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Community Facilities and Services

Introduction

Community facilities are publicly owned buildings, lands, and infrastructure that serve the public, including sewer and water service, roads, schools, parks, police and fire stations, and other town-operated buildings. The availability and quality of community facilities and services is a major factor in many residents (or future residents) decision to live in Charlton. The quality of life is largely dependent upon the quality of the Town's public safety, infrastructure and general public services.

As Charlton prepares for the future increases in population, predicted in Chapter 2, Land Use and Growth Management, the Town must continue to plan to maintain the town services and facilities and to plan to expand them when necessary. This chapter details the current state of town services and facilities, including any improvements currently underway or in the pipeline and identifies possible future needs.

The Town's public services and facilities have continued to be outpaced by the requirements of a rapidly growing population. Financial constraints caused in large part by the Town's share of the educational systems have delayed the Town's ability to fund construction of new roads, sidewalks, expansion of the water and sewer systems and to renovate key town buildings. A large part of this dilemma had historically been a lack of advance planning, as reported in the 2000 Master Plan. However, the town has begun to better plan for these needed upgrades; current projects, such as the library expansion and the relocation of the highway barn, will be discussed in this chapter. However, Charlton should undertake a Capital Improvement Planning process to fully understand the Town's needs.

Public Safety

The following sections discuss the public safety elements of Charlton's service provision, including police, fire and emergency.

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Police Department

The Charlton Police Department currently consists of 19 officers, including the Chief of Police. The FBI's Annual Uniform Crime Report recommends that police departments in the Northeast have 1.8 officers per 1,000 people, as reported by the Chief. Assuming a 2007 population of approximately 14,000, Charlton should employ a minimum of 25 officers. The Police Chief estimated that the cost of adding one officer would be approximately \$52,000, not including health and retirement benefits, educational incentives, overtime, shift differential, or the costs of a weapon, holster, protective vest and other required equipment (or approximately \$65,000 all inclusive).

It is a constant goal of the Department to work towards satisfying—and exceeding—the suggested requirements. Absences, including health, vacation, training, and military duty, reduce the staff available for shifts. Working with at least a full complement of officers would allow the Department to be fully staffed during unanticipated absences and to provide more proactive services to the community instead of only being able to respond to calls. Although overall staff numbers are lower than desired, the Chief is comfortable with the number of staff in command positions, recently adding a fifth sergeant and one Lieutenant.

The department currently has 11 vehicles, which the Chief deems sufficient for the foreseeable future. Vehicles are rotated out of use on an annual basis, due to age and wear (excessive mileage). As the Department grows, there will be a need for additional cruisers. However, parking will become a more pressing concern. With 30 parking spaces (including one handicap space), the Department is near parking capacity at its current facility. When you consider the need to park staff's personal vehicles in addition to the Department-owned vehicles, snow storage, and confiscated vehicles, there leaves little room for public parking. When the Department is hosting a community event, the public often parks down the street and walks. The Chief has been discussing the possibility of acquiring additional property abutting the Station, owned by the Masonic Home, to convert to additional parking.

The existing station, located on Masonic Home Road, was built in 1991 and has some space constraints due to a growing force and changing needs. Office space was added in the basement to accommodate additional officers; however the locker room for males is at capacity. Two bathrooms were added in the basement, which helps address some access concerns; these were added at cost by students at the Bay Path School at a cost of \$7,000 (a savings of \$23,000 compared with private contractors). The Day Room, which would have hosted community education events, was converted into a Squad Room for the staff. Thus there is a need for a community space to run public programs, hold meetings and other events. The Chief would like

to add a wing onto the Station to accommodate additional staff space and a community training room.

The Charlton Police Department recently upgraded their dispatch center to include a tower, radio and equipment upgrade in 2006, with the added equipment supplied by \$250,000 from the State Emergency Telecommunications Board (SETB) and \$110,000 approved at the Annual Town Meeting. This significantly improves the Station's communication ability. The Department's Capital Plans include a new Base Radio in FY 2008 (which will allow the Department to switch from analog to digital); two new Voter Stations over the next two years (which are needed to allow handheld communication in two known radio dead spots) and 16 portable radios. The Chief looks into grants on a regular basis to offset costs to the taxpayers of Charlton and will continue to do so. The Chief anticipates that the Station roof will need to be repaired within the next five years, at an estimated cost of \$45,000. The results of the Americans with Disabilities Act (ADA) study currently underway on town-owned property may indicate that the Station requires an elevator or other upgrades.

Two new pieces of equipment were recently purchased. The Department purchased an Electronic Fingerprint Scanner (\$14,000) through a technology grant. This piece of equipment registers the fingerprints of people in Federal and State databases for comparison and other purposes. By the publication of this report, the Department will also have Reverse 911 (\$30,000) which was acquired with the remaining funds from the Cops-More 2002 Grant. Through the Town's technology program, the Department is slated to receive a new server in 2008 and to rotate out five or six PCs.

