

Public Facilities and Services

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Introduction

Sterling provides a robust set of public services to residents including, but not limited to, emergency services, public works, snow removal, education, and recreation. Westborough also has a reputation for excellent schools. Buildings, infrastructure, utilities, and services provided by the Town to its residents offer a critical foundation for the wellbeing and functioning of the community.

Sterling's ability to provide high-quality services requires both short- and long-term planning. Effective capital planning and asset management policies are often challenged by limited revenue for government operations. This can put the long-term investment at risk. Prioritizing goals for short- and long-term investment needs can help the Town ensure it meets the community's expectations for municipal services.

This chapter includes an analysis of the adequacy of the Town's public facilities and services. This chapter is based on the outreach to the departments heads, as well as additional information and goals put forth in related documents and plans.

- ▶ Town Administration
- ▶ Assessor's Office
- ▶ Board of Health
- ▶ Building Department
- ▶ Conservation Commission
- ▶ Department of Public Works
- ▶ Highway Division
- ▶ Water Department
- ▶ Fire Department
- ▶ Police Department
- ▶ Lighting Department
- ▶ School Department
- ▶ Council on Aging/Senior Center
- ▶ Public Library
- ▶ Recreation Department
- ▶ Veteran Services

Baseline Conditions Analyses

Municipal facilities are housed in several locations throughout Sterling.

- ▶ The Sterling "Town Hall" is located in the Butterick Municipal Building that is located at 1 Park Street
- ▶ The Department of Public Works and Water Department is located at 171 Worcester Road
- ▶ Library is located at 4 Meetinghouse Hill Road
- ▶ Lighting Department is located at 50 Main Street
- ▶ Senior Center is located at 36 Muddy Pond Road
- ▶ Police Department is located at 135 Leominster Road
- ▶ Fire Department is located at 5 Main Street

Town Administration

The Town Administrator is appointed by the Board of Selectmen. The Town Administrator works to achieve the goals of the Board of Selectmen and implements their policies. The Town Administrator is also responsible for administering and overseeing the day-to-day functions, activities, and services provided by Town government. In order to ensure that Town resources are utilized in the most efficient and effective manner, the Town Administrator strives for a high degree of coordination, communication, and cooperation between all Boards, Committees, and Departments of the Town.



Mary Ellen Butterick Municipal Building

The Town Administration operated out of the Butterick Municipal Building that is located at 1 Park Street. The following Departments and Boards are located within the Municipal Building:

Department/Board	Key Staff/Members
▶ Administration	(Town Administrator and Senior Executive Assistant)
▶ Assessor's Office	(Regional Assessor and Assistant to the Assessor)
▶ Board of Health	(Two Staff and Three Board Members)
▶ Building Department	(Building Commissioner, Plumbing & Gas Inspector, Alternate Building Inspector, Electrical inspector, Alternate Plumbing & Gas Inspector, Administrative Assistant)
▶ Conservation Commission	(Conservation Agent and eight Board Members)
▶ Humans Resources	(Town Administrators Office)
▶ Planning Board	(Town Planner and Five Board members)
▶ Recreation Department	(Recreation Director)
▶ Select Board	(Three Board Members)
▶ Town Administrator	(See Administration above)
▶ Town Clerk	(Town Clerk, Notary Public and Assistant Town Clerk)
▶ Treasurer / Collector	(Treasurer / Collector, Assistant Collector, Assistant Treasurer)
▶ Zoning Board of Appeals	(Six Board Members)

Note to Committee Members: We need to add in the status of this facility:

- any space needs that are foreseen in the next 10-15 years?
- any building improvements that are foreseen in the next 10-15 years?
- any increasing in staff or major equipment needs?

Department of Public Works

PURPOSE AND FUNCTIONS

The Department of Public Works (DPW) is responsible for the maintenance and construction of all publicly owned roads, sidewalks, public ways, cemeteries, parks. The Water Department operates completely under the DPW and is responsible for wells, operational safety, water quality, piping, and customer interactions, including financial. The DPW facilities are located at 17 Worcester Road.



DWP Facility located at 171 Worcester Rd

Organizational Structure

The Department operates under the direction of the Superintendent who is responsible to the DPW Board, a board made up of three elected townspeople who are responsible to the citizens. This Board is equal to the Select Board in the town organizational chart.

