

# SUMMARY OF FINDINGS

## COMMUNITY RESILIENCE BUILDING WORKSHOPS

### Chelmsford, Massachusetts



*Prepared for:*

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**June 26, 2019**

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## 1.0 INTRODUCTION

In June 2018, The Town of Chelmsford (the Town) received a Municipal Vulnerability Preparedness (MVP) Planning Grant from the Massachusetts Executive Office of Energy and Environmental Affairs (EEA) to evaluate hazards facing the Town, discuss municipal strengths and vulnerabilities, and identify opportunities to improve the Town's overall resiliency to climate change. These goals were accomplished by following the Community Resiliency Building (CRB) framework, a public-input process developed by The Nature Conservancy, which leverages the local knowledge and experience of community members to develop a Town-specific list of priorities to respond to climate-related hazards. This process was further expanded into an update of Chelmsford's Hazard Mitigation Plan (HMP).



[www.CommunityResilienceBuilding.org](http://www.CommunityResilienceBuilding.org)

Upon completion of the CRB process, the Town will become designated by EEA as an MVP Certified community. This designation will make the Town eligible for grant funds to implement resiliency planning and improvement projects.

## 2.0 COMMUNITY RESILIENCE BUILDING WORKSHOPS

The Town chose to conduct the CRB process over the course of two four-hour workshops hosted on February 7, 2019 and March 20, 2019. The Town invited a total of 60 individuals to participate as stakeholders in the CRB process. These stakeholders included a variety of community members with interest in resiliency efforts, including representatives of municipal and state government, non-profits, and other interest groups. Please refer to Section 10.1 for a list of invited stakeholders, with asterisks denoting those who attended the workshop(s).

The central objectives of the workshops were to:

- Define top local natural and climate-related hazards of concern;
- Identify existing and future strengths and vulnerabilities;
- Develop prioritized actions for the community;
- Identify immediate opportunities to collaboratively advance actions to increase resilience.

The first workshop focused on identifying the top hazards facing Chelmsford, as well as related strengths and vulnerabilities. Facilitators presented demographic data specific to Chelmsford from the 2017 American Community Survey. In addition, stakeholders were given a presentation and handout summarizing climate change data from the Massachusetts Climate Change Projections, published December 2017. As a large group, stakeholders discussed the primary hazards facing Chelmsford, reaching agreement on the top five hazards as outlined in Section 3.0 and 5.0 herein. Stakeholders then broke up into small groups of six individuals to discuss and identify features that could be considered strengths and/or vulnerabilities unique to the community with respect to the identified hazards.



**Stakeholder group discussing strengths and vulnerabilities at Workshop #1 on February 7, 2019**

The second workshop presented a summary of findings from the first workshop, including an overview of nature-based solutions for stakeholders' consideration when identifying actions. Stakeholders divided into small groups of six to seven individuals to develop actions intended to enhance the strengths and mitigate the vulnerabilities identified during the previous workshop. The small groups prioritized these actions and identified a timeframe for completion. Then, as a large group, stakeholders collectively discussed the high priority actions, and identified the top three priority actions for the Town, as outlined in Section 6.0.

Refer to Appendix A for presentations and handouts provided to workshop participants.

### **3.0 TOP NATURAL HAZARDS**

After discussion, workshop participants identified the top natural hazards facing the Town of Chelmsford as the following:

- Flooding
- Severe Storms
- Wind
- Extreme Temperature

### **4.0 CURRENT CONCERNS AND CHALLENGES PRESENTED BY HAZARDS**

As a community bounded to the north by the Merrimack River and to the east by the Concord River, Chelmsford faces risks associated with flooding. According to the 2015 Hazard Mitigation Plan for the Northern Middlesex Region, prepared by the Northern Middlesex Council of Governments (NMCOG), 9.3% of the town's total area is mapped in the 100-year floodplain under current conditions. Some areas of denser residential development are located in or adjacent to the floodplain. With the volume of rainfall projected to increase as a result of climate change, the strain that flooding places on existing drainage infrastructure is expected to increase.

