiscal year. The Board of Selectmen, through appointment, fills the unexpired term of any public member who resigns. The fifth member, known as the employee member, is elected by Town employees not covered by a collective bargaining agreement who are subject to the personnel rules and regulations and whose name appears on the Town payroll list for the Wednesday prior to the election or who otherwise is identified as an eligible voter. Each term of office is for two years and expires on July 1 of each odd numbered year. The election of the employee member is secret and is supervised by a board of three election officers appointed by the Town Manager. The election is held in June to be effective July 1st. Special elections are held to fill the unexpired term of an employee member who resigns before the term has expired. All elections are held between the hours of 10 a.m. and 3 p.m. on a weekday selected by the above mentioned board of three election officers. Each regular full time employee or part-time regular employee with a work schedule over twenty or more hours per week is granted one vote. All Non-Union employees who work less than twenty (20) hours are granted one-half (½) vote.

### **Recycling Committee**

The Recycling Committee works to reduce solid waste disposal costs by decreasing the quantity of solid waste disposed and increasing the quantity of recyclables collected. The Committee strives to increase participation in the current recycling program, increase public awareness of recycling and related issues, and encourage the use of products with recycling contents. They also work to increase the materials that can be recycled, reduce the total amount of solid waste generated, improve household hazardous waste programs, and improve access to recycling for

residents of multi-family housing. The Recycling Committee consists of nine members appointed by the Town Manager for three-year terms and meets monthly.

### **Sign Advisory Committee**

The Sign Advisory Committee comments on applications for sign permits, as well as on applications for other special permits. The Committee consists of seven members appointed for three-year terms and meets as needed.

### **Technology Network Task Force**

The Technology Network Task Force consists of seven members appointed by the Town Manager, including three town residents, the Town's Finance Director, School Business Manager, MIS Coordinator and School Technology Director. The Task Force has been charged with reviewing the Town's information technology network and assessing strategies regarding the improvement of the IT network. This work includes addressing issue related to hardware, software, staffing and organization. The goals of the Task Force are as follows:

- Quantify the amount of funding and the level of personnel assigned to IT network functions throughout all town departments;
- Detail IT network service contracts and the procurement of such service contracts;
- Evaluate the Town's Five-Year IT Network Capital Expenditure Plan;
- Evaluate the security of the Town's IT network system, including off-site storage of data; and
- Determine the best, most cost-effective way to achieve full integration of the General Government and School Department IT network systems.

Currently, the Town's technology operations are coordinated and housed at the School Administrative Offices. Computer maintenance and licensing fees for General Government operation are borne by the Town's MIS budget, while School Department administrative and educational technology expenses are contained in the School Department's budget.

### **Town Celebration Committee/4<sup>th</sup> of July Committee**

The Town Celebration Committee/4<sup>th</sup> of July Committee plans and carries out the annual three-day Fourth of July festivities. The Committee consists of five members appointed annually and meets monthly.

### **Zoning Board of Appeals (ZBA)**

The Zoning Board of Appeals hears petitions and applications for variances, special permits, comprehensive permits and other appeals of the Zoning and Subdivision regulations, and sign and building bylaws. The ZBA is comprised of five members appointed for three-year terms and meets twice per month on average.

## **ELECTED OFFICIALS, BOARDS, COMMISSIONS AND COMMITTEES**

According to the town’s Charter, the offices elected by the voters include the Board of Selectmen, School Committee, Town Moderator, Planning Board, Board of Health, Cemetery Commission, Sewer Commission, Constable and Housing Authority. The Town Charter also states that “ ...other regional authorities, districts, or committees as may be established by law or inter-local agreement may also be filled by the voters”. While not officially part of town government, the water districts serving the town also elect the members of their governing boards, therefore, they have been included within this section of the document. No person is allowed to simultaneously hold more than one elective town office.

### **Board of Health**

The Board of Health works to protect the public health of the community, and has administrative, planning and policy responsibility for health functions of the Board of Health Office. The Board consists of three members elected for three-year terms. The Board meets monthly.

### **Board of Selectmen**

The five-member Board of Selectmen is the Town’s body of chief elected officials. Among the Board’s powers and duties is the appointment of the Town Manager and many boards, committees and commissions. The Board of Selectmen appoints the Town Accountant, Board of Registrars, and Town Counsel. The Board of Selectmen is also responsible for issuing certain licenses, enforcing some sections of the Town’s bylaws, and regulating public ways. The Board is elected for three-year terms and meets twice a month.

According to the town charter, the Board of Selectmen is charged with preparing reports of town business and distributing such reports to all town meeting members. They are also responsible for issuing policy directives and guidelines that are to be implemented by the officers and employees appointed by the Board or under its authority.

Annually, the Board of Selectmen, in conjunction with the Town Manager, prepares a five-year financial forecast of town revenue, expenditures, and the general financial condition of the Town. This five-year plan is submitted to the Finance Committee and made available to the public.

### **Cemetery Commission**

The Cemetery Commission plans, operates and maintains the Town’s six cemeteries. According to the Town Charter, the Cemetery Commission has the sole care, superintendence and management of all public burial grounds in Town.

The Commission is comprised of three members who are elected for three-year terms, and meets every other month. During FY 2009, there were 142 total interments, including 111 full burials and 31 cremation interments. In addition, there were 64 cemetery lots sold throughout town.

### **Chelmsford Center Water District Commission**

The Chelmsford Center Water District Commission oversees the provision of drinking water within the Center Water District in accordance with the District's established bylaws. The Commission consists of three members who are elected by the water takers for a three-year term. Additional information regarding the town's water districts may be found in the Economic Development section of this Master Plan (see page #).

### **Constable**

One Constable is elected for a term of three years. However, the Town Charter allows for the appointment of additional constables by the elected constable, subject to the approval of the Board of Selectmen. The Constable may serve civil writs and processes as are authorized by law, including all warrants and other processes of the Town.