Services Provided

The Highway Department of the DPW maintains 120 town roads (approximately 95 miles.). Town road maintenance includes, but is not limited to:

- ▶ road and edge repair
- ▶ street and sidewalk sweeping
- ▶ pothole patching
- ▶ stop/crosswalk/center-line painting
- ▶ road sign placement/replacement.
- ▶ snow and ice removal
- ▶ replace damaged and missing street signs
- ▶ paving
- ▶ cleaning and maintenance of catch basins and drop inlets (over 1700)
- ▶ removal of dead animals from roadways
- ▶ maintenance of approximately 280 cross road drainage culverts
- ▶ grass mowing and brush removal on edge of road
- ▶ road sweeping of winter sand

- ▶ Remove beaver dams from culverts

Apparatus

- ▶ 2017 Chevy 3500 Pick-up
- ▶ 2014 Transit Water Small Van
- ▶ 2015 Ford F350 with Plow
- ▶ 2014 Ford F350 with Plow
- ▶ 2009 Ford F250 with Plow
- ▶ 2004 International 5600 4x4
- ▶ 2004 Ford F450 4x4 Dump
- ▶ 2009 Chevy 4500 4x4 with Plow
- ▶ 2013 FreightLiner Basin Truck with Plow
- ▶ 2016 John Deere Loader
- ▶ 2016 John Deere Tractor Backhoe
- ▶ 1984 John Deere Grader
- ▶ 2012 FreightLiner M-2
- ▶ 2007 International 7400
- ▶ 2006 Volvo Loader 4x4
- ▶ 2005 Ford F350 4x4 with Plow
- ▶ 2019 Ford F550 4x4 with Plow & Wing
- ▶ 2000 Trackless Multi 2 roadside mower & sidewalk plow
- ▶ 2017 Pelican road sweeper
- ▶ 2015 Freightliner 108SD
- ▶ 2006 International 7400 Dump
- ▶ 2019 Ford Transit 250
- ▶ 2003 International Bucket Truck
- ▶ 2019 Chevy 3500 1 ton 4x4 Dump with Plow
- ▶ 2010 Ford Ranger pickup
- ▶ 2015 Kubota 4060 L HS & C
- ▶ Line Painter
- ▶ Chipper

Parks and Recreation

The DPW maintains approx.7.5 acres of parks including Sholan Park on Lake Waushacum and the Memorial Area behind the fire station.

Water Department

The Water Department is part of the Department of Public Works. Town water is supplied to approximately 80% of the population of the Town of Sterling. The remainder of town residents use private wells

Current Needs and Concerns

- ▶ Need to develop an asset management plan coordinated with Town financial software so as to more efficiently manage equipment. Some equipment is aging and break-downs are becoming costly.
- ▶ Need to fund (or obtain a grant for) a pavement management plan as part of a road management plan.
- ▶ Need to improve coordination with the building inspector to make sure driveways are being installed as per DPW requirements, and to increase inspections of ongoing projects.
- ▶ Due to recently enacted MS4 laws, storm water is almost becoming another utility, considering the large amount of roads and culverts we have for such a small town. Need to set up a system for tracking the many outflows. Within the next year or so, the DPW will need to hire another trained person for inspections and the multitude of reports. The town could possibly coordinate with neighboring communities to share a trained professional. Regardless, this will be a significant added expense for the DPW that cannot be delayed.
- ▶ Within the next decade or so, increased regulations for water sources will coincide with the degrading quality of aquifers in the region as a century of pesticide and salt use seep into the water supplies. The town will need to address this by either purchasing water from neighboring town filtration facilities or constructing a filtration facility for the town.
- ▶ The Commonwealth allows the Sterling Water Department to use only a certain amount of water each year and we are now essentially at this maximum. We need to address water efficiency and restriction options and develop a town-wide plan over the next few years.
- ▶ The high costs of prevailing wage laws makes it possibly much less expensive to perform tasks with town employees that are now performed by outside contractors. Example: the possible benefits of having a full-time tree crew for the town, sharing these expenses with SMLD.

Projected Needs

Physical Facilities

- ▶ Additional well(s) for quality water sources
- ▶ Renovated offices for safety, energy efficiency, and healthier environment
- ▶ Additional well(s) for quality water sources
- ▶ Probable filtration facility to meet more stringent regulations
- ▶ Upgraded phone system

- ▶ Upgraded building access for security - including silent alarm
- ▶ Ground water supply for irrigation

Staffing

- ▶ Tree trimming crew - partially funded by SMLD
- ▶ Additional full-time staff will be required in future years because of increasing call demand

MAJOR RESOURCES - EQUIPMENT

Planned apparatus replacement has been ad hoc in part due to the lack of an asset management coordinated with the town financial control. The DPW needs to have an operational management plan for the many different types of equipment and cannot afford to wait any longer.

