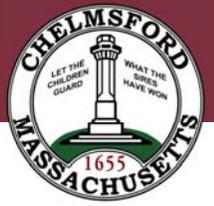


STRATEGIC PLAN • FISCAL YEAR 2026-2030

TABLE OF CONTENTS

Letter from the Strategic Plan Steering Committee	3
Why a Strategic Plan?	4
Who We Are	5
Timeline	6
Strategic Priorities	
Plan at a Glance	7
Community Engagement	8
High-Performing Government	9
Infrastructure	12
Managing Growth	14
Quality of Life	16
What's Next?	18
Engagement Summary	19
Acknowledgments	19

LETTER FROM THE STRATEGIC PLAN COMMITTEE



Dear Chelmsford Community,

On behalf of the Strategic Plan Steering Committee, we are pleased to share the Town of Chelmsford's first strategic plan. This plan is a collaborative initiative aimed at guiding our community's priorities and decisions over the next several years. As a Town with a rich history and vibrant character, Chelmsford is committed to planning proactively for a strong, sustainable future that reflects the values and aspirations of our residents, businesses, and stakeholders.

The strategic planning process provides a structured opportunity to assess where we are, where we want to go, and how we get there. It ensures that our investments and policies are aligned with a shared vision and grounded in thoughtful consideration of community needs, fiscal responsibility, and long-term resilience.

This work would not be possible without the voices of the Chelmsford community. Through public workshops, surveys, interviews, and focus groups, your input is helping shape a vision and set of priorities that truly represent Chelmsford's identity and goals. Your participation is vital — and we sincerely thank everyone who has contributed so far.

The Strategic Plan will serve as a roadmap for Town leaders, boards and committees, municipal departments, and community partners. It will guide resource allocation, capital improvements, and policy development in a way that promotes transparency, accountability, and strategic progress. Most importantly, it will help ensure that Chelmsford remains a place where people of all ages and backgrounds can thrive.

We encourage all members of the community to stay engaged in the months ahead as we move toward the eventual implementation of the Strategic Plan. Together, we are building a stronger future for Chelmsford — one that honors our history while embracing opportunity and innovation.

*With appreciation,
Strategic Plan Steering Committee*



WHY A STRATEGIC PLAN?



Chelmsford's Strategic Plan is a roadmap for the Town's future — one that reflects the voices of our community and positions us to proactively meet challenges and opportunities. It ensures that Chelmsford's decisions, investments, and initiatives are guided by a clear and shared vision.

What does it do?

The Strategic Plan helps align Town government efforts with the priorities of the community. It provides a framework to coordinate policy, budget, and operations across departments and over time. It also supports transparency and accountability, enabling residents to understand how decisions are made and why they matter.

What Next?

Chelmsford's Strategic Plan, developed through robust community input and grounded in data and best practices, will be implemented over the coming years. It will serve as a guiding tool for Town decision-making and resource allocation. To ensure it remains responsive to the community's evolving needs, the Strategic Plan will be formally reevaluated every five years.

*"By failing to prepare,
you are preparing to fail."
— Often attributed to Benjamin Franklin*





Mission Statement

(Our purpose)

Chelmsford is a welcoming, prosperous, and sustainable community, rooted in history and community values. We are committed to delivering excellence in education, public safety, and essential services, while ensuring fiscal responsibility and a high quality of life.

Vision Statement

(Our aspirations for the future)

The Town of Chelmsford strives to be a livable, diverse, welcoming, and multigenerational community, honoring our history while adapting to a dynamic environment. Our residents enjoy excellence in education, access to open space, and a vibrant, sustainable quality of life.

Guiding Principles

(Expectations for Town decision making and service delivery)

Dynamic

We seek forward-thinking and creative approaches to problem-solving, fostering innovation while maintaining a strong foundation for long-term sustainability and success.

Inclusivity and Engagement

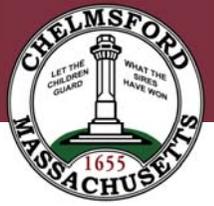
We strive to be respectful and embrace our community members' diverse backgrounds and ideas to create a welcoming environment, where all contribute to achieving the Town's vision.