Wind was identified as a hazard posing a particular concern to infrastructure, resulting in risks such as downed overhead wires, as well as impediments to public and emergency response access from fallen trees across roadways. These interruptions in service pose challenges to effective communication of hazards to the public, emergency response, and evacuation.

In addition to flooding and wind, hazards presented by severe storms, such as ice and snow, were considered separately. Severe storms were also noted as contributors to erosion. For instance, Tropical Storm Irene in August 2011 resulted in the erosion of a portion of the southern bank of the Merrimack River, such that the Town applied to the FEMA Hazard Mitigation Grant Program to conduct a bank stabilization project.

The Massachusetts Climate Change Projections predict that the Merrimack Basin will experience 11 to 33 more days with temperatures above 90°F by the 2050s as compared to the present day. These extreme temperatures were identified as having the potential to adversely affect the quality of water resources in the Town. Drought was also discussed as a cause of increased risk of wildfires as a result of dry trees and brush. This hazard can be exacerbated by heat islands in areas of dense development.

## **5.0 NON-CLIMATE-RELATED CONCERNS AND CHALLENGES**

In addition to the natural hazards characterized above, stakeholders expressed interest in developing actions to address the following non-climate-related concerns through the CRB process:

- Pollution

Pollution as a hazard was tied closely to flooding and severe storms, particularly in the vicinity of major transportation corridors such as Route 3, Route 495, and railroads. Potential land and water pollutants of concern included anthropogenic sources such as the storage and transport of hazardous materials, as well as pests, cultural eutrophication, and bacterial loading.

## **6.0 SPECIFIC AREAS OF CONCERN**

In identifying features for consideration of action items, stakeholders identified the following areas of concern.

Refer to Appendix B for the base map provided to workshop participants, and Appendix C for the participatory mapping completed during the workshop.

### **6.1 Geographic**

Geographic areas of concern included the Williamsburg condominium complexes, the mobile home park located to the south of Route 110, and assisted living facilities located throughout the Town. In particular, the risk associated with the location of the Williamsburg complexes in the floodplain to the Merrimack River is compounded by the eroding riverbank in the vicinity. Furthermore, the existing driveways to the complexes cross over train tracks, creating a concern regarding emergency access or evacuation should a train become stopped in front of the complexes.

### **6.2 Infrastructural**

The adequacy of existing drainage infrastructure was noted as a concern from both an environmental and infrastructural standpoint. Assessment of drainage structures controlled by the Town, as well as coordination with the Massachusetts Department of Transportation regarding maintenance of state-owned drainage infrastructure, were identified as actions to assess these structures relative to the expected increase in volume of rainfall due to climate change.

The importance of back-up power for public facilities, particularly those that may double as emergency shelters, was also emphasized throughout the workshops. In particular, installing a generator at the Adams Library was selected as a high priority action. Stakeholders identified the need to more broadly understand which municipal facilities require generators or currently have undersized generators, and recommended that the Town work with developers and landowners to encourage adequate back-up power for private facilities.

### **6.3 Societal**

Stakeholders expressed the need to better understand the locations of vulnerable populations, such as those utilizing group homes and the elderly, for the purposes of emergency response. Multiple strategies to improve municipal outreach and communication to these groups were identified, such as the hiring of a Town social worker, establishment of dedicated Town social media accounts, and voluntary enrollment in the Reverse 911 program.

### **6.4 Environmental**

Stakeholders placed particular emphasis on the need for sustainable development moving forward, to reduce vulnerabilities while meeting community needs. A number of the identified actions included regulatory updates, such as the creation of a new low-impact development (LID) bylaw, stormwater management bylaw, and Smart Growth bylaw to reduce suburban sprawl and heat islands, and promote groundwater recharge and low water use.

## **7.0 CURRENT STRENGTHS AND ASSETS**

In identifying features for consideration of action items, stakeholders identified the following strengths and assets.