Replacement dates of other apparatus have not been scheduled as of this date. This includes:

- ▶ New roadside cutter for use with the existing bucket loaders to replace ancient roadside mower. This will keep the loaders operational throughout the year.
- ▶ More will be added as this draft is reviewed by DPW board members and personnel

Fire Department

The current headquarters of the Fire Department opened in 2005 and is located at 5 Main Street. It is adequate in terms of meeting its intended needs. The Department responds to a wide variety of emergency and non-emergency calls annually, estimated to be 1,400 for calendar year 2019. In 2018, the fire prevention division issued 820 fire prevention and controlled burning permits and performed several hundred on-site inspections. Permits and inspections for 2019 are estimated to be slightly higher due to several commercial projects in progress.



Sterling Fire Department

Organizational Structure

The Fire Chief serves as head of the Fire Department and Sterling Emergency Agency. The Chief is responsible for department administration and operation, including but not limited to, management, service delivery, and budgeting. The Chief is appointed by and reports to the Board of Selectmen.

Mission and Services

The Sterling Fire Department is a first responder public safety agency responsible for the protection of lives, property and the environment. Services and programs include fire suppression, fire prevention, rescue, emergency medical service, hazardous materials mitigation and emergency management.

Physical Facilities

A single station located in the town center housing offices, meeting/conference rooms, equipment rooms, apparatus bays, supply and equipment storage, and staff quarters. The 7,680 square foot building was completed in 2005.

Staffing

Sterling Fire is a combination department consisting of both full-time and on-call personnel. Full-time staff includes the Fire Chief, a Fire Prevention Officer, four Firefighter/Paramedics, and an Administrative Assistant. Twenty-eight on-call Firefighters and Firefighter/EMTs (emergency medical technicians) supplement the full-time force when alerted for emergency incident response and routine duties.

The station is staffed 24/7. Weekday staffing (0700-1800, M – F) consists of five: Two full-time firefighter/paramedics plus one per-diem in addition to the Fire Chief and Fire Prevention Officer. (The Fire Chief and Fire Prevention Officer are often out of the building. They are not on stand-by duty but

do respond to calls when available.) Evenings (M-F) are staffed with two: One full time and one per-diem firefighter/paramedic. Weekends are staffed with three firefighter/paramedics or firefighter/EMTs during the day and two at night.

Since most emergency incidents require more personnel than those on duty, on-call personnel are also alerted to respond at all hours and on all days.

Resources

Apparatus and Equipment. The Department operates two ALS (advanced life support) ambulances plus three "all-purpose" pumpers and one aerial ladder that respond to all reports of building and vehicle fires. Specialized apparatus consists of one rescue/pumper and four vehicles designed for off-road fires in woodland, brush and grass. Additional equipment includes two utility vehicles, an inflatable boat with trailer, and several trailers containing supplies and equipment for various types of emergencies.

Apparatus and Equipment

The following replacements are currently scheduled

- ▶ FY2021 Rescue pumper (1 of 2) (new 1990) *
- ▶ FY2021 Forestry pick-up (new 1999)
- ▶ FY2023 Ambulance 1 (new 2014)
- ▶ FY2028 Ambulance 2 (new 2019)
- ▶ FY2028 Chevy Tahoe (Car 1, new 2018)
- ▶ FY2030 Aerial ladder (new 2005) *

Replacement dates of other apparatus and equipment has not been scheduled as of this date. This includes:

- ▶ Radio communications equipment (apparatus and portable radios) replacement upgrade to federal standard for digital radio systems. Current communications equipment is approaching 15-years old.
- ▶ Brush fire pumper (new 1987)
- ▶ Seagrave pumper (new 2010) *
- ▶ Seagrave rescue pumper (new 2014) *
- ▶ AMC General brush truck 4x4 (military surplus – built 1986)
- ▶ Brush fire utility truck (new 2017)
- ▶ Chevy Tahoe (Car 2, new 2007)

*First line apparatus that get the most use because it responds to most reports of building and vehicle fires, rescue calls, and special calls as needed. Anticipated reliable service life is 20 to 25 years.

Projected Needs

Staffing

While Sterling strives to meet standards developed by the National Fire Protection Association (NFPA) in terms of staff, seldom are there enough personnel on-duty to handle emergency calls without additional help. For this reason, on-call firefighters are relied on at most emergencies: Fires, rescue situations, disasters and some emergency medical calls as well. Unfortunately, the number of staff that serve in this vital role has steadily decreased in Sterling and most other departments that have a call force. While the Department will continue to rely on call firefighters for the immediate future, there is an immediate need to add:

- ▶ One per-diem shift for hours of 1800 to 2300, seven days a week.
- ▶ One full-time or per-diem for the hours of 0700 – 1800, M – F

It is expected that additional full-time staff will be required in future years as well because fewer residents will be able serve on an on-call basis.