### **East Water District Commission**

The East Water District Commission oversees the provision of drinking water within the East Water District in accordance with the District's established bylaws. The Commission consists of three members who are elected by the water takers for a three-year term. Additional information regarding the town's water districts may be found in the Economic Development section of this Master Plan (see page #).

### **Housing Authority**

The Chelmsford Housing Authority is charged with providing an adequate supply of housing for low and moderate income families and individuals. The Authority is dedicated to meeting the needs of the elderly, disabled and families in need of affordable housing. Supportive services tailored to the needs of each group are considered to be of the utmost importance.

Four Housing Authority members are elected for five-year terms, and a fifth member is appointed by the Governor of the Commonwealth. The Chelmsford Housing Authority is a retained revenue state agency, which receives very limited subsidies from the State to support the state-aided housing units in day-to-day operations and to meet modernization needs.

In FY 2009, the Chelmsford Housing Authority was awarded 88 new Section 8 vouchers for non-elderly disabled person and another 35 vouchers for veterans currently receiving service through the Bedford VA facility. The Section 8 Program assists over 556 families/elderly/disabled persons in the area with rental assistance to live in a private apartment.

The Housing Authority also provides a Family Self-Sufficiency Program to help families improve their education and skills in order to move toward home ownership.

The Authority manages senior housing facilities at McFarlin Manor at 10 Wilson Street, Chelmsford Arms at 1 Smith Street, Delaney Terrace at 8 Sheila Avenue and North Village at 20 Sheila Avenue. The Housing Authority offers case management, adult day care, beauty parlors, clustered home care services, meals programs and 24/7 staffing at some locations. The Housing Authority serves as the Management Agent to the Town for monitoring the Affordable Homeownership and Affordable Rental Units located in Chelmsford.

### **Library Trustees**

The Board of Library Trustees is comprised of seven members elected for terms of three years. The Library Trustees select library materials, and have custody and management of these materials. All money and property that the Town may receive for library purposes, by gift or bequest, is administered by the Board.

### **North Water District Commission**

The North Water District Commission oversees the provision of drinking water within the North Water District in accordance with the District's established bylaws. The Commission consists of three members who are elected by the water takers for a three-year term. Additional information regarding the town's water districts may be found in the Economic Development section of this Master Plan (see page #).

### **Planning Board**

The Planning Board is charged with ensuring the orderly development of the Town in a manner that is beneficial to the town, consistent with town's Master Plan and that complies with state and local rules and regulations. The Planning Board enforces the Town's Zoning Bylaw and reviews all subdivision plans, site plans and the creation of lots on existing ways. The Board consists of seven members elected for three-year terms and one alternate member elected for two years. The Planning Board meets twice per month.

### **School Committee**

The School Committee oversees the general operations of the public schools in Town and appoints the Superintendent and other officers and employees of the schools. The School Committee is also charged with developing rules, regulations and policies for the public school system. The Committee is comprised of five members who are elected for three-year terms which begin in April. The School Committee generally meets every two weeks.

### **Sewer Commission**

The Sewer Commission is comprised of five members elected for three-year terms. The Commission supervises, manages and controls the construction of sewer lines within Town.

### **Town Meeting Representatives**

The legislative body of the Town is a Representative Town Meeting comprised of 162 representatives elected from the town's nine voting precincts. The representatives participate in the Spring Annual Town Meeting and the Fall Annual Town Meeting, in accordance with the town's charter. All sessions of town meeting are presided over by an elected Town Moderator. Any resident of the town who is not an elected town meeting member may attend sessions of the town meeting, but may not vote.

According to the Town Charter, it is the duty of town meeting members to keep abreast of town business and review materials forwarded by the Board of Selectmen and the Town Manager. It is expected that town meeting members will attend selected meeting of multiple bodies, attend hearings held by the Finance Committee and actively prepare for each session of Town Meeting. The representative town meeting may, by vote or by law, establish committees for review of warrant articles, and may consider and study of any subject of concern to the town meeting. The representative town meeting members in any precinct may organize, meet and confer on town business, subject to the state's Open Meeting Law.

### **Town Moderator**

The Town Moderator is elected for a term of three years, and presides over and regulates the proceedings at all Town Meetings, thereby deciding all questions of order, and making public declarations of all votes. No one may address Town Meeting without permission of the Moderator. The Moderator also appoints the Finance Committee.

## **TOWN DEPARTMENTS**

### **Community Development Department**

The Community Development Department provides administrative services and technical staff support to the Planning Board, Conservation Commission and Zoning Board of Appeals. In addition, the Department manages the Town's economic development program, grant administration and improvements to conservation lands. The Department also provides technical and administrative services to the Master Plan Committee.

### **Department of Public Works**

One of the most important aspects of a community is its infrastructure, such as roads, sewers, and drainage systems, as well as its facilities such as parks, cemeteries, and public buildings.

These assets of the town need to be maintained in order to protect the town's investment and to operate the facilities properly. The Department of Public Works consists of five divisions with separate areas of responsibility: the Engineering Division, Highway Division, Sewer Division, Public Buildings Division, and Parks Division. The Office of Recycling and Solid Waste, and the Cemetery Commission also fall under the Department of Public Works. The Department of Public Works will operate with 38.2 full-time equivalent positions during FY 2011. One additional sewer employee will be required with three new pumping stations being added to the system through the Sewer Enterprise Fund. Excluding the Sewer Division, this represents a decrease of four DPW staff since 2002. The reduction in staff has resulted in delays in the sidewalk construction plan, as well as an inability to fully address drainage, maintenance, and construction needs.

### ***Engineering Division***

The Engineering Division provides technical support to the Planning Board, Conservation Commission, Town Manager, Board of Selectmen, Assessors Department, Town Clerk and Sewer Commission. Additionally, the engineers design several projects for construction by the Highway Division. The engineers provide site plan reviews and/or inspections on various projects that are subject to the land use regulatory review and environmental permitting processes. The Engineering Division also assists residents with various requests on an as-needed basis, by providing maps, professional expertise relative to drainage issues, and by performing tree inspections.