Integrity

We are transparent and accountable to our community, fulfilling our responsibilities with unwavering moral principles.

Responsibility

We uphold fiscal responsibility and dedicated stewardship, nurturing and protecting the community's resources and assets.



PHASE 1

Project Initiation and Management
(May 2024 – May 2025)



PHASE 2

Community Visioning
(June – October 2024)



PHASE 3

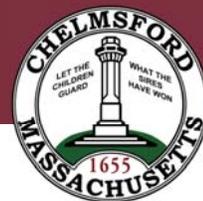
Strategic Plan Development
(October 2024 – April 2025)



PHASE 4

*Implementation Recommendation
and Project Closeout*
(April – May 2025)

PLAN AT A GLANCE



Mission Statement

(Our purpose)

Chelmsford is a welcoming, prosperous, and sustainable community, rooted in history and community values. We are committed to delivering excellence in education, public safety, and essential services, while ensuring fiscal responsibility and a high quality of life.

Vision Statement

(Our aspirations for the future)

The Town of Chelmsford strives to be a livable, diverse, welcoming, and multigenerational community, honoring our history while adapting to a dynamic environment. Our residents enjoy excellence in education, access to open space, and a vibrant, sustainable quality of life.

Guiding Principles

(Expectations for Town decision making and service delivery)

Dynamic

We seek forward-thinking and creative approaches to problem-solving, fostering innovation while maintaining a strong foundation for long-term sustainability and success.

Inclusivity and Engagement

We strive to be respectful and embrace our community members' diverse backgrounds and ideas to create a welcoming environment, where all contribute to achieving the Town's vision.

Integrity

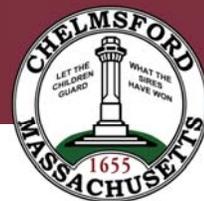
We are transparent and accountable to our community, fulfilling our responsibilities with unwavering moral principles.

Responsibility

We uphold fiscal responsibility and dedicated stewardship, nurturing and protecting the community's resources and assets.



COMMUNITY ENGAGEMENT



Our Goal *(Where we're headed)*

Cultivate a culture of active participation and collaboration to help ensure community members are informed and their voices are represented.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

- Establish a temporary task force to evaluate the Town's approach to community engagement by identifying needs, goals, and opportunities for improvement. The task force will assess current communication and engagement methods, identify potential new channels or enhancements, and provide actionable recommendations to strengthen community connections and help ensure more effective communication with residents.

Performance Measures

- Identify the task force by June 30, 2025.
- Present recommendations to the Select Board and Town Manager by November 15, 2025.

OBJECTIVE 2

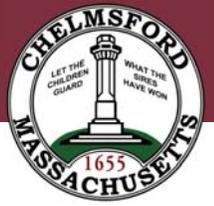
- Consider and implement task force recommendations to expand the Town's community engagement efforts.

Performance Measure

- The implementation status of adopted recommendations will be presented to the Select Board and Town Manager at a minimum of every six months until completion.



HIGH-PERFORMING GOVERNMENT



Our Goal *(Where we're headed)*

Continuously improve Town operations by using best practices to deliver outstanding public services efficiently and effectively.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

- Partner with the School Department to implement the respective Town and School Department strategic plans to drive operational alignment and enhance the educational opportunities for K-12 students.

Performance Measure

- The Select Board and Town Manager shall meet with the School Committee and Superintendent of Schools on a semi-annual basis to collaborate, report progress, and identify corrective actions to advance the School Department and Town's strategic plans.

OBJECTIVE 2

- Collaborate with the Nashoba Valley Technical School District ("District") in the implementation of the District's strategic plan to enhance the educational opportunities for the Town's students who are pursuing a vocational education.

Performance Measure

- The Select Board and Town Manager shall meet with the Nashoba Valley Technical School Committee Superintendent of Schools and the Chelmsford District representatives on a semi-annual basis to assist in the progress of the District's strategic plan.





OBJECTIVE 3

- Enhance public safety by the continuing the investment in technology, apparatus, training, and staffing.