Facilities

- ▶ The present building was new in 2005. Funds are in hand for work on the roof and major HVAC repair/replacement.
- ▶ Provision of additional bunk space will be required as full-time personnel are added.
- ▶ A storage facility for emergency response trailers is currently being researched. These would include trailers for forestry (brush and woodland fires) equipment, hazardous materials supplies, emergency management supplies and equipment, mass casualty response supplies, and an off-road four-wheeler.

Police Department

The current headquarters of the Police Department is located at 135 Leominster Road and is in good condition. This department has 22 staff. The Building is an independent one-story structure that includes one jail cell.



[Sterling Police Department](#)

Purpose and Function

To provide protection for the citizens of Sterling. To enforce the laws of the state of Massachusetts

Organizational Structure

The department operates under the direction of the Chief who reports through the Town Administrator to the Select Board. Among this staff, there is a Chief, Executive Assistant to the Chief, five Patrol Officers, three Sergeants, one Dispatch Supervisor that is supported by full and part time Dispatchers, and one part Time Animal Control Officer.

Services Provided

The Police Department has a number of initiatives that support the community in various ways. These include, but are not limited to, Rape Aggression Defense Training, Medication Disposal, Firearms Licensing, Infant/Child Car Seat Installation. In addition, the Police Department provides protection for fire fighters, Protection for the schools, Traffic Control, Fraud/Scam Investigation, functions as the Dispatch Center for both Fire and Police. Make traffic sign

Note to the Committee: We will need to add a list of the existing vehicle fleets.

In its fleet, the Police Department has XX vehicles in its fleet that include:

Add list here.

Current Needs and Concerns

- ▶ 1 Replacement Cruiser,
- ▶ 1 Chief's Car,
- ▶ Replace Dispatch Consoles,
- ▶ HVHC in Station,
- ▶ Opioid Crisis,
- ▶ Mental Illness Training

Projected Needs

- ▶ Staffing: It is not foreseen to have the need for expanded staff unless there is a dramatic increase in population in the town.
- ▶ Equipment:
 - ▶ Defibrillators,
 - ▶ Tasers, Replace
 - ▶ Animal Control Vehicle,
 - ▶ Upgrade Police Radios to meet interoperability/console,
 - ▶ Replace Police Computer Server,
 - ▶ Replace one of two specialty vehicles.

Sterling Municipal Light Department (SMLD)

Purpose and Function

The SMLD is a progressive public power utility in the Town of Sterling. Their primary building was originally the 1883 Sterling High School. Serving the town of Sterling for over 100 years, the SMLD has more than 3,700 residential, commercial, municipal and industrial

customers. Customers are fed power through approximately 160 miles of distribution lines. The SMLD is a member of ISO New England and a wholesale aggregator of power with power purchases from generation throughout New England and New York. Power supply consists of an extremely clean portfolio of separate power agreements with Baltic Mill Hydro, Carbolon Cogeneration, Contoocook Hydro, Macquarie Energy Services, ISO NE Energy Market, MMWEC, Mechanicsville Hydro, Methuen Falls Hydro, Millstone III, PASNY, Centennial Hydroelectric Facility, Seabrook and Stony Brook combined cycle units.

The Sterling Municipal Light Department's mission is to provide smooth, clean, reliable power at a reasonable price while staying abreast of society's technological advances for the benefit of its customers.



[Sterling Municipal Light Department](#)

Organizational Structure

The Sterling Electric Company is governed by a 3-person board elected directly by the citizens/rate payers of Sterling.

Services Provided

Low cost reliable electrical energy 24/7/365; as well as supplementary services such as Tree and Roadside Trimming, School Zone Flashers, Bunting and Flag Installation.

Description of Physical Facilities

Two buildings at 50 Main Street/2 Leominster Road and a substation on Chocksett Road. One Main Street building consists of offices and conference rooms, while the Leominster Road building is primarily for the garaging and maintenances of vehicles.

Staffing

Lead by General Manager is an Office Manager, Operations Supervisor, Staff Accountant, Billing Clerk, an Office Assistant and 7 Line Workers.

Current Needs and Concerns

According to the General Manager there is no immediate needs or concerns.

Projected Needs

The Sterling Light is bringing in Fiber cable to the center of town to provide WIFI and internet connections to all town departments. The light department is in the process of surveying rate payer to determine the level of interest that there may be in having cable offered to all its customers.