### ***Highway Division***

The Highway Division is responsible for the maintenance and improvement of all town-owned streets, culverts, catch basins and manholes, street signs, pavement markings, traffic signs and traffic signals. They are also responsible for mowing and the cutting of brush and overgrown vegetation, and for snow removal. The staff oversees all town snow removal personnel as well as the 40 trucks contracted for each winter storm.

### ***Sewer Division***

The Sewer Division maintains thirty-three (33) pump stations, handles all sewer betterments, sewer billings, and phone inquiries, and fields customer questions and concerns. The office staff also performs clerical work for the elected Sewer Commission. The sewer operations staff performs sewer connection inspections, maintenance, repairs, and upgrades of the sewer pumping stations and sewer lines. The staff also performs building grounds maintenance to the pump stations.

The Town established a Sewer Enterprise Fund in 2006 in accordance with Chapter 44, Section 53F1/2 of the Massachusetts General Laws. This created a separate accounting and financial reporting mechanism for the Town's sanitary sewer system and services. Sewer revenues and

expenditures are accounted for separately and are not commingled with the Town’s general fund operating budget.

***Public Buildings Division***

The Public Buildings Division employs two part-time Building Attendants to assist with various building maintenance needs at the Old Town Hall and Town Hall. Cleaning of these buildings has been outsourced to a private company.

***Parks Division***

The Parks Division maintains all traffic islands and commons in town. The Division also prepares the Town Common for the annual Fourth of July celebration, and is responsible for cleanup following public events and festivities.

***Office of Recycling and Solid Waste***

The Office of Recycling and Solid Waste works to ensure that the town’s trash and recycling services comply with state regulations, educates residents about the importance of recycling, promotes composting, reuse and donation options as waste reduction strategies, and monitors the town’s waste and recycling volumes and costs. The office consists of one full-time and one part-time employee whose work is supported by the Recycling Committee.

In FY 2009, the town generated 12,695 tons of solid waste, with an average generation rate of one ton per household per year, as shown in Table 7.5 below. Approximately 3,777 tons of waste was recycled town-wide. This accounts for nearly 23% of the Town’s waste stream. A fee-based collection system is used for the curb-side recycling of tires, appliances and electronics.

**TABLE 7.5  
SOLID WASTE AND RECYCLING RATES: FY 2005 through FY 2009**

<b>Fiscal Year</b>	<b>Solid Waste (ton)</b>	<b>Tipping Fee (\$ per ton)</b>	<b>Annual Waste Disposal Cost</b>	<b>Curbside Recycling (tons)</b>	<b>Recycling Rate (%)</b>
2005	16,061	59.78	\$960,167	3,117	16.25
2006	15,358	67.50	\$1,036,665	3,586	18.93
2007	14,170	69.50	\$984,815	4,296	23.27
2008	13,369	71.00	\$949,199	3,894	22.55
2009	12,695	73.00	\$926,735	3,777	22.90

The Town spends nearly \$927,000 per year to dispose of its solid waste. Recently, the Town worked collaboratively with thirteen other municipalities to secure a favorable contract for trash collection services beginning in FY 2011. The Town instituted a two 32-gallon barrel solid waste collection weekly limit effective in July 2010, in an effort to reduce disposal costs and promote recycling. Residents have the option of purchasing bags to dispose of solid waste above

the 64-gallon weekly basic service level. The town is also converting to a more convenient single-stream bi-weekly recycling collection system.

The Town typically holds two brush drop-off events each year at Community Tree Service. In addition, the Office of Recycling and Solid Waste sells compost bins below cost to Chelmsford residents to encourage the composting of kitchen scraps and yard waste, and encourages residents to contact Jones Farm in order to take advantage of its curb-side/drop-off program for leaves. Through a regional DEP Grant with Billerica and Tewksbury, Chelmsford now has an 8-hour per week recycling enforcement officer.

The Office of Recycling and Solid Waste also works with the Board of Health to publicize an annual Hazardous Waste Drop-Off Event. The Office operates the Town's Mercury Abatement Program to keep mercury out of the waste stream and to ensure that it is disposed of properly. This program is funded by Wheelabrator North Andover, the company which operates the facility where the Town's trash is ultimately incinerated.

### **Finance Department**

The Finance Department is responsible for preparing financial information needed in reaching essential management decisions, formulating fiscal policy, planning all financial functions in an efficient manner, and building confidence in the Town's financial management by providing the public with the necessary information to assure accuracy and accountability.

The Finance Department has four divisions: Treasurer/Collector, Management Information Systems (MIS), Assessing and Accounting.

### ***Assessors Office***

The Board of Assessors is responsible for the full and fair market valuation of the town's 13,900 (approximate) real and personal property parcels. It has been the policy of the Assessors to review the valuations annually in order to maintain accurate and current assessments. A summary of this valuation analysis is reviewed by the state Department of Revenue and is critical to the certification of the tax rate. In addition, the Board is responsible for the administration of 30,000 excise bills as issued through the Registry of Motor Vehicles. The Assessors Office, like many town departments, has lost staff as a result of recent budget cuts.

### ***Town Accountant/Accounting Division***

Warrants for payments of town funds prepared by the Town Accountant are submitted to the Town Manager for approval. The Accounting Division is responsible for record keeping of all financial transactions of the Town, including the processing of all bills, warrants, receipts, payroll and ledgers, and the Division supplies all departments with financial reports and payroll information. The Accounting Division ensures the Town is in compliance with Generally Accepted Accounting Principles, Federal and State laws, and Town Meeting authorizations.