Performance Measures

- Explore the implementation of body cameras for police personnel within 18 months of plan adoption.
- Assess and identify a plan to improve Fire Department vehicle maintenance, supervision and firefighter well-being.
- Examine the growth in calls pertaining to mental health response in order to assess whether current programs meet needs, any additional programs that might be considered, and alternatives to service delivery. The call analysis will be completed within 18 months of plan adoption.
- Assess appropriate staffing, training, and equipment levels and actions within 18 months of plan adoption.

OBJECTIVE 4

- Continue to foster stronger relationships between public safety and the community to build trust and connectedness with residents.

Performance Measure

- Track methods and events by which public safety connection to the community is sustained and enhanced (Public Safety Resource Officers, philanthropy, education, safety programs, etc.). Review tracked data within 18 months of plan adoption to inform future actions.

OBJECTIVE 5

- Develop and enhance professional ongoing education of Town employees to improve retention and morale and help ensure state-of-the-art services for residents.

Performance Measures

- Achieve 50% participation—or more—in training and professional development every year.
- Establish a baseline and track participation of in-person employee wellness programs by fiscal year (FY) 2026.

OBJECTIVE 6

- Conduct regular salary market surveys of Town job positions to remain competitive.

Performance Measure

- Conduct a salary market survey every three years.



OBJECTIVE 7

- Explore options to streamline service delivery, improve cost-effectiveness, and enhance customer service in the Town, including the potential for consolidating the three water districts.

Performance Measure

- Conduct independent analyses with collaboration from appropriate stakeholders to the extent possible. Complete analyses within 18 – 24 months of plan adoption.

OBJECTIVE 8

- Continue investing in technology to support Town operations and digitize records to increase transparency, build public trust, and make documents easily accessible.

Performance Measure

- Provide annual, prioritized recommendations for technology and digitization improvement investments to the Town's capital and operational budget cycles.

OBJECTIVE 9

- Explore periodic review of existing fees and revenue diversification opportunities to reduce the burden on property taxpayers.

Performance Measure

- Review and adjust fee schedules annually.

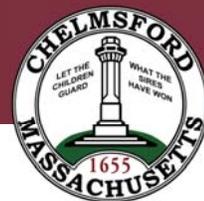
OBJECTIVE 10

- Facilitate and encourage knowledge sharing opportunities to strengthen and systematize the implementation of Town plans across Town committees and staff.

Performance Measure

- Hold an annual meeting with Town committees and representative staff to discuss progress and solutions to obstacles related to implementation that might cut across multiple plans or teams.

INFRASTRUCTURE



Our Goal *(Where we're headed)*

Develop and maintain a resilient, efficient, and sustainable infrastructure that supports the well-being of the community.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

- Build two new fire stations to sustain and meet modern standards and prepare for future public safety needs.

Performance Measure

- Complete two fire stations projects on time and on budget by calendar year (CY) 2027.

OBJECTIVE 2

- Conduct a feasibility study to assess and address the facility and infrastructure needs of Chelmsford Public Schools.

Performance Measures

- Complete the Parker Middle School Feasibility Study by Spring 2027, in concert with Massachusetts School Building Authority (MSBA) requirements.
- Gain approval from the MSBA, Town Meeting, and resident voters for the construction of a new middle school within the next five years.





OBJECTIVE 3

- Conduct a thorough wastewater system assessment to determine the best path forward for its management and improvement.

Performance Measure

- Complete the assessment within the next 12 months of plan adoption.

OBJECTIVE 4

- Implement the Pavement and Sidewalk Master Plan to enhance sidewalk and roadway connectivity and increase accessibility and safety for residents.

Performance Measure

- Provide, at a minimum, semi-annual reporting regarding progress and challenges of the plan to the Select Board and increase frequency of reporting as needed.

OBJECTIVE 5

- Retain professional services to conduct an aquifer protection gap analysis to evaluate current protections, identify vulnerabilities, and recommend improvements.

Performance Measure

- Complete the gap analysis by summer 2025 and implement recommendations by the end of CY 2025.