School Department

The Westborough School District is a prized asset of the Town. Overall, the District is meeting or exceeding targets - on a composite target index, the District has a score of 98.1 compared to the statewide score of 89.1.

The District is comprised of six schools serving students in Pre-K through 12. According to the Massachusetts Department of Elementary and Secondary Education, the District is serving 3,942 students during the 2019-20 school year, which represents an increase of 12.4 percent over enrollment at the time of the Town's last Master Plan – School Year 2003-04.¹ Table 6-3 shows current enrollments by public school and grade in Westborough.

Table 6-3 Sterling School District – Enrollment by School (2003-04 to 2019-20)

Grade	J. Harding Armstrong	Annie E. Fales	Elsie A. Hastings Elementary	Mill Pond School	Sarah W. Gibbons Middle	Westborough High
Pre-K			128			
Kindergarten	101	73	79			
Grade 1	86	101	94			
Grade 2	122	75	97			
Grade 3	110	96	105			
Grade 4				284		
Grade 5				291		
Grade 6				307		
Grade 7					330	
Grade 8					316	
Grade 9						266
Grade 10						302
Grade 11						318
Grade 12						261
Total	419	345	503	882	646	1,147

¹ Massachusetts Department of Elementary and Secondary Education. (2020). Enrollment by School/Grade for the 2003-04 and 2019-20 School Years. Retrieved April 24, from <http://www.doe.mass.edu/infoervices/reports/enroll/default.html?yr=0304>

Source: Massachusetts Department of Elementary and Secondary Education, 2020

Westborough High School, located at 90 West Main Street, was built in 1971. A portion of the building was renovated and expanded between 2000 and 2002. The Sarah W. Gibbons Middle School, located at 20 Fisher Street, was built in the 1960s; it was renovated two years ago. The Annie E. Fales School, located at 50 Eli Whitney Street, was built in 1963 and was expanded in 1995; however, it is currently planned to be knocked down and replaced beginning in 2020. The J. Harding Armstrong School, located at 18 Fisher Street, was built in 1955 and a 1996 renovation included a Gymnasium and Kindergarten Wing; a new addition was added two years ago. The Mill Pond School, located at 6 Olde Hickory Path, was built in 2002. The Elsie A. Hastings Elementary School, located at 111 East Main Street, was built in 1970 and renovated in 1996; a second renovation was performed in 2019 and included an addition and a Pre-K School. All facilities are adequate for the time being.

The School District is supported by various staff, such as administrators, teachers, support staff, and custodial staff. In total, the District has 580.6 full-time equivalent (FTE) employees; total number of teachers – as measured in FTE – is 327.5.² Fleet vehicles and major equipment belonging to the School Facilities, Buildings and Grounds Department include a pick-up truck (with plow and sander), a stake body truck (with plow and sander), three tractors, a scissor lift, and an articulating lift. In FY2021, the School Department will be seeking a skid-steer loader to maintain/augment its operations.

The School District runs a number of initiatives for its students. These include, but are not limited to, a before and after extended school day care program for Kindergarten through Grade 6, babysitting lessons and safety training for Grade 6 students, Home Alone Safety for Grades 4 through 6, SocialSkiz, and a variety of athletic programming. Additionally, counseling is offered at all schools to all students, and the Westborough High School has initiated the Center for Student Success (CSS) Program – a program to support students undergoing a transition (e.g., medical, emotional, stress related).

Council on Aging (Senior Center)

The mission of the Senior Center is to promote the physical and mental health for seniors by providing recreational and social outlets. They do this by offering a wide variety of active programming. Senior Center has a Director and Outreach Coordinator and is located at 36 Muddy Pond Road. Senior Center provides most of its programming at no cost and makes reasonable accommodations when requested. Hours of operation are by appointment for program, and M,T,W,Th, 8am-4pm and Friday 8am-2pm.

Purpose and Function

The mission of the Senior Center is to maintain the health and well-being of the Sterling seniors and to assist them with preserving their independence.

² Massachusetts Department of Elementary and Secondary Education. (2020). School and District Profiles: Westborough. Retrieved April 24, from <http://profiles.doe.mass.edu/profiles/teacher.aspx?orgcode=03210000&orgtypecode=5&leftNavId=814&>

Organization Structure and Staffing

Reports thru the Sterling Council on Aging to the Select Board/Town Administrator. 1 Full Time Director, 4 Part Time Employees, 97 Volunteers

Services Provided

- ▶ Meals for seniors on request (658 lunches served);
- ▶ Programming such as yoga;
- ▶ Organized hikes;
- ▶ Parkinson Support Group;
- ▶ Shine Counselor;
- ▶ Dementia friendly;
- ▶ Balancing and Walking Exercise programs;
- ▶ Blood Pressure and Wellness Clinics Monthly;
- ▶ Flu Clinic Annually;
- ▶ Publish a monthly Newsletter;
- ▶ Transportation to medical appointments, shopping and other personal destinations, (450 Trips in 18 months);
- ▶ Veteran Services; and
- ▶ Bridge, Pool, and Pickle Ball.