### ***Tax Collector/Treasurer***

The Town Treasurer is responsible for the management of all town funds. The Treasurer's Office acts as the receiver and disbursing officer of all public funds, and is charged with sound investment, management, and safekeeping of these funds. In addition, the Department is responsible for the collection of tax titles, reconciliation of bank accounts, warrants, long- and short-term investments, long- and short-term borrowing, income tax reporting, and medical insurance records for retired employees.

The Tax Collector's Office is responsible for the collection of all assessed taxes in accordance with the Massachusetts General Laws, and issues and collects real estate taxes, personal property taxes, motor vehicle excise taxes, and utility bills, as well as Municipal Lien Certificates.

### **Fire Department**

The mission of the Chelmsford Fire Department is to protect lives and property from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions created by man or nature. To accomplish its mission, the Fire Department controls and extinguishes injurious or dangerous fires; provides emergency Basic Life Support; protects life and property from fire risks by inspecting buildings for fire hazards and enforcing laws related to fire prevention; carries on a fire prevention education program; investigates suspected cases of arson; and provides rescue services, salvage services, and hazardous material response. During FY 2009, the Fire Department responded to 5,203 calls. Medical emergencies accounted for over half of the call volume (2,814), while fire calls totaled 179.

While the Fire Department is the designated EMS first responder, the current contracted vendor for ambulance service is Trinity EMS, Inc. In addition, all police officers are first responder certified. Greater Lowell EMS (paramedics from Saints Medical Center) provides primary advance life support services within Chelmsford.

The continued economic recession has forced the closure of the South Fire Station (Engine 5). The decision to close this particular station was based on call volume, accessibility and continuity of services. Staffing levels remain at the minimum level of one Captain and eight firefighters per shift (compared to one Captain and fourteen firefighters in 1990). The fire chief has indicated that the cut backs have created an increased risk to residents and firefighters. Over the past year, response times have increased and manpower shortages have occurred at emergency scenes. The FY 2011 budget provides funding for 44 full-time firefighters. The Fire Department was awarded ARRA funding through the state that will fund three new firefighters through most of FY 2011. Overall, the Fire Department staffing level funded through the General Fund has been reduced from 63 in FY 2002 to 54 for FY 2011.

## Health Department

The Health Department provides services relative to the inspection of restaurants, septic systems, swimming pools, day care centers, housing units, public schools, recreational camps, public beaches, tanning facilities, and all retail food establishments. In addition, the Department responds to beaver complaints and nuisance calls, conducts emergency inspections and undertakes a number of public health and preventive health care initiatives. The Chelmsford Board of Health office is the regional collection center for the handling of dead birds as part of the West Nile Virus Surveillance Program.

The Health Department employs a Public Health Nurse and provides health care services that include immunizations to comply with the Massachusetts Immunization Law, hypertension screening, lead paint screening, and cholesterol screening. Health education and awareness programs include campaigns for heart health, breast cancer awareness and screening, sun safety, stroke awareness, nutrition and exercise.

## Human Services/Elder Services Department

The Human Services/Elder Services Department provides advocacy and support services which allow older adults to maintain their independence, prepare for life changes and improve their quality of life. These services strive to support frail elders in their homes by: providing case management to allow older adults to age in place; providing information and assistance to families making life changing decisions that impact elder family members; providing supportive services for disabled of all age groups; and providing preventive health care programming, advocacy and education. Table 7.6 provides an overview of the number of participants/clients served by the Department's various programs in FY 2009.

**TABLE 7.6**  
**HUMAN SERVICES/ELDER SERVICES DEPARTMENT PROGRAM**  
**PARTICIPANT/CLIENT STATISTICS: FY 2009**

Adult Supportive Day Care	44 participants/2,850 client days
Congregate Lunch	22,759 meals
Home Delivered Meals	22,759 meals
Off-site Meals Delivered	5,529 meals
Health Benefits Counseling	103 serviced
Flu Clinic with Board of Health	1,642 serviced
Blood Pressure Screenings	436 screenings
Home Visits, assistance to elders	212 cases/1,477 trips
Respite Companion Care	82 clients/24,097 hours of service
Tax and Fuel Assistance	279 clients

*Source: Town of Chelmsford Annual Report, FY 2009*

Additional programs and services include monthly support groups for Alzheimer’s patients, caregivers, those who are grieving, widows and those suffering from anxiety. Free medical equipment is also provided to frail elders, as are recreational trips for active older adults, and exercise programs such as Yoga, Tai Chi, chair exercise, strength training, line dancing and aquacise.

Like other departments in Town, the Human Services/Elder Services Department is finding the current economic climate to be challenging. State and Federal Title III funding has been reduced as overhead, food costs and transportation costs have increased.

### **Human Resources**

The Human Resources Office manages employee health, dental and life insurance, workers’ compensation and injured on duty claims. The Human Resource Office is also responsible for employee recruitment, selection, classification, records management and new employee orientation.

### **Inspections Department**

The Inspections Department enforces state building codes and the local zoning regulations. Personnel within the Department include the Inspector of Buildings, a Plumbing and Gas Inspector, Wiring Inspector and a Departmental Assistant. Detailed information regarding building permits can be found in the Economic Development section of this Master Plan. In addition to building construction permits, 762 wiring permits and 1,170 plumbing and gas permits were issued in FY 2009.

### **Municipal Facilities Department**

The Municipal Facilities Department was established by Town Meeting in October 2004 and was included in the amendments to the Town Charter that were approved by voters in 2009. The Department manages all buildings and grounds owned by the Town. The Department provides electrical, plumbing, HVAC, carpentry and general maintenance to all Town and School Department buildings including: five elementary schools, two middle schools, Chelmsford High School, the School Administration office, two libraries, five fire stations, the Police Station, Town Offices, Old Town Hall and other support buildings. The Municipal Facilities Department has also agreed to assume responsibility for maintaining streetlights as a cost savings measure

The Municipal Facilities Department maintains all town and school parks and athletic fields. Work activities include mowing, maintaining landscaping and plantings, snow removal, preparation and cleanup for special events, and small engine repair and replacement. The Department is performing these duties with two fewer staff than two years ago. This has impacted the Department’s ability to maintain and improve all school and municipal buildings and grounds.

