



SELECT BOARD WORK SESSION AGENDA

February 22, 2022

Chelmsford Country Club
66 Park Road
Chelmsford, MA 01824

1. 10:00 AM CALL TO ORDER
2. STRATEGIC PLANNING WORK SESSION

Documents:

[VISION AND VALUES STATEMENTS.PDF](#)
[DEPARTMENTAL MISSION STATEMENTS - FEB 22.PDF](#)

3. ADJOURN

NEXT REGULAR MEETING DATE: **February 28, 2022**



Values and Vision
Committee
Board of Selectmen
July 27, 2020

Overview

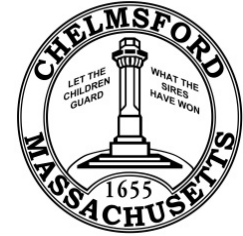


- The Board of Selectmen formed the Values and Vision Committee to establish common vision and values for the Town of Chelmsford.
- The expectation is that the Vision and Values statements established will be the guiding principles for our citizens, the local business community, and the municipal operations of the Town.
- The Vision and Values set the framework for culture, goals and objectives throughout the Town.

VISION: The town Vision statement will articulate our quest or future path for the town. It will define what we aspire to become, create and achieve.

VALUES: The town Values statement will articulate the core principles or standards by which we do business. They define what we believe in, what we know to be right, and how we want to be known by others.

What was the process?



- The Board of Selectmen formed the Committee with representatives from the Board of Selectmen, town management, and residents.
- The Committee conducted a public survey, two public input sessions, and working sessions to form the Vision and Values statements.

Vision and Values



VISION: The Town of Chelmsford will be a livable, inclusive, diverse, welcoming, multigenerational community. Mindful of our historic past, we are adaptive and responsive to our dynamic environment. Our residents enjoy excellence in education, access to open space, and a vibrant, sustainable quality of life.

VALUES:

Inclusiveness and Diversity

Civic and Community Engagement

Transparency, Honesty and Integrity

Respect and Empathy

Accountability

Stewardship

Fiscal Responsibility

Sustainability

Innovation, Adaptability and Creativity

Recommendations/Next Steps



- The Board of Selectmen formally adopts the Vision and Values statements presented by the Committee.
- The Committee presents the report to Town Meeting.
- Town Administration posts the adopted Vision and Values statements in the following locations:
 - Town of Chelmsford Website
 - Municipal Buildings
- Town Boards, Committees, and Municipal departments conduct goal setting and strategic planning in alignment with the Vision and Values statements.
- The Board of Selectmen reviews the Vision and Values statements on a periodic basis at least once every ten (10) years.

Participants

Deirdre Connolly	Resident
Aaron Cunningham	Resident
Paul Cohen	Town Manager
Michael McCall	Assistant Town Manager
Emily Antul	Selectman
Virginia Crocker Timmins	Selectman



Chelmsford Departmental Mission Statements

Accounting Department

The Mission of the Town Accountant's Office is to protect the Town's financial interests and ensure that Town resources are expended and received according to local bylaws, General Laws of the Commonwealth, and sound accounting practices. Charged with maintaining and examining all financial records, the Accounting Office provides officials and the public accurate information to facilitate the effective management of the Town.

The Town Accountant's Office maintains all the financial records for the Town. Accounts Payable and payroll for all departments are processed through this office. In processing these transactions, the Town Accountant by statute, examines and approves all financial transactions verifying compliance with local and State law, establishes procedures and implements sound business practices. The office maintains the general ledger, monitors all budgets, and provides a monthly budget statement to all departments and boards. It is also responsible for maintenance of the financial software used by the Town, and the filing of all reports to the Department of Revenue and various governmental agencies.

Building Department

It is the mission of the Building Department to ensure that the residents, visitors, and businesses are provided with a safe living and working environment which will be accomplished by enforcing the State Building Code and the Town of Chelmsford bylaws to promote a safe and healthy town for all. The Chelmsford Building Department is committed in maintaining continues dialogue with its residents, visitors, and businesses in order to provide them with the best possible customer service experience during their application and permitting process. The Town of Chelmsford Building Department is committed through open communication and dedication to providing the best quality and customer services to our community.