Description of Physical Facilities

New one-story completely accessible building that is 6450 square feet in size with a large kitchen, large meeting room, game room, a couple of offices, bathrooms etc.

Major Resources

Operationally the center runs at break even. Program participants are charged \$5.00/session. Special trips charges cover the cost. Meals charges what you can pay up to a maximum. Montachusett Regional Transportation Authority covers the operating cost of the vans and the electric car, includes cost of gas and maintenance.

Current Needs and Concerns

- ▶ There is a space crunch at times when exercise programs are fully subscribed.
- ▶ There is a strong pull for people to stay in Sterling. Population projections show a significant increase in Sterling's retired population which will put pressure on the space needs at the center. By 2030 the dependent population will be greater than the workforce.

- ▶ There is currently no place in Sterling that accepts food stamps.
- ▶ There is concern that the dementia issues are increasing in the present population
- ▶ Would like to have a garage to house the vans and the electric car.

Projected Needs

Because of the projected increase in the 65+ community there could be a space shortage at the Senior Center. With this in mind, the director is actively engaged in discussions with the recreation director exploring ways that the two groups can work together to advocate for more space for recreational programing in which seniors can take part.

Conservation Commission

The Conservation Commission operates out of the Butterick Municipal Buildig. It has two full-time positions, only one of which is currently filled.

The Conservation Commission owns and manages several parcels of land in the Town for the sole purpose of their preservation. These lands are accessible by the general public, though some are not compliant with the Americans with Disabilities Act. More information on the Conservation Commission can be found in Chapter X, *Open Space and Recreation*.

Purpose and Function

Under authority provided by the Massachusetts Wetlands Protection Act (MGL Chapter 131 Section 40) the primary function of the Conservation Commission is the protection and preservation of local natural resource areas, to include wetlands, bogs, marshes, swamps, streams, rivers, ponds, lakes and reservoirs.

Organizational Structure

The Commission consists of seven (7) members and two (associate members all appointed by the Sterling Board of Selectmen.

Services Provided

The general duties of the Commission include the following:

1. Timely response to Requests for Determination of Applicability. This includes review of the proposed action and a site visit to determine what if any natural resources that may be affected, and public meeting with the applicant and their representatives. The Commission then issues its findings stating whether or not the Commission has jurisdiction for the work and will or not the project requires a filing of a Notice of Intent.
2. Timely response to Notices of Intent. This includes review of detail site plans, conducting a public hearing, and subsequent issuance of either an Order of Conditions or a formal denial of the project.
3. Compliance with Order of Conditions. To ensure compliance with its Order of Condition the Commission inspects the ongoing site work and may amend the Order requiring

additional actions deemed necessary to adequately protect the resource area. Once the work is satisfactorily performed the Commission issues a Certificate of Compliance. If the fails to perform the satisfactorily the Commission may issue Enforcement Orders

4. Appeals. The applicant may file a formal appeal thru MassDEP or the Courts to any decision or required action by the Commission. Should this occur the Commission will be appear to defend its actions, which may require legal counsel.

5. Forrest Management. The Commission is actively involved in the town's open space trails management program. This includes filing a timber cutting plan with the state's forestry and developing a trail network to include handicap access.

6. Stormwater Management. The Commission oversees a permit program for flooding issues greater than 10,000 sq. ft.

7. Lake Management. The town operates a public beach at Sholan Park on East Lake Wauschacum . A chemical application program is employed to curtail algae and aquatic plant growth. Before a state permit can be applied for this program the applicant must obtain either an Order of Conditions or Negative Determination for the proposed work from the Commission.

Description of Physical Facilities

The Commission retains a central office at the Town municipal building.

Staffing

The Commission employs a part time field agent (19 hrs./week). A number of members are deemed qualified to fill in for the agent in emergencies. At present the Commission has no administrative staff assigned. It is estimated that part time (10 hrs./week) staff is needed.

Projected Needs

One immediate need is for part time administrative staff. MassDEP is planning to introduce an E-permit system that will require the Commission to file a number of its forms electronically. It is therefore also important that the Commission continue to have the necessary software and hardware to allow it to achieve this.