## Police Department

The mission of the Chelmsford Police Department is to maintain the peace, protect life and property, and provide law enforcement and crime prevention services, in order to enhance the quality of life for all citizens. The Police Department plays a critical role in preventing and dealing with domestic violence and is often a victim's first contact in the criminal justice system. The Bureau of Investigative Services is comprised of many specialized units within the Department. Investigators interview people, gather documents and evaluate factual information regarding a crime. Investigators' actions include establishing whether a crime has been committed, identifying and arresting suspects, recovering stolen property, and assisting the State in the criminal prosecution of suspects. Within the Bureau of Investigative Services there is a Special Services unit responsible for drug identification, interdiction and investigation. The Department also provides services to residents in the areas of traffic safety, accident reconstruction, and child seat installation.

The Police Department emphasizes community policing strategies and initiatives, and officers are encouraged to work in partnership with the community to address and resolve issues of concern. The Department focuses on priority areas related to traffic, disturbance and nuisance issues, and drug and alcohol violations. Table 7.7 below provides an overview of Police Department statistics for FY 2009.

**TABLE 7.7**  
**POLICE DEPARTMENT STATISTICS FOR FY 2009**

Offense	Number of Cases
Adult Arrests	398
Juvenile Arrests	13
Total Arrests	411
Calls Answered by Cruisers	32,205
Summons Served	295
Accidents Recorded	963
Fatal Accidents	0
Serious Injury Accidents	135
Citations Issued	2,088
Parking Violations Issued	269
Restraining Orders Served	78
Protective Custody	29
Alarm Calls	1,609
Medical Calls	2,579
Suspicious Activity Calls	1,517
Disturbance Calls	860
Domestic Call	396
O.U.I. Alcohol	39

*Source: Town of Chelmsford Annual Report, FY 2009*

The Town of Chelmsford has instituted a CodeRED Emergency Notification System. This system is an ultra high-speed telephone communication service for emergency notifications and

allows the Department to target the entire Town or a particular neighborhood or area. The system is capable of dialing 50,000 phone numbers per hour and delivering a message to an individual answering a call or to an answering machine.

The economic recession has been a challenge for the Police Department. At the beginning of FY 2009, the Department had fifty-one (51) sworn officers, but was forced to eliminate two full-time positions midway through the fiscal year due to budget cuts. In addition, a principal clerk position and part-time custodial position were also eliminated. This reduction in personnel has resulted in fewer patrol officers on certain shifts, and necessitated that the officers play more of a reactionary role instead of pursuing proactive policing strategies. The Police Department has strived to maintain current minimum staffing levels of four patrol officers per shift. Currently, the Department has 32 patrol officers. Fourteen (14) full-time equivalent positions have been eliminated since 2002. The Department is concerned that these cutbacks have increased response times and increased the safety risks to the public and police officers.

The Town of Chelmsford has an Auxiliary Police Unit which assists the regular force at motor vehicle accident scenes and other traffic control incidents. In FY 2009, the Auxiliary Police Unit donated 532 hours at various assigned duties and events.

The Animal Control Officer is organizationally located within the Police Department and responds to a variety of animal and wildlife calls throughout the community. During FY 2009, there were 836 calls for such services. In addition, the animal control officer organizes rabies and microchip clinics and other animal-related programs.

### **Public Library**

The Library is a valued institution in Chelmsford that has very strong support from patrons and volunteers. In difficult financial times, library patronage generally increases and the Chelmsford Library has seen a significant increase in usage during the current recession and is the busiest library within the Merrimack Valley Consortium. Given the town's budgetary challenges, the library has found it difficult to reconcile the rise in use with budget and staffing reductions. Nonetheless the Library was able to offer over 800 programs during FY 2009. This was largely made possible by the 236 volunteers who have donated nearly 5,500 hours of time to assist with various programs and to provide services to the library.

The Library functions as the cultural heart of the community. During FY 2009, the library checked 603,178 books, DVDs and other items in and out, lent and borrowed 150,261 items through the Interlibrary Loan program, issued 1,450 new library cards, welcomed 213,422 visitors and answered 20,826 reference questions. The Chelmsford Public Library was awarded the Library Customer Success Award by EBSCO Publishing for library advocacy and sharing a Library Use Value Calculator with other libraries. The calculator is a tool which lets patrons calculate the value of their library use.

Like most public libraries, Chelmsford's is financially supported by the Town, trust funds overseen by the Board of Trustees, fundraising by the Friends of the Library, and a state library grant. In FY 2011, the budget for the Library was increased by 2.53% which is proportional to the increases for other departments, so it is expected that the Town will qualify for a waiver to maintain certification from the State Board of Library Commissioners. A waiver will temporarily maintain the Town's eligibility for State library aid of approximately \$44,000 per year, and allows the town to participate in the Merrimack Valley regional consortium. The current funding level requires that the Library continue to expend its State grant monies on operating costs rather than enrichment programs.

### **School Department**

The School Department has made major improvements in the school's technology capabilities as a result of collaboration between the school district and Town technology staff. These improvements include the completion of a fiber optic cabling project and a new data center that was created in the school district's Central Office. The increased network speed allows technology staff to remotely maintain computer equipment.

Financial challenges have restricted the number of new initiatives undertaken in recent years. In FY 2009, the School Department was forced to cut \$591,000 during the school year which necessitated the elimination of forty (40) teaching, support and administrative positions, and the closure of the Westlands Elementary School (grades K-4). Since 2007, over fifty positions have been eliminated. As shown in Table 7.8 on the following page, student enrollment has declined by 219 students during that same time period.