### **7.1 Infrastructural**

- Public facility infrastructure
- Transportation/highway network
- Hardy Tree Program
- Drinking water distribution
- Water conservation program
- Medical facilities
- Traffic safety during events

### **7.2 Societal**

- Senior community
- Emergency shelters/proactive safety centers
- Social media/public awareness
- Increased coordination and communication
- Religious community and outreach

### **7.3 Environmental**

- Local regulations
- Drinking water supply
- Erosion control/municipal separate storm sewer system



- Waterways
- Community brush disposal
- Open space
- Tree inventory

## **8.0 TOP RECOMMENDATIONS TO IMPROVE RESILIENCE**

Workshop #2 had stakeholders develop actions that enhance the strengths and mitigate the vulnerabilities outlined in the previous sections. Following discussions as a large group at the conclusion of this workshop, stakeholders identified the following actions as the three highest priorities to improve the Town's resilience to climate change:

1. Install generator at Adams Library
2. Assess local bridges, culverts, and dams, inspect existing stormwater infrastructure, and implement roadside low-impact development in an effort to mitigate flash flooding
3. Create an inventory of facilities with generators and a prioritized list of facilities that require generators or have undersized generators

The priorities for additional identified actions is outlined below. Refer to Appendix D for completed risk matrices.



## 8.1 High Priority Actions

Category	Action	Lead Department	Hazard Addressed	Timeframe for Completion	Support
<b>Infrastructural</b>					
<b>Emergency Services Protection</b>	Improve communication regarding hazards, such as enrollment of vulnerable populations in the Reverse 911 program	Police Department, Fire Department	All	Short Term	
<b>Prevention, Natural Resource Protection</b>	Create landscaping and maintain trees along roadways	Department of Public Works	Severe Storms, Flooding, Pollution	Ongoing	
<b>Prevention, Natural Resource Protection</b>	Continue existing Hardy Tree Program	Department of Public Works	Severe Storm	Ongoing	
<b>Prevention</b>	Hire a consultant to prepare an alternative access study for the Williamsburg condominium complexes	Community Development	Severe Flooding	Storm, Short Term	Williamsburg Condominium Associations
<b>Natural Resource Protection, Structural Project</b>	Conduct Merrimack Riverbank stabilization project at Williamsburg	Department of Public Works	Severe Flooding	Storm, Short Term	Army Corps of Engineers
<b>Natural Resource Protection</b>	Establish dedicated funding for invasive species removal and public education	Conservation Commission	Wind, Extreme Temperatures	Ongoing	
<b>Emergency Service Protection</b>	Create an inventory of facilities with generators and a prioritized list of facilities that require generators or have undersized generators	Department of Public Works	All	Short Term	
<b>Emergency Services Protection</b>	Install generator at Adams Library	Department of Public Works, Adams Library	All	Short term	
<b>Prevention, Structural Projects</b>	Assess local bridges, culverts, and dams	Department of Public Works	Flooding	Short Term	
<b>Structural Projects</b>	Implement roadside low-impact development in an effort to mitigate flash flooding	Department of Public Works	Flooding	Short Term	
<b>Societal</b>					
<b>Prevention, Emergency Services Protection</b>	Maintain voluntary database for tracking elderly community in case of emergency situations	Senior Center/Council on Aging	All	Ongoing	Police Department, Fire Department
<b>Emergency Services Protection</b>	Streamline communication during extreme storm events	Emergency Management	All	Ongoing	Police Department, Fire Department
<b>Prevention, Emergency Services Protection</b>	Hire a Town social worker and enhance volunteer-based programs for vulnerable populations	Town Manager	All	Short Term	
<b>Structural Projects, Emergency Services Protection</b>	Maintain and create new heating/cooling shelters	Emergency Management	All	Short Term	
<b>Emergency</b>	Create an inventory of facilities with generators and a prioritized	Department of Public	Severe Storms,	Short Term	