One growing concern is an increase in flooding evidenced in town from global warming. Stormwater management will be a growing concern.

Board of Health (BOH)

The Board of Health is a first responder with overall responsibility for the protection of local public health and the environment. To accomplish this, the Board operates under a number of federal, state and municipal laws and regulations. The BOH presently provides environmental health services, such as enforcing state and local regulations pertaining to public health (e.g., permitting/inspecting food establishment, housing, septic systems,

tanning facilities, etc.), sponsoring household hazardous waste/sharps disposal events, and partnering with the Central Massachusetts Mosquito Control Program, among others.

Organizational Structure and Staff

The Board consists of three elected members each serving a 3-year term. The Board maintains a staff of one full time health agent, one part time (5 hrs./week) agent, and two part time administrative staff (total of 22 hrs./week).

Physical Facilities

The Board is currently housed in the Butterick Municipal. The Board maintains a central office at the Sterling Municipal Building. The office is equipped with desk top computers, but the Town does not provide staff with vehicles or field equipment.

Note to the Committee we will need to add a list of the existing vehicle fleets. We will also need to check their space needs.

Services Provided

1. Food services – The Board currently inspects approximately 70 permitted food establishments 2/year, plus a number of temporary establishments such as the Annual Town Fair.
2. Private wells - The Board issues construction permits for private wells regulated under local bylaws adopted under Chapter 111, Section 31. This includes initial water quality/quantity testing, and now recording of well head GPS co-ordinates. Board records of the number of active private wells in the Town are incomplete.
3. On-Site Septic Systems – The Board oversees the design, construction, repair/replacement and abandonment for on-site wastewater disposal systems regulated under Title 5 of the State Environmental Code and additional bylaws the Board adopted under Chapter 111 Section 31. The Board's duties include observing soil tests, reviewing design plans and inspecting the installation of each system. The Board takes necessary enforcement to ensure proper repair or replacement of failing systems. The Board also issues permits for system installers and septage haulers. The Board also receives copies of septage pump-out records and system inspection reports now required for property transfer. At present the Board does not have a complete record of all active on-site systems in Sterling.
4. Public Beach / Pools – The Board conducts weekly water quality (bacteria) testing at the Town's public beach and at 2 pools.
5. Housing Code Enforcement – The Board enforcement of Code requirements includes conducting inspections, issuance of violations and representing the Town at legal proceedings at Worcester Housing Court.
6. Nuisance Investigation – The Board responds to complaints of odor and noise violations.

7. Health Threat Response – The Board provides guidance and assistance to citizens’ health issues, such as Lyme disease, EEE, Flu and Opioid addiction.

8. Local Regulations – The Board is currently creating local regulations for (1) floor drains with subsurface discharges to protect local groundwater resources and for (2) proper use of collection bins to ensure safe and sanitary conditions

Projected Needs

The Board reports that current staffing levels are insufficient to provide the growing level of services required. Additional administrative staff is the Board’s most immediate concern. Additional staff are needed to keep up with the growing records keeping needs. The Board claims that sharing administrative staff part time with other municipal departments would not be an effective long term arrangement. The Board also needs additional technical personnel to supplement its full time agent. The Board looked at contracting with outside regional organizations and found that it would not provide the on-call capability needed in-house.

The Town presently relies solely on on-site disposal of wastewater. Given the number, density and age of existing on-site disposal systems in town, protecting the Town’s groundwater resources is a growing concern. Sterling has begun to explore long term wastewater disposal options. In 2018 a Sewer Feasibility Study was performed that looked at providing sewer service to the town’s downtown area along Route 12, and possibly extending sewers to the town’s light industrial zoned area to improving economic growth. Until a long-term wastewater disposal solution can be implemented, the Town must continue to rely on the Board of Health to oversee the operation and maintenance of the growing number and age of these on-site systems.

Public Library

Organizational Structure

The Conant Public Library is Sterling’s public library. It is administered by an elected six-member Board of Library Trustees which has statutory responsibility for the library, its services, collections and facility. The Board appoints a Library Director who reports to the Board, makes policy recommendations to the Board, and is responsible for operations and management.



Conant Public Library

Mission and Services

Library services are designed to meet the informational, educational and recreational needs of the community. The library provides broad access to library materials, resources and services for enrichment and enjoyment in an environment that is welcoming to all. The library offers space and opportunity to gather and connect knowledgeable friendly staff to assist, and the tools to grow and thrive in an increasingly digital world.