The Federal government provided \$1.8 million in American Recovery and Reinvestment Act (ARRA) funding, also known as Stimulus funding. However, due to state budget shortfalls, the school district's actual federal ARRA grant was reduced to \$916, 871. This money was used to restore fourteen staff positions, and to replace out-of-date textbooks, fund staff training, and improve science equipment.

Federal and State laws require that the Town continually show improvement in student academic performance. The School Department administration and the School Committee remain very concerned regarding the District's ability to fund increased fixed costs, such as Step increases and Special Education tuition, programs, and transportation. Table 7.8 on the following page details the five-year budget history for the Chelmsford School Department.

**TABLE 7.8  
CHELMSFORD PUBLIC SCHOOLS FIVE-YEAR BUDGET, STAFFING AND  
ENROLLMENT HISTORY**

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Change FY 2010-2011	Five-Year Change
School Budget	\$42,078,931	\$43,182,232	\$44,426,232	\$43,085,662	\$45,085,682	\$2,000,000	\$3,006,731
State Aid	\$7,440,307	\$8,365,004	\$9,432,005	\$9,243,365	\$9,828,091	\$584,726	\$2,997,564
% of Budget	18	19	21	21	22	2	4
Town Share	\$34,683,624	\$34,817,228	\$34,994,227	\$33,842,297	\$35,257,571	\$1,415,274	\$9,167
% of Budget	82	81	79	79	78	-2	-4
Full Time Equivalent Positions	690.7	691.4	679.5	639.5	639.5	0	(51.2)
Student Enrollment	5,522	5,485	5,437	5,313	5,303	-10	-219

Source: Town of Chelmsford website, [www.townofchelmsford.us](http://www.townofchelmsford.us)

The Chelmsford School Department continues to struggle to maintain personnel and programs given the severe financial constraints brought about by the severity of the current economic recession which has negatively impacted revenues. As discussed above, over fifty positions have been eliminated and expenses have been reduced. Table 7.9 below shows the Chelmsford School Department's Five-Year budget forecast.

**TABLE 7.9  
CHELMSFORD PUBLIC SCHOOLS FIVE-YEAR BUDGET FORECAST**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budget Base	\$43,482,725	\$45,672,725	\$47,882,725	\$50,112,725	\$52,312,725
Salaries (2%)	\$640,000	\$660,000	\$680,000	\$700,000	\$720,000
<b>Fixed Costs</b>					
• Step and Degree	700,000	700,000	700,000	700,000	700,000
• Utilities	100,000	100,000	100,000	100,000	100,000
• Sped Tuitions	500,000	500,000	500,000	500,000	500,000
• Transportation	100,000	100,000	100,000	100,000	100,000
Programs	100,000	100,000	100,000	100,000	100,000
Technology	50,000	50,000	50,000	--	--
Fee Structure	--	--	--	--	--
<b>Total</b>	<b>45,672,725</b>	<b>47,882,725</b>	<b>50,112,725</b>	<b>52,312,735</b>	<b>54,532,725</b>
Yearly Increase	2,190,000	2,210,000	2,230,000	2,200,000	2,220,000
% Increase	5.04	4.84	4.66	4.39	4.24

Source: Donald Yeoman and Robert Cruickshank, "Understanding the FY 09-10 Budget for the Chelmsford Public Schools", April 2009.

## **Town Clerk**

The Town Clerk is the official keeper of town records including vital records of births, deaths, and marriages of all town residents. Certified copies of birth, death and marriage certificates are issued through this office, along with business certificates, dog licenses, fishing, hunting and sporting licenses.

The Town Clerk must give notice of the Town Meeting to town meeting members and the public. All town meeting minutes are recorded and on file at the Town Clerk's office and all Town, state and federal elections are conducted and recorded by the Town Clerk. The Town Clerk is also responsible for administering the oath of office for all elected and appointed town officials, and keeping records of the election process and results. In accordance with the state's Open Meeting Law and Regulations, all town boards and committees must post their meetings at least 48 hours prior to the meeting with the Town Clerk's office. This information must be made available to the public 24 hours per day seven days per week, and can be found outside of the Town Hall. The Town Clerk also maintains a meeting list on the town's website for the convenience of residents

The annual Town Census and all voter registration and special registration sessions are conducted through the Town Clerk's office in conjunction with the Board of Registrars.

## **Town Manager**

The Executive Office of the Town of Chelmsford is made up of the Board of Selectmen and the Town Manager. The powers and duties of the Board of Selectmen include appointing the Town Manager, who must be appointed by a 4/5 vote of the Board. The Town Manager is responsible for the effective operation of the town and directs the administration of the various town departments, boards and commissions. The Town Manager advises the Board of Selectmen and makes recommendations to address the needs of the town. The Town Manager prepares the town budget and, in conjunction with the Capital Planning Committee, submits a capital improvement program to the Board of Selectmen and Finance Committee.

## **Veterans' Services**

The Veterans' Services Office provides short-term financial assistance to eligible veterans and their families, as mandated by Massachusetts General Law Chapter 115. The Chapter 115 program provides some medical coverage and assistance to needy veterans through a monthly grant. The amount of assistance is established based on budget standards established by the State's Department of Veterans' Services. The State reimburses the Town for 75% of the authorized benefits paid to Chelmsford residents. In FY 2009, Chelmsford paid out \$83,520 to fifteen veterans and six eligible widows. The Town then received \$62,640 in reimbursement funding from the State.

Federal Veterans Administration (VA) benefits have a more substantial impact on the community's veterans, from the perspective of total dollars flowing into the community. However, the number of veterans eligible for VA benefits is a small percentage of the veterans residing in Town. The Chelmsford Veterans' Services office assists veterans with the VA claims process. Periodically, the VA provides a snapshot of the total amount of VA benefits granted within a community. In the case of Chelmsford, the most recent data released was for 2008 and showed that \$3,961,228 was disbursed to 364 veterans and 58 widows living in Town.