<b>Services Protection</b>	list of facilities that require generators or have undersized generators	Works	Flooding, Wind, Extreme Temperatures		
<b>Public Education and Awareness</b>	Establish Twitter or other social media accounts with Town official support and dedicated management	Town Manager	All	Short Term	
<b>Environmental</b>					
<b>Prevention</b>	Hire a consultant to review existing local regulations and create a new comprehensive Stormwater Management Bylaw	Community Development	All	Short Term	
<b>Emergency Services Protection</b>	Construct a boat ramp at Hart Pond for emergency response and evacuation	Police Department, Fire Department	Extreme Temperature, Pollution	Long Term	Conservation Commission

## 8.2 Moderate Priority Actions

Category	Action	Lead Department	Hazard Addressed	Timeframe for Completion	Support
<b>Infrastructural</b>					
<b>Structural Natural Resource Protection</b>	Projects, Conduct stream and waterway maintenance	Conservation Commission	Severe Storm, Flooding, Pollution	Ongoing	
<b>Structural Prevention</b>	Projects, Evaluate existing culverts in the Farms Neighborhood in particular	Department of Public Works	Severe Storms, Flooding, Pollution	Ongoing	
<b>Prevention</b>	Improve access and use of public transportation	Department of Public Works	Severe Storms, Flooding, Pollution	Ongoing	MBTA
<b>Structural Prevention</b>	Projects, Inspect existing stormwater infrastructure	Department of Public Works	Flooding	Ongoing	
<b>Structural Project</b>	Install additional electric vehicle charging stations	Department of Public Works	Severe Storms, Flooding, Pollution	Short Term	
<b>Emergency Services Protection</b>	Hire a Consultant to create an Evacuation Routes Plan and associated planning study	Emergency Management	Severe Storms, Flooding, Pollution	Long Term	
<b>Structural Projects</b>	Increase Emergency Shelters	Emergency Management	Severe Storms, Flooding, Wind, Extreme Temperatures	Ongoing	
<b>Structural Prevention</b>	Projects, Repair gas leaks and understand major users	Utility Companies	Flooding, Extreme Temperature	Ongoing	
<b>Emergency Service Protection</b>	Facilitate coordination between Williamsburg condominium associations for emergency flood management	Emergency Management	Extreme Flooding	Ongoing	Police Department, Fire Department
<b>Prevention</b>	Secure additional funding for existing Hardy Tree Program	Department of Public Works	Wind, Extreme Temperatures	Ongoing	
<b>Structural Prevention</b>	Projects, Construct additional landscaped islands in areas such as Center Village and Vinal Square	Department of Public Works	Wind, Extreme Temperatures	Ongoing	
<b>Public Education and Awareness</b>	Conduct flood mitigation response training	Police Department, Fire Department	All	Ongoing	
<b>Property Protection, Prevention</b>	Incorporate LID/low water use appliances	Department of Public Works	All	Short Term	