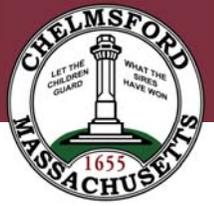
OBJECTIVE 6

- Increase the integration of ecological and environmental sustainability into water resource management.

Performance Measure

- Establish a quarterly working group (Department of Public Works [DPW] stormwater, Water Districts, Conservation, Community Development) to discuss planning and programming, in context of existing local, state, and federal laws/regulations. Considerations for the working group include:
 - Coordinate community outreach efforts on water conservation efforts, including promoting the idea that less lawn results in less fertilizer and pesticide use.
 - Examine current water withdrawal impact to natural resources.
 - Identify opportunities to collaborate in areas of storm water quality monitoring.
 - Assess watersheds and current well locations to determine capacity to meet demand.
 - Identify and prioritize parcels for land acquisition.

MANAGING GROWTH



Our Goal *(Where we're headed)*

Relying on the Chelmsford 2020 Master Plan as a baseline, support harmonized intentional planning to help ensure balanced development, while preserving community character and resources.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

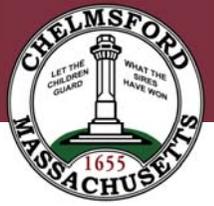
- Request that the Planning Board develop a Managed Growth Strategy to define a clear strategic and integrated approach for managed growth, using fact-based, data-driven analyses and involving stakeholders at appropriate times (for example, board, committee, or commission representatives and Town staff).

Performance Measures

- Develop "guiding principles" and "core values" for each component (land use/zoning, economic development, housing, environmental, open space/natural resources, infrastructure, social and fiscal) of the Managed Growth Strategy by CY 2028.
- Develop a vision in alignment of each component of the Managed Growth Strategy by CY 2028.
- Adopt the Managed Growth Strategy by Town boards and committees by CY 2028.



MANAGING GROWTH



OBJECTIVE 2

- Review and assess the existing zoning map, use regulations, definitions, and overlays to align with the adopted managed growth strategy.

Performance Measures

- Secure and obtain necessary funding to retain consultants to assist in the assessment of the zoning map, use regulations, definitions, and overlays by 2028.
- Complete review and assessment by CY 2028.

OBJECTIVE 3

- Integrate the Housing Production Plan to identify current and future housing needs, with a focus on senior and starter housing options.

Performance Measures

- Refine implementation strategies to be aligned with the new Master Plan by spring 2028.
- Evaluate the new accessory dwelling unit (ADU) zoning regulation within one year of its adoption.
- Assess Town needs for senior and starter homes and implement strategies in the new Master Plan by CY 2028.

OBJECTIVE 4

- Develop a Tree Canopy Restoration and Invasive Species Master Plan to enhance tree canopy and invasive species management.

Performance Measures

- Complete the current plan to look at 20 miles of scenic roadways by December 2025; this is a pilot for a potential Town-wide plan.
- Using results of the pilot noted above, determine the need for, and obtain funding to develop a Town-wide Tree Canopy Restoration and Invasive Species Master Plan by CY 2027.
- Apply for state grants to implement recommendations from the Tree Canopy Restoration and Invasive Species Master Plan.
- Seek funding to continue the existing Town tree planting program past the current funding for CY 2025.
- Develop a community outreach program for tree canopy and invasives management by CY 2026.

OBJECTIVE 5

- Collaborate with the DPW and water districts to develop a short-term, intermediate-term, and long-term assessment of the water and stormwater distribution systems to identify supply, demand, and capacity limitations.

Performance Measure

- Compile capacity data under growth scenarios.

QUALITY OF LIFE



Our Goal *(Where we're headed)*

Promote a vibrant, safe, and inclusive community with access to essential services, recreational opportunities, and a healthy environment.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

- Establish a mental health and substance use coalition to address a wide range of mental health challenges, reduce stigma, enhance education and awareness, and provide widespread support for individuals and families.

Performance Measure

- Develop partnerships to enhance access to mental health and substance abuse services by the end of FY 2026.





OBJECTIVE 2

- Encourage residents to adopt physically healthy lifestyles through education, communication, and community events by leveraging Town resources and committees, such as the Bicycle and Pedestrian Advisory Committee.