The Veteran's Services Office processes applications for State Veterans' Bonuses and Annuities, the latest being the "Welcome Home Bonus". The office also coordinates the Chelmsford Veterans Day Observance.

## **ISSUES AND OPPORTUNITIES RELATIVE TO SERVICES**

The recent economic recession has taken its toll on the community as cuts in local aid and declining tax revenues have necessitated some reductions in the services provided by the Town. The American Recovery and Reinvestment Act (ARRA), also known as the Economic Stimulus Bill, has provided limited additional federal funding which has offset some of the local aid cuts made by the Massachusetts legislature. In addition, the State has provided municipalities with the option of imposing a local option tax on meals and lodging which the town has adopted. This tax will generate approximately \$400,000 in additional tax revenues annually, based on current estimates. While these additional revenues are helpful, further reductions in service may be needed in the future to address anticipated reductions in local aid and declining tax revenues.

During FY 2009, local receipts were impacted by a 33% decline in interest income, and a 4% decline in Motor Vehicle Excise revenues created by declines in new vehicle sales due to rising unemployment and tighter credit standards. In addition, assessed valuation (AV) declined 3.4% in FY 2009, due to softening of the real estate market. Fortunately, the Town's tax collection rate has remained strong at 98.7%.<sup>56</sup> During FY 2009, 46 full-time equivalent positions were eliminated town-wide, which accounted for a 5% reduction in town personnel.

Over the past year, personnel reductions have occurred within the Assessor's Office, Tax Collector's Office and the Town Clerk's Office. In addition, police and fire positions have been eliminated and overtime expenditures have been reduced, resulting in fewer police officers on patrol and the closure of one of the town's fire stations. In addition, Library positions, materials and hours of operation were impacted. The School Department eliminated three central administration positions, reduced expenditures for textbooks, supplies and technology, cutback custodial services, and eliminated fourteen other positions. Local revenues are forecast to remain sluggish during the upcoming fiscal year, limiting the funding available to support town operations and services.

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<sup>56</sup> Town of Chelmsford, FY 2009 Annual Report.

Today, town departments are under considerable pressure to reduce costs, generate revenue and generally do more with less. In an era of shrinking budgets, many municipal officials across the country are reassessing the basic ways in which services are being delivered. Traditionally, most services have been delivered by municipalities using their own workforce. Many communities are now considering the use of alternative service delivery approaches to increase service efficiency, reduce costs and provide higher quality services for residents. Alternatives include contracting with other units of government, contracting with private firms or nonprofits, regionalization and increased reliance on volunteers.

Chelmsford already receives some services through inter-municipal agreements and partnerships. The town has regionalized its Sealer of Weights and Measures through the Northern Middlesex Council of Governments (NMCOG). In addition, Chelmsford is actively exploring the regionalization of other services through NMCOG, including 9-1-1 dispatch services, animal control services, and the procurement of DPW supplies and services, and property revaluation services. Chelmsford's wastewater is treated at the Lowell Regional Wastewater Utility and the town library is part of the Merrimack Valley Consortium. There are also mutual aid agreements in place for public safety agencies. In addition, the town has chosen to privatize some services, such as cleaning services and the school lunch program.

The Town should explore additional opportunities to regionalize services as a means of improving efficiency, reducing costs and delivering the highest quality of service possible. Legislation was recently enacted to allow for mutual aid agreements for Public Works service, similar to the mutual aid agreements now in place for public safety agencies. The Town should consider entering into a public works mutual aid compact as a means of providing improved service to residents in times of emergency.

Many of the town's fees have not been adjusted in several years. The town has an opportunity to review its fee schedule for certain town services, in the interest of achieving full cost recovery, to the extent feasible. The Master Plan Committee acknowledges that revising fees would be politically difficult in a depressed economy. However, over the long-term as the economy recovers, the Town should review its fee structure and revise the fees for certain services as warranted.

The Master Plan Committee recommends that the Town streamline its permitting process to improve efficiency and coordination across town departments. The town should prepare a Permitting Guide that would be posted on the town's website and made available to all residents and businesses needing such services. In addition, regular inter-departmental meetings and joint board meetings would be helpful in improving communication between the various permitting entities in town, and in facilitating a greater in-depth understanding of the issues related to each project and permit application. The town is currently investigating various technology improvements which will also be helpful in terms of tracking permits, etc.

During the Master Plan public input process, residents and officials expressed concern regarding the need for additional sewer capacity within the next ten years, once all sewer connections are made. This lack of available excess capacity is seen as an impediment to attracting future economic development initiatives, as has been discussed in greater detail in the economic development section of this Master Plan. To address this issue, the Town should explore any opportunities as they arise, including future opportunities to work with the City of Lowell and/or the Town of Billerica. The Town's Inter-municipal Agreement with the City of Lowell is up for renewal within the next few years, so this issue should be treated as a priority for the Town.

Unlike most towns, Chelmsford's water supply is controlled by three separate, independent water districts. Several comments were received during the public input process relative to the consolidation of these three districts or indicating that the water supply should be put under the control of the Town. The Master Plan Committee recommends that the issue be studied further. A feasibility analysis should be undertaken examining three options: leaving the existing arrangement in place, consolidating the three districts into one, and having the town assume control of the water supply and distribution system.

While cable television, telephone service and internet access are provided privately through Comcast and Verizon, comments have been received indicating that having additional telecommunication providers would create additional competition, thereby allowing for more competitive pricing and higher quality service for the town's residents and businesses. The Master Plan Committee recommends that this be explored as opportunities arise. As a goal, the Town should provide a minimum level of internet access for every resident through the libraries, schools, the Senior Center and Town government. Minimum level access would guarantee each resident visibility into the Town's operations and access to its leadership, and reasonable access to library-controlled educational and recreational materials. Access assistance should be need-based and focused on providing access to mobility-challenged and financially-challenged residents. The Town could explore the use of volunteers in cases where residents cannot leave their home. Wi-Fi should be encouraged and provided where practical.