In FY2006, the School Resource Officer Program was eliminated due to the inability to fund the position. The Police Chief expressed disappointment at losing this position, as the officer provided policing and educational services, such as D.A.R.E., to the schools. The Chief hopes to see this program restored. Since the 2000 Master Plan, the chief cut the K-9 Unit from the Department's service offerings. With the cost of training and maintaining (feeding, housing, providing shots), the K-9 Unit was deemed to be not cost-effective at the time, although a growing population and increased diversity of uses may necessitate reinstating a K-9 program in the near future.

The Department has been policing Charlton's lakes using loaned personal watercraft (SeaDoo) donated annually by Bombardier Corporation. However, the program was recently discontinued by Bombardier. The Chief seeks to restore this program in the future through the purchase of a personal watercraft. The Department also owns one 2-wheel Alternative Terrain Vehicle (ATV). In order to effectively enforce the use of recreational vehicles in off-road locations, the Department requires a 4-wheel ATV.

The Chief also serves on the Telecommunications Committee, which advanced the linkage of the Town Hall, Police Department and Fire Departments communications system. Servers are housed in the Town Hall that control the internal communication between departments and access to the internet. The

Telecommunications Committee is now pursuing the linkage of these buildings through their own dark fiber to provide higher speed connections through a dedicated cable accessible to only these three buildings.

The Chief continues to work with the local Emergency Planning Committee and the newly formed Regional Emergency Planning Committee to prepare for any hazard. The Committee has prepared an emergency plan, including the purchase of cots, blankets, food, and storage space.

As the town is growing, especially with the increase of retail uses on Route 20, the Chief expects the calls for services to increase. The Police Department will feel the impact within the next 2 to 5 years.

Police Chief supports development fees, encourages public input, and recommends multi-town procurement of supplies. In fact, the Chief is involved in three regional task forces through which he shares equipment and personnel with other communities. As society becomes more mobile, he stresses the need to act regionally.

Fire Department and Ambulance

The Town of Charlton Fire Department was established in 1925; it was an entirely on-call department until April 10, 1989 upon the hiring of the first three full time firefighter/EMTs. The first full time Fire Chief was appointed at a Special Town Meeting in 1998. In 1999, the Ambulance Service joined the Fire Department. The department currently employs 14 full time firefighter/EMTs including the Chief (increased from nine in the 2000 Plan), one Administrative Assistant and 28 on-call fire fighters and EMTs (increased from 22 in the 2000 Plan).

As stated in the 2000 Master Plan, manpower recommendations are one firefighter/EMT per 1,000 residents. The current population of approximately 14,000 would indicate that the Department needs 14 firefighter/EMTs on each shift to meet this recommendation. With approximately 4 firefighter/EMTs on each shift, the Department is currently understaffed. .

Charlton has two fire stations. The primary station (the Main Station), on Power Station Road, was constructed in the 1950's. When built, the facility was expected to last approximately 30 years. The second building, located on Main Street, does not contain running water and serves mainly as a garage for four vehicles/pieces of equipment. Both facilities are out of date and have been unable to meet the present needs of Charlton's expanding Fire Department since at least the 2000 Plan.

A Fire Station Study Committee was formed in May 1995, indicating that the need for upgraded and centralized facilities has long been recognized. The new fire station has been a priority project for Charlton. At a 1999 Annual Town Meeting, \$250,000 was approved for the purchase of the land; however, that site became too costly due

to conservation and construction related issues and was deemed unsuitable. As discussed later in this chapter under Town Priorities, the new site for this project will be Four Dresser Hill Road.

The Main Street substation should also be replaced with a modernized facility. The 2000 Plan also identified the need for a suitable additional manned substation in the Richardson Corner Road and Oxford Road area by 2005-2010. These substation projects will not likely progress before the new Main Station is constructed and operating; however, finding a suitable site for these substations should be an ongoing process

The Fire Department operates four Engines, two Tankers, three Forestry units, two ambulances, one Heavy Rescue, and one Aerial Scope. The Department replaced one Engine, one rescue and one ambulance since 2000. It is anticipated that additional Engine and Rescue vehicles will need replacement in the near future. The department also has two ice rescue sleds for water and ice rescues, and other water related emergencies as well as two Emergency Medical Services Bicycles.

The Fire Department also has several specialized units that handle situations, which require advanced or specialized training. These include: Fire Prevention Unit (SAFE programs), Training Division, Fire Investigation Unit, Tactical Rescue Team, Rapid Intervention Team, and Chaplains Unit.

As of July 7, 2007, the Main Station increased its staffing to 24 hours per day every day. The Department maintains three firefighter/EMTs on duty throughout this period; a fourth firefighter/EMT is scheduled between 8:00 AM and 4:40 PM. The Fire Chief anticipates requesting additional personnel for the FY09 budget cycle. Approximately 1,800 calls for service were responded in the last calendar year; this number includes fire and EMS runs only.¹ As of September 2007, the Fire Department has responded to 1,624 calls, an increase of 114% compared to the previous time last year. In addition to their emergency response services, the Chief and his designees are responsible for issuing a variety of permits, for blasting to oil burner insulation; these duties are not included in the calls for service listed above.



Emergency Management Services

The Board of Selectmen appoints an Emergency Management Director to head up the Charlton Emergency Management Agency (C.E.M.A.). The Director is responsible for working with several Town Departments (Police, Fire