Business Development

To instill and promote a welcoming business environment for all industries that includes adaptive strategies against market impacts on business.

- Continual outreach and communication to business property owners, proprietors, realtors, investors and other interested parties
- Maintain database of business contacts to include all the above aforementioned
- Pursue and implement grant funding awards
- Create and implement supportive business programming

- Collaborate with Town Departments, local and regional entities, State/Federal Government agencies
- Gather resource information for technical business assistance, maintain webpage for helpful guidance and relevant business scenarios (new opening, business plan support, permitting guide, workforce development, etc.)
- Build, expand and network partnerships at all levels, local, regional and State
- Represent the Town of Chelmsford business community for municipal purposes (conferences, networking events, agency forums)
- Advocate for business retention and attraction through modernized zoning, expedited permitting, departmental coordination, open communication and cohesive municipal team

Cemetery Department

In accordance with Massachusetts General Laws, Town By Laws, and the Rules & Regulations established by the Board of Cemetery Commissioners, plan, and maintain the Six Town Cemeteries as attractive, dignified, and appropriate burial grounds

Community Development Department

To provide a coordinated, comprehensive, and continuing approach to the town's land use, zoning, and planning goals and objectives.

Community Services

To provide coordinated and comprehensive support to residents seeking social services.

Elder Services/Council on Aging

The Chelmsford Elder Services/ Council on Aging's mission is to provide and promote advocacy and support systems that empower older adults to maintain independence, prepare for life changes and improved quality of life. Enriching the experience of aging.

Finance Department

To provide sound management of all public funds and accurate reporting of the Town's financial position to the stakeholders of our community.

Fire Department

The primary 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, within the community; to accomplish our mission the Chelmsford Fire Department controls and extinguishes injurious or dangerous fires; 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 educational program; investigates suspected cases of arson; and provides rescue service, salvage service, hazardous materials response and emergency medical services.

Health Department

The mission of the Chelmsford Board of Health is to achieve the highest level of wellness for all Chelmsford residents and employees by reducing the incidence of illness and death. This is accomplished by assessing community needs, staying current on emergency preparedness, and adopting and enforcing health regulations as per the Massachusetts Department of Public Health. Rather than reacting to situations when they occur, we will continue to approach all health concerns by emphasizing education and prevention.

Library Department

We are the community's bridge to exploration, engagement and enjoyment.

Police Department

MISSION STATEMENTS

We, the Chelmsford Police Department, in partnership with our community are committed to maintaining the peace, protecting life and property, and providing professional law enforcement and crime prevention services. We accept the challenge of reducing the fear of crime by the prevention of criminal activity. We shall provide these services with compassion, dignity, and proficiency within the framework of the United States Constitution. To enhance the quality of life for all citizens we will cooperate with other agencies and groups to resolve community concerns. To fulfill our mission, the Chelmsford Police Department will provide a supportive work environment that fosters the professional development of its members. Service will be our commitment...Honor and integrity our mandate.

Vision/Values:

- Maintain the highest standards of integrity and ethics;
- Commitment to the philosophy and principles of Community Oriented Policing;
- Protection of the Constitutional Rights of all citizens; and
- Performing public service and law enforcement tasks so as to build leadership and trust with the community.
- To protect and serve in a trusting partnership with our community.

The philosophy of the department continues to emphasize community policing strategies and initiatives that enhance the overall safety of the community. It is our goal to work in partnership with all the citizens of Chelmsford, to address and resolve issues of concern, and to improve the overall quality of life for those that live, work, or visit Chelmsford. Our top priorities continue to include traffic related complaints, as well as disturbance and nuisance calls. These quality-of-life issues are of paramount importance in maintaining order and providing an overall sense of safety and security throughout the town.

Diversity, Equity, and Inclusion

At the Chelmsford Police Department, we embrace diversity, equity, and inclusion. These concepts are not only about equal opportunity and fair treatment, they are the cornerstone of our mission to practice Inclusive Community Policing, that is accessible and accountable to all members of our community. It is our goal to work together as a community to give everyone a voice, and to collaborate and coproduce programs and initiatives that improve public safety in a just and effective way. In furtherance of this goal, we are continually analyzing our training, planning, and operations to ensure that we incorporate these important concepts into all that we do. We are constantly looking for ways to improve the way we serve our community; we welcome their input and assistance. We are only at our best when everyone in our community feels welcome and safe.