<b>Natural Resource Protection</b>	Strengthen existing water conservation program	Water Departments	All		Short Term	
<b>Natural Resource Protection</b>	Establish LID bylaw incorporating or requiring strategies such as green roofs, porous pavement, cistern irrigation, and drought-tolerant plants	Community Development		Extreme Temperatures	Short/Long Term	
<b>Emergency Services Protection</b>	Maintain emergency action plans for medical facilities	Emergency Management	All		Ongoing	Board of Health
<b>Property Protection</b>	Install back-up power at pump stations	Department of Public Works	All		Long Term	
<b>Societal</b>						
<b>Emergency Services Protection</b>	Maintain first responder action plan	Police Department, Fire Department	All		Ongoing	Emergency Management
<b>Public Education and Awareness</b>	Communicate with public regarding expectations for pets in emergencies	Emergency Management	All		Short Term	
<b>Emergency Services Protection</b>	Purchase camera, repeaters, towers, etc. in support of the town microwave project	Department of Public Works	All		Ongoing	
<b>Emergency Services Protection</b>	Streamline communication during extreme events	Police Department, Fire Department	All		Ongoing	Emergency Management
<b>Emergency Services Protection</b>	Utilize existing message boards throughout Town to spread information	Department of Public Works	All		Ongoing	Emergency Management
<b>Emergency Services Protection</b>	Purchase additional sign boards for posting during emergencies	Department of Public Works	All		Short/Long Term	Emergency Management
<b>Natural Resource Protection</b>	Improved abutter education regarding stormwater management (e.g. lawn fertilizer, pet waste)	Conservation Commission		Flooding, Extreme Temperatures	Short Term	
<b>Public Education and Awareness</b>	Improve Board of Health reporting and public education	Board of Health		Flooding, Extreme Temperatures	Short Term	
<b>Natural Resource Protection</b>	Conduct chemical application for invasive species management	Conservation Commission		Flooding, Extreme Temperatures	Short/Long Term	
<b>Structural Project</b>	Install water aerator at Town beaches	Conservation Commission		Flooding, Extreme Temperatures	Short/Long Term	
<b>Environmental</b>						
<b>All</b>	Incorporate hazard mitigation into design criteria of local regulations	Community Development	All		Long Term	
<b>Natural Resource Protection</b>	Utilize dogs or swans to harass and deter geese from Freeman Lake	Conservation Commission		Extreme Temperature, Pollution	Short Term	
<b>Public Education and Awareness</b>	Establish an awareness/education program related to dog licenses regarding pests	Board of Health		Severe Storms, Flooding, Extreme Temperature	Short Term	Town Clerk
<b>Prevention, Property Protection</b>	Develop a stormwater management bylaw that requires post-construction monitoring and maintenance agreements for private property	Community Development	All		Long Term	
<b>Prevention</b>	Coordinate with state regarding maintenance of state-owned drainage infrastructure	Department of Public Works	All		Long Term	MassDOT
<b>Natural Resource Protection</b>	Support open space stewardship	Conservation Commission		Severe Storms, Flooding, Wind, Extreme Temperatures	Ongoing	

<b>Prevention</b>	Coordinate with state regarding maintenance of brush along state highways	Department of Public Works	Severe Storms, Flooding, Wind, Extreme Temperatures	Ongoing	MassDOT
<b>Natural Resource Protection</b>	Improve forest management operations	Conservation Commission	Severe Storms, Flooding, Wind, Extreme Temperatures	Long Term	
<b>Natural Resource Protection</b>	Conserve existing open space	Conservation Commission	Severe Storms, Flooding, Wind, Extreme Temperatures	Ongoing	
<b>Public and Natural Protection and Awareness</b>	Improve public awareness and education regarding shifting habitat	Conservation Commission	Severe Storms, Flooding, Wind, Extreme Temperatures	Short Term	
<b>Prevention, Natural Resource Protection</b>	Establish Smart Growth bylaw to reduce suburban sprawl	Community Development	Severe Storms, Flooding, Wind, Extreme Temperatures	Short/Long Term	
<b>Natural Resource Protection</b>	Develop an invasive species mitigation program	Conservation Commission	Severe Storms, Flooding, Wind, Extreme Temperatures	Ongoing	
<b>Public and Awareness</b>	Increase public awareness of existing brush disposal programs	Department of Public Works	Severe Storms, Wind	Short Term	

### 8.3 Lower Priority Actions

Category	Action	Lead Department	Hazard Addressed	Timeframe for Completion	Support
<b>Infrastructural</b>					
<b>Prevention/ Property Protection</b>	Move utilities underground	Department of Public Works	Severe Storms, Flooding, Wind, Extreme Temperatures	Long Term	Utility Companies
<b>Prevention</b>	Facilitate the creation of additional walk-in clinics	Board of Health	All	Long Term	
<b>Public Education and Awareness</b>	Improve education and signage related to evacuation routes	Emergency Management	All	Long Term	
<b>Societal</b>					
<b>Emergency Protection Services</b>	Establish staffing for 24-hour emergency shelter	Emergency Management	All	Long Term	
<b>Emergency Protection Services</b>	Establish pet-friendly emergency shelters	Emergency Management	All	Long Term	
<b>Natural Resource Protection</b>	Improve geese management	Conservation Commission	Extreme Temperatures, Flooding	Long Term	
<b>Emergency Protection Services</b>	Provide multiple language options for communication during emergency response situations	Emergency Management	All	Ongoing	Police Department, Fire Department