Hours of operation for the Library have been reduced due to budgetary considerations. Several residents have indicated that the reduction in hours has been difficult for young families, particularly for those using the McKay Library. During these difficult times, other communities have restored library hours and services by soliciting donations and sponsorships from the business community and residents. This option could be explored in Chelmsford as well.

The Town of Chelmsford is fortunate to have many volunteers who are generous with their time. The Library has established a website ([www.chelmsfordvolunteer.com](http://www.chelmsfordvolunteer.com)) to provide information relative to volunteer work and volunteer opportunities town-wide. During the public input sessions, the Library Director suggested that the town designate a volunteer coordinator to recruit volunteers when needed, maximize the impact of current volunteers, and to coordinate volunteer schedules. The Master Plan Committee is sensitive to the fiscal constraints impacting town

government, but suggests that the Town consider recruiting 2-3 community-minded individuals to serve as a Volunteer Coordinating Committee.

The Town Clerk and others have indicated that the Town does not have an adequate climate-controlled storage facility for town records and artifacts which is properly sized to meet the town's current and future needs. Given that the Department of Public Works (including engineering, recycling, and facilities) will be relocating to Alpha Road, additional space for such a storage facility may become available within the Town Hall.

As the economy improves, the Town should consider restoring the public safety and school personnel lost through the budget cutting process. If possible, the South Fire Station should be reopened in order to improve response times and the safety of residents and firefighters. In addition, restoring the Economic Development Director position would be highly beneficial to the Town, as this person would be responsible for business outreach and coordination, thereby helping to recruit businesses to locate in town and concentrating on retaining those business that are already here.

The Chelmsford Department of Public Works operates with far less staff than most public works departments in communities of comparable size. The Department Director is also the Town Engineer, which is highly unusual, and the department does not have its own business manager. As the town's budgetary situation improves, consideration should be given to separating the DPW Director and Town Engineer positions. In addition, the hiring of a business manager should also be considered.

Chelmsford is the only town of its size in the region without an Assistant Town Manager. This position was eliminated in the past as a budget reduction measure. The town has chosen to decentralize its government in these lean times, which means that there is less collaboration between departments and much of the decision-making takes place within individual departments rather than being centralized within a specific administrative office of Town Hall. Adding an Assistant Town Manager would provide additional capacity to coordinate these efforts on a town-wide basis. To the greatest extent possible the sharing of resources among town departments, including the School Department should be encouraged. For example, the centralized procurement program that includes the School Department, DPW and other town departments would benefit the town overall.

The recreational needs of the Town appear to be underserved. The Town has merged Recreation with Community Education and the newly created department seems to be more focused on education than on recreation. For a community of its size, the Town does not offer a recreation program with the variety and depth that one would expect. For example, there are no summer programs for youth. While paying for these programs is a challenge, additional initiatives are needed that specifically target the town's youngsters. These programs could be based out of the

Community Education facility and could be fee-based, with perhaps some subsidy through business sponsorship and through grant programs.

The Open Space and Recreation Committee is currently preparing an inventory of all town-owned property. It is recommended that the Town establish a committee comprised of a representative of the Conservation Commission, Affordable Housing Committee, Community Preservation Committee, Board of Selectmen, and Economic Development Commission to review this list and make recommendations to the Board of Selectmen and Town Meeting relative to appropriate use of these properties.

## **RECOMMENDATIONS FOR SERVICES**

- The Town should explore future opportunities to obtain additional sewer capacity as they arise, including potential opportunities to work with the City of Lowell and/or the Town of Billerica.
- Undertake a study to determine the feasibility of consolidating and managing the water supply and distribution system within Chelmsford.
- When feasible, the Town Manager and Board of Selectmen should consider regionalizing additional services in partnership with other communities or NMCOG.
- Consolidate municipal and school functions to the extent feasible, as long as current service levels are not negatively impacted.
- Continue to improve inter-departmental communication and efficiency through technology enhancements and upgrades.
- Every two years, evaluate the adequacy of fees charged for municipal services, and where appropriate, base fees on a full cost recovery analysis. Develop a policy to guide fee waiver decisions.
- Periodically review the status, need and charge of all appointed committees, including those with ongoing responsibilities. Committees that have completed their charge should be abolished. Other committees may be reorganized or merged, if appropriate.
- Provide manuals and training, as needed, for standing boards, commissions, and committees to ensure that they have the knowledge and skills to carry out their responsibilities in compliance with federal, state and local laws and regulations.

- Periodically conduct all boards and joint boards meetings to improve coordination and cooperation, streamline the permitting process and to review the state of the town.
- Participate in mutual aid agreements for Public Works, as allowed by recently enacted legislation.
- Streamline the town's permitting processes, as further described in the Economic Development section of this Master Plan.
- Recruit 2-3 community-minded individuals to serve as a Volunteer Coordinating Committee to recruit volunteers when needed, maximize the impact of current volunteers, and to coordinate volunteer schedules.
- If the economy and town finances improve, the Town should examine which services can be provided or restored.
- Establish a committee to formulate recommendations for appropriate use of surplus town-owned land.
- Expand and improve recreation programs for town residents, especially for the town's youth. Pursue alternative funding sources and corporate sponsorship as a means of expanding the town's recreation program, and provide an emphasis on offerings for the town's youth. Programs should be structured to take advantage of new technology in order to prevent injuries to sports participants.
- Encourage additional telecommunication and utility providers to offer service to the town, in order to create price competition and improve the variety and quality of services available to residents and businesses.
- Explore the feasibility and cost of providing a guaranteed minimum level of internet access for all town residents.
- Provide a properly sized, climate-controlled storage facility for town records and artifacts.