Performance Measure

- Identify and begin to execute relevant healthy lifestyle communications, education, and event opportunities by the end of CY 2026.

OBJECTIVE 3

- Continue fostering cultural events and activities with an emphasis on increasing cultural diversity in their participation.

Performance Measure

- Request that the Diversity, Equity, & Inclusion Committee track the nature and types of Town programs offered and, to the extent possible, the groups or people participating. The objective is to identify areas that should be continued or modified, along with missed opportunities toward developing a plan to address strengths and shortcomings. Committee recommendations will be presented to the Select Board and Town Manager by the end of CY 2026.

OBJECTIVE 4

- Continue to assess and enhance the capabilities of existing transportation options to address the unmet needs of older/disabled residents for reliable, adequate, and affordable transportation services.

Performance Measure

- Establish a baseline to track increased usage of transportation options.

OBJECTIVE 5

- Increase awareness of current housing options and options for residents to age in place.

Performance Measure

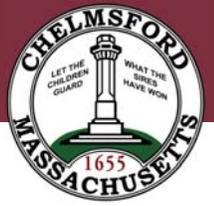
- Increased public participation in forums and community outreach events to inform residents of housing options.

OBJECTIVE 6

- Request that the Health Department and Board of Health examine environmental factors impacting public health. Include review of climate impacts and mitigation measures the Town is undertaking with appropriate experts.

Performance Measure

- Report findings and recommendations to the Town Manager and Select Board by June 2026



Putting the Plan into Action

Now that the plan has been adopted, the focus shifts towards implementation and execution. This involves breaking down the plan into actionable steps, assigning responsibilities, and establishing timelines. Regular monitoring and evaluation are essential to help ensure alignment with organizational goals and adaptability to changing circumstances. Additionally, communication plays a crucial role in keeping stakeholders informed and engaged throughout the implementation process. We hope you stay involved as we work to achieve our vision.

Keeping Track of Progress

How are we doing? We'll let you know.

The Town will monitor progress toward our Strategic Plan goals and objectives, as well as report on the performance measures. Tracking keeps us transparent and holds us accountable.

The Town will provide the community with an annual report to understand what the Town is working on and the benefits that will result for residents, businesses, and the community overall.

Monthly

Town staff will meet and discuss progress on strategic plan goals and objectives.

Quarterly

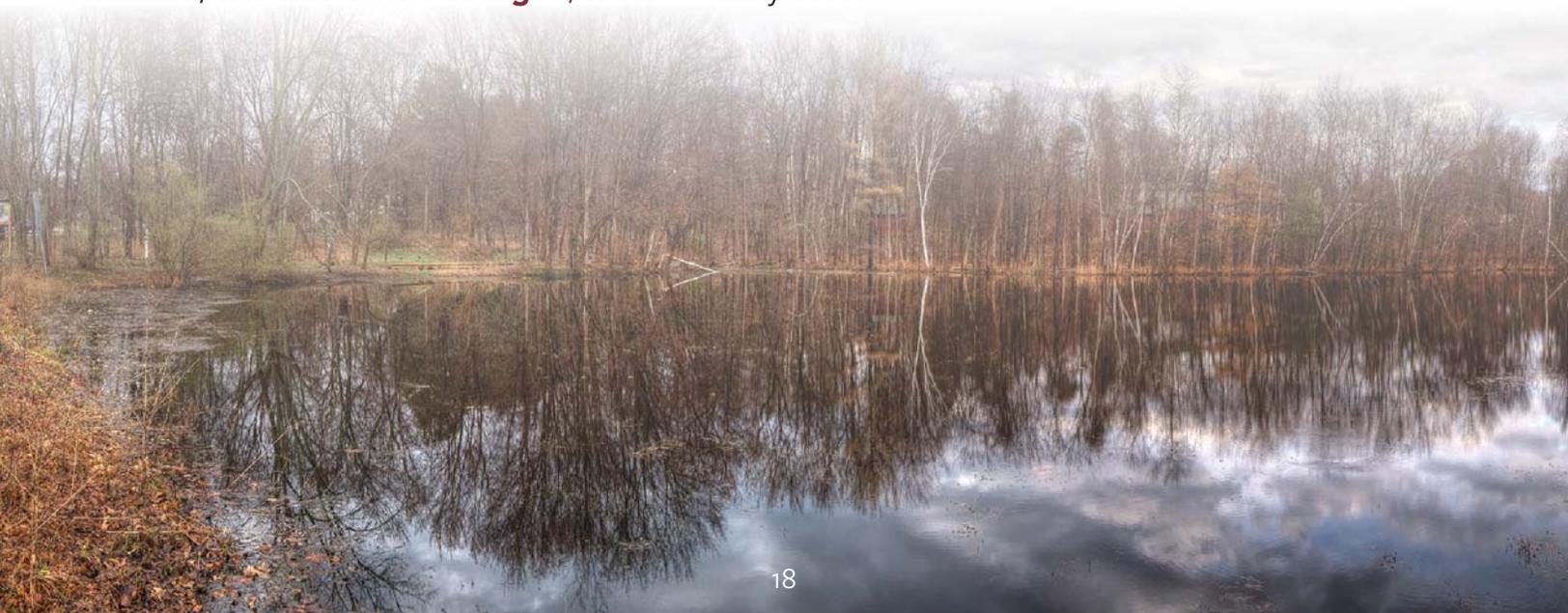
Town leadership will provide the Town Manager with updates on progress toward each strategic priority and goal.