<b>Prevention</b>	Increase frequency of religious leader meetings and create educational programming	Town Manager	All	Ongoing	
<b>Property Protection</b>	Encourage use of generators for private development	Community Development	Severe Storm, Wind	Long Term	
<b>Environmental</b>					
<b>Natural Resource Protection</b>	Develop management plans for individual wildlife habitat areas	Conservation Commission	Severe Storms, Flooding, Extreme Temperatures, Wind	Long Term	
<b>Prevention</b>	Support composting to reduce landfill use	Department of Public Works	Severe Storms, Wind	Long Term	
<b>Prevention</b>	Establish municipal brush disposal facility	Department of Public Works	Severe Storms, Wind	Long Term	
<b>Prevention, Natural Resource Protection</b>	Improve access to and maintenance of Town-owned open space	Conservation Commission	Extreme Temperatures, Severe Storms	Ongoing	
<b>Prevention, Natural Resource Protection</b>	Create a tree clearing bylaw to prevent new or greater heat islands	Community Development	Extreme Temperatures, Severe Storms	Long Term	

## 9.0 PUBLIC LISTENING SESSION

A public listening session was held at the Board of Selectmen meeting on May 20, 2019 to review the results of the CRB process. The meeting was televised, and a recording of the meeting was subsequently posted online. At this meeting, members of the MVP Core Team provided an overview of the MVP and HMP update process, and presented the top actions identified at the CRB workshops. The Draft MVP Summary of Findings Report was then made available for public comment for a period of three weeks, through June 17, 2019. During this period, announcements requesting input on the report were posted on the Town's website and social media pages. Public comments were incorporated into the Draft HMP Update and the Final Summary of Findings Report. In particular, the Chelmsford Water District provided information to support the following additional actions:

1. Identification of water priority resources for wellhead protection through land purchases, or new sources of water.
2. Establishment of a local groundwater recharge program developed in consideration of the Sustainable Water Management Initiative requirements for mitigation credits.
3. Monitoring of stormwater quality to reduce the risk of contamination of wellhead protection areas.
4. Identification of an alternative to road salt and brine solutions for road treatment to protect water quality.

Refer to Appendix E for the agenda for the applicable Board of Selectmen meeting, the presentation given at the listening session, and written comments received after the listening session

## 10.0 ACKNOWLEDGEMENTS

Completion of the CRB process and HMP update was made possible by an MVP Planning Grant from EEA. The Core Team would like to thank the Town Manager, the Department of Public Works, the Office of Emergency Management, the Conservation Commission, and the Chelmsford Water District for their letters in support of the MVP Planning Grant application.



The Core Team would also like to thank the Chelmsford Town Hall for providing the workshop venues, and Panera Bread and Einstein Bros. Bagels for providing refreshments.



## 10.1 Workshop Stakeholders

The following individuals were invited to participate in the CRB Workshops:

Final MVP Stakeholder List			
Contact	Organization	Workshop #1	Workshop #2
Emily Antul	Chelmsford Board of Selectmen		*
Nancy Araway	Chelmsford Planning Board		
Gail Beaudoin	Chelmsford Housing Authority		
Evan Belansky	Chelmsford Department of Community Planning	*	*
Kathleen Canavan	Chelmsford Public Facilities		
Douglas Chandler	Middlesex Canal Commission		
Paul Cohen	Chelmsford Town Manager	*	*
Albert Glenn Diggs	Chelmsford Board of Selectmen		
George Dixon	Chelmsford Board of Selectmen		
Mike Donoghue	Chelmsford Fire Department - Operations	*	*
Larry Ferreira	Chelmsford Highway Division		
Katie Guertin	Chelmsford Conservation Commission	*	
Bruce J. Harper	North Chelmsford Water District		
David Hedison	Chelmsford Housing Authority		
Hank Houle	Chelmsford Planning Board		
Steve Jahnle	Chelmsford Public Works	*	*
Kathy Kelley	Chelmsford Business Association		
James Kelsey	Chelmsford Bicycle and Pedestrian Advisory Committee		
Dennis King	Chelmsford School Committee		
Glen Kohl	Chelmsford Planning Board		
Jay Lang	Chelmsford School Administration	*	*
Kenneth M. Lefebvre	Chelmsford Board of Selectmen		
Scott Ludwig	Chelmsford Engineering		
Ted Lutter	Chelmsford Information Technology		
Steve Maffetone	Chelmsford Emergency Management	*	*
Lisa Marrone	Chelmsford Business Development	*	*
Michael McCall	Chelmsford Assistant Town Manager	*	*
Danielle McFadden	Greater Lowell Chamber of Commerce		
David McLachlan	Chelmsford Conservation Commission	*	*
Todd Melanson	Chelmsford Water District		*
Katharine Messer	Chelmsford Conservation Agent	*	
Leonard Olenchak Jr	Chelmsford Council on Aging		
Christina Papadopoulos	Chelmsford Engineering	*	*
Nick Parlee	Chelmsford Energy Manager		
Henry Parlee Jr	Chelmsford Planning Board		
Gary Persichetti	Chelmsford Public Works	*	*
Debbie Phillips	Chelmsford School Administration		
Linda Prescott	Chelmsford Historical Commission		
Mike Raisbeck	Chelmsford Planning Board		
Brian Reidy	Chelmsford Board of Appeals		



<b>Annmarie Roark</b>	Chelmsford Board of Health		
<b>Susan Rosa</b>	Chelmsford Board of Health	*	
<b>Gary Ryan</b>	Chelmsford Fire Department	*	*
<b>Shaun Shanahan</b>	Chelmsford Building Department	*	*
<b>Tim Shanahan</b>	Chelmsford Planning Board		
<b>Debra Siriani</b>	Chelmsford Senior Center/CoA	*	
<b>Anne Smith</b>	Chelmsford Commission on Disabilities		
<b>John Sousa</b>	Chelmsford Finance Director	*	
<b>James Spinney</b>	Chelmsford Police Department	*	*
<b>Paul Stedman</b>	Massachusetts Department of Transportation District 4		
<b>Donald Van Dyne</b>	Chelmsford Planning Board		
<b>Mike Vosnakis</b>	Chelmsford Sewer Division		
<b>Dale Williams</b>	Chelmsford Land Conservation Trust		
<b>Pat Wojtas</b>	Chelmsford Board of Selectmen	*	*
<b>Beverly Woods</b>	NMCOG - Director	*	*
	Chelmsford TV		
	East Chelmsford Water District		
	The Trustees of Reservations, Leominster Office		
	Chelmsford Community Exchange (Food Pantry)		
	MA Department of Conservation and Recreation, Central Regional Office		

## 10.2 MVP Core Team

The following individuals from the Town of Chelmsford and Beals and Thomas, Inc. comprised the primary MVP Core Team:

- 
- Evan Belansky, Chelmsford Director of Community Development, Core Team Member
- John P. Gelcich, AICP Beals and Thomas, Inc., Lead Facilitator
- Eric J. Las, PE, Beals and Thomas, Inc., Facilitator
- Mary Kate Schneeweis, Beals and Thomas, Inc., Facilitator
- Nicholas P. Santangelo, EIT, Beals and Thomas, Inc., Facilitator

These primary MVP Core Team members, as well as eight additional MVP Core Team members, attended a kick-off meeting in Chelmsford on October 24, 2019, and corresponded by telephone and email over the course of the MVP process, to discuss the goals and outcomes of the process.

## 10.3 Suggested Citation for Summary of Findings

Town of Chelmsford, Beals and Thomas, Inc (2019). “Summary of Findings, Chelmsford Municipal Vulnerability Preparedness Workshop.” Chelmsford, Massachusetts.