



Northern Middlesex Council of Governments

Mr. Paul E. Cohen
Town Manager
Town of Chelmsford
50 Billerica Road
Chelmsford, MA 01824

March 23, 2023

A Multi-Disciplinary
Regional Planning
Agency Serving:

Re: Proposal to Provide Facilitation Services for Strategic Planning and Goal Setting

Billerica
Chelmsford
Dracut
Dunstable
Lowell
Pepperell
Tewksbury
Tyngsborough
Westford

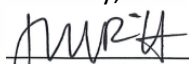
Dear Mr. Cohen,

The Northern Middlesex Council of Governments (NMCOG) appreciates the opportunity to present our proposal to the Town of Chelmsford (Town) to provide Facilitation Services for the Town's Strategic Planning and Goal Setting process. Based upon our discussion by phone about the scope of work and desired outcomes of this project, NMCOG is capable of performing these services. We have delivered high value to the Northern Middlesex region since 1963, and are well-positioned to help the Town with this project. We will utilize skills on our team that include comprehensive planning, local government focus, project management expertise, and public engagement.

Project Understanding, Approach, and Cost - NMCOG understands the Town's desire to create a strategic plan and set annual goals through reviewing relevant documentation, attending and moderating retreats and meetings, and providing a final plan document. Our planning methodology will include a project and process initiation process, a review of existing conditions and assessment of other similar municipalities and their strategic plans, a process for defining the future, and development of the strategic plan and goals. We envision an engagement process that includes a Town project committee/ team, kickoff meeting, interviews, two retreat sessions, and up to three additional on-site meetings with the Town to review materials and documents. NMCOG proposes a price of \$85,000 for the work to occur beginning in summer 2023 and completing in spring 2024, pending further discussion about the project scope and timeline with the Town.

We look forward to the opportunity to provide these services to the Town for this important process and project, setting the foundation for future efforts and policy work. We would be glad to formalize these services with a more detailed scope of work and outline of the effort with further input from the Town to ensure the project aligns with the Town's project vision.

Thank you again for your consideration and this opportunity to serve the Town. Should you have any questions regarding our proposal, please contact me at jraitt@nmcog.org.

Sincerely,

Jennifer Raitt
Executive Director

Andrew N. Deslaurier
Chair

Jennifer M. Raitt
Executive Director

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