Twice A Year

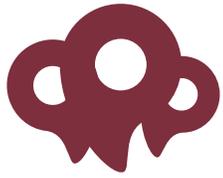
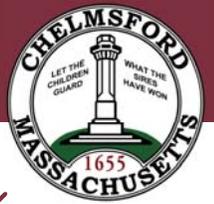
The Town Manager will provide the Select Board with an update on progress toward each strategic priority and goal, including successes and challenges.

Annually

The Town manager will provide a year-end report detailing progress on each strategic goal and objective. The report will be presented to the Select Board and posted on the Town's website, www.chelmsfordma.gov, for community access.



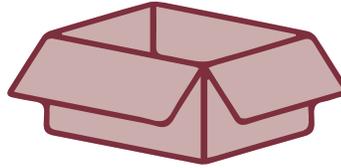
ENGAGEMENT SUMMARY



Online interactions
with Social Pinpoint
3,288



Survey responses **306**



Meeting-in-a-box
participants
72



Strategic Planning
Steering Committee meetings
30+



People interviewed **35+**



Community forums **4**
108 attendees



Town Leadership staff meetings
20+ participants

ACKNOWLEDGMENTS

The Town of Chelmsford would like to extend its deepest gratitude to all individuals and organizations who contributed to the creation of the Town's first-ever Strategic Plan.

The input, support, and dedication of these community members, committees, and partners have been invaluable throughout the process.

Our residents and community members!

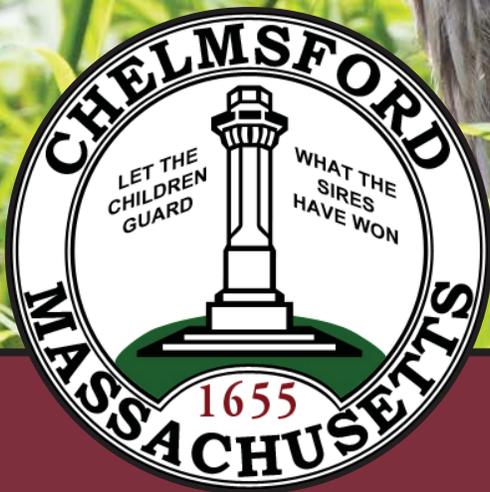
Strategic Plan Steering Committee

Frederick Brusseau
Evan Belansky
Paul Cohen
Aaron Cunningham
Susan Mackinnon
Charles Mooney

Sheila Pichette
Michael Raisbeck
Peter Spawn
Deborah Taverna
Virginia Crocker Timmins
Badhri Uppiliappan

Town Leadership Staff

BerryDunn



STRATEGIC PLAN • FISCAL YEAR 2026-2030