Department of Public Works

The Chelmsford Department of Public Works mission is to support and enhance the quality of life for the Town of Chelmsford residents, businesses and visitors by providing well planned, environmentally sensitive, cost-effective infrastructure and services to promote public health, personal safety, transportation, and economic growth.

These services include snow and ice removal, stormwater drainage, sewage collection and pumping, vehicle fleet maintenance, maintenance and improvement of roads and public property, and engineering services. The Department of Public Works is comprised of eight major divisions including Highway, Sewer, Stormwater, Parks, Public Buildings, Engineering, Trash and Recycling and Facilities.

Municipal Safety Specialist

To work with all departments to provide a safe and healthy work environment through risk identification, inspections, outreach and education.

Chelmsford Telemedia

To empower our community to stay connected and informed by using digital media technology.

Town Clerk's Office

To promote public confidence, good will and no compromise excellence by providing the highest level of courteous, efficient service to ensure transparent governance, and to uphold the highest degree of integrity of the Town of Chelmsford's election process through the fair, open and consistent administration of all federal, state, and local election laws.

Veterans Service Office

The mission of the Chelmsford Veterans Service office is to help any Veteran with any Federal, State, or Town issues. The core mission is to provide financial and medical aid /assistance to needy Veterans (and/or families) IAW MGL Chapter 115, CMR 108. We administer this program through the Commonwealth of Massachusetts Department of Veterans' Services (DVS). DVS must approve all requests for aid and assistance and DVS sets the budget amount eligible applicants can receive. The State will reimburse the Town 75% of authorized assistance provided to our Veterans. Our mission is also to assist Veterans who are not eligible under this State/ Town program find alternate sources of help i.e., service-connected Compensation, VA

non-service-connected Pension, SS, SSDI, SSI, rental Voucher assistance, healthcare enrollment, SNAP, heating assistance, Annuity grants etc. We are a 'First Stop' and often 'One Stop' office for Chelmsford Veterans.

Chelmsford Boards/Committees Mission Statements

Board of Appeals

To interpret and apply the General Laws of the Commonwealth of Massachusetts and the Zoning Bylaws of the Town of Chelmsford to all matters which appear before it. In so doing, the Board follows its rules and regulations fairly and gives due deference to the reports of the Planning Board and the Building Commissioner, who is the Zoning Enforcement Officer for the Town of Chelmsford, as well as the decisional laws of the Commonwealth.

Board of Assessors

The Board of Assessors is responsible for the full and fair market valuation of real and personal property for the purposes of levying the property tax as of January 1st every year. It is the responsibility of the assessors office to maintain valuations at full and fair cash value and to meet the Commissioner of Revenue's re-certification requirements of property valuation every three years. The assessors office collects and maintains a database on each parcel of property in town.

Center Village Committee

The Mission of the Center Village Committee is to produce a Master Plan for the Center Village, in a manner that is transparent and open to all stakeholders in an effort to provide a public process that is collaborative, cooperative and coordinated with the goal of achieving consensus and endorsement of the issues, goals & objectives and implementation strategies.

Conservation Commission

Administer and enforce the Massachusetts Wetlands Protection Act, G. L. c. 131, s. 40, and the Chelmsford Wetlands Bylaw, c. 187 of the Chelmsford Code; promote the expanded use of the Town's conservation lands and town forests, and promote the wise use of open space.

Housing Advisory Board

This is a permanent standing committee, whose mission would be:

To conduct pre-application meetings, as requested by potential applicants, to ensure housing proposals are consistent with the housing goals stated in the adopted master plan and affordable housing master plan documents.

To provide advisory opinions, as requested by Town Boards during the permitting process, to ensure the proposals are consistent with the housing goals stated in the adopted master plan and affordable housing master plan documents.

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.

Perform research as requested on new initiatives pertaining to housing.

Chelmsford Military Community Covenant

The Chelmsford Military Community Covenant was established by the Chelmsford Board of Selectmen in 2009, in partnership with Hanscom AFB as a formal effort to support military families living in Chelmsford. The primary purpose of the program is to make Chelmsford feel more like home for military by drawing upon a support network of volunteers and contributions from the local business community.