Improving access to services to homebound individuals, including close coordination with the Sterling Senior Center, and access to the Talking Book Library, through the CW/MARS on-line catalog service, and other relevant services are among current goals. The Library also recently introduced a book loan/swap kiosk at the town beach.

The library is open from 10:00 to 8:00 PM Monday through Thursdays and 10:00 to 3:00 on Saturdays. It is closed Friday and Sunday.

The library is heavily used by all age groups. Estimates for 2019 include programming attendance 4,620, materials lending 13 per capita (national average is 4.4, state 6), and 44,470 library visits. Approximately sixty percent of residents hold library cards. The programmed activities include special focus on youth services, including organized story times and summer reading programs.

According to a national study, two-thirds of library visitors borrow print books, around half go to read, study or engage with media. Many are interested in programs. More people are seeking quiet space and Wi-Fi to pursue studies.

A PEW Research study reports that trends show the public is seeking their library to be an agent of community, with activities that bring people together and events that unite the community. Libraries are also facing a dual challenge of upholding free speech, while being a source of reliable accurate information. Public safety is also, as for so many organizations, a real issue because libraries must remain open to all.

Resources

Materials, information and other resources are available in print, digital, electronic, and audio-visual formats as well as online sources. Programming and activities are provided for children and adults.

The library is a member of CWMARS, a resource sharing network of 149 libraries in central and western Massachusetts. It also provides personal computers for public use.

Physical Facilities

The original building was built in 1885, with the library occupying the second floor of 900 square feet and town offices and an "Antiquarian Room" on the first floor. Over the years there have been several renovations and additions, including a major \$?,??? addition in 199? to address accessibility and space issues. Currently the useable square footage is 7,800 square feet (exterior dimensions of 9,000 square feet).

While the library is in compliance with ADA requirements, it is currently facing issues with its outside lift and inside elevator as explained below.

In 2019 the entire HVAC system was replaced with one much more efficient and effective. There is also an interior renovation ongoing, including painting, flooring and updated furnishings.

Staffing

The library has a staff of, including the Library Director, Assistant Library Director, Children's Librarian, Circulation Services staff members, Tech Services staff member and Financial Assistant. Full time equivalent is 6.35.

Planning

The library will complete a long-range five-year plan in fiscal year 2020. The plan focuses on four goals:

1. Provide a welcoming, attractive facility.
2. Maintain a collection of print, audiovisual and digital material that responds to community interests and needs.
3. Facilitate public awareness of and access to services and provide guidance in their use.

4. Connect library collections to the community through programming, outreach, and input from the public

Projected Needs

Physical Facilities

The library's biggest challenge in providing services is space limitation. The building is too small for a library the size of Sterling.

Years ago, the library had to close on Fridays because of budget cuts. With increasing public demand, it is now time to restore the funds needed open on Fridays.

Lack of a sewer system in the town center is a handicap to any building expansion because open land is currently used for the septic system and leach field.

While legally compliant with ADA, the library does not adequately provide for people who use assistive devices for mobility. The mix of a lift from outside to the main floor and an interior elevator serving the three levels of the library is a problem. Facing estimated needed elevator repairs of \$80,000 and decreasing availability of parts, the best solution appears to be construction of a replacement elevator that provides ground level entry and access to all three floors. This could be similar to the elevator at the Butterick Building.

Parking is a problem for the entire town center, not just the library. Thanks to the Sterling DPW, changes have been made on a trial basis to the library driveway and Main Street parking lot to improve flow and add parking spaces. However, parking will continue to be a problem,

Staffing

Library staff members wear many hats in order to provide traditional library services, to keep up with evolving technologies, both to operate in a business-like way and to assist the public with access to and use of those evolving technologies. The level and range of skills necessary to provide the same high level of service both days, night and on the weekend is a challenge. A great deal of training is involved, so retention is extremely important.

Other

According to PEW research, the trends show the public is seeking their library to be an agent of community, with activities that bring people together and events that unite the community. Libraries are also facing a dual challenge of upholding free speech, while being a source of reliable information.

Recreation Department

The Recreation Department has three full-time staff, one of which is responsible for overseeing this department's seven outdoor facilities. Together, these facilities encompass XX soccer fields, XX baseball/softball fields, and ????. Additionally, the Recreation

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Department is responsible for the beach at XXX – the only public swimming facility in Town. All of these facilities are managed by one staff member. This department has one vehicle used to transport equipment to and from programs, which meets their needs.

The Recreation Department does have its own indoor space in the Municipal Building. In addition, it is able to use School Department facilities, programming has to be planned around the schedule and events of the schools.

See the Chapter X, *Open Space and Recreation* for a full list of facilities utilized by the Recreation Department and for program information.

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