Clean Energy & Sustainability Committee

The mission of the Clean Energy & Sustainability Committee is to facilitate and empower Chelmsford in its commitment to reach net-zero greenhouse gas emissions from both public and private sources by 2050.

Diversity Equity and Inclusion Committee

The Diversity, Equity, and Inclusion Committee (DEIC) supports Chelmsford's efforts to become a welcoming town that recognizes diversity, pursues racial equity, and fosters inclusion.

We strive to identify and promote activities designed to further efforts of these core values, and to advocate for the human and civil rights of all.

The Committee will provide guidance to local governing bodies, municipal organizations, businesses, and residents on diversity-related issues, discourage prejudices and discrimination, and encourage unity in our community.

Fire Station Study Committee

1. Assess available information and determine the path in upgrading and/or rebuilding the aging fire house network to meet the needs of both citizens and fire personnel.
2. Assess and determine the needs of both fire personnel and fire house structures in order to achieve the safety requirements of a modern fire department and meet the needs of the community including response times. Explore and report upon the options for the location(s) of fire stations beyond the existing Fire Department Headquarters and the recently renovated North Fire Station.
3. Provide the Town of Chelmsford with future recommendations to make their fire department meet the safety requirements of a modern fire response team while assessing the aging fire department structures and offering a feasible plan of action.
 - a. Provide estimates on the cost to renovate/construct, maintain and operate suitable fire stations.
 - b. Provide estimates on the cost to purchase and operate apparatus across the department.
 - c. Provide estimates on the cost to staff, train and equip personnel across the department.

Master Plan Vision Statement

Chelmsford will continue to evolve and change over time, and will strive to make such changes in a manner that respects the shared values, needs, and desires of all residents, regardless of age, race, ethnicity, income levels or abilities. We will make every effort to maintain and enhance the quality of life for all who live and work here, by ensuring that: the town is safe and attractive, community character is preserved, our educational system is of the highest quality possible, and the local economy remains strong and vibrant. High priority will also be given to protecting and preserving natural resources, open space and the town's historic assets for generations to come. The future success of the Town will depend on town government, residents, non-profits, volunteers and the business community working collaboratively as partners to address present-day and future needs in the areas of housing, municipal service delivery, transportation, economic development, public health, energy and climate resilience, and age-friendly policies and programs. The Town has a strong record of forming effective partnerships and working in tandem to achieve common goals. We expect that this will continue and are confident that Chelmsford will remain a great place to live in the future.

Permanent Building Committee

To assist the Town manager in the development of financial estimates, project design, and the supervision of construction of municipal building projects.

Planning Board

Enforce the Zoning Act, G. L. c. 40A, the Subdivision Control Law, G. L. c. 41, ss. 81K-81GG, the Chelmsford Master Plan, the Chelmsford Zoning Bylaw, and the Chelmsford Subdivision Rules & Regulations in order to ensure that growth occurs in a manner that is beneficial to the Town and not injurious to residents. The Board is responsible for undertaking planning activities related to future growth and development in Chelmsford.

Recycling Committee

The Chelmsford Recycling Committee is dedicated to reducing the volume of solid waste generated in the town of Chelmsford. The committee strives to promote waste reduction, reuse, recycling, repairing, and composting among the residents, businesses, and institutions in the town of Chelmsford.

Select Board

The mission of the Select Board is to ensure the highest possible quality of management and leadership with regard to the community's use of its human, physical and fiscal resources. To achieve its mission the Select Board shall employ a Town Manager and shall maintain a working relationship according to the highest possible standards of Town leadership and development. The Board shall set policy and strategic direction for the community, and the Manager shall implement Board policy through town employees. The Board shall hear all appeals and special problems which have not been resolved at management levels and shall render decisions based on the best interests of the community as a whole. The Board shall also function as the licensing authority of the Town and render decisions regarding the issuance of all licenses based on the best interest of the community as a whole.

Chelmsford Public Schools

The mission of the Chelmsford Public Schools is to educate, engage, prepare, and empower well-rounded and knowledgeable learners who PERSEVERE through challenges, demonstrate RESPECT and INTEGRITY in their words and actions, are DEDICATED to their community, and display EMPATHY as global citizens while discovering and pursuing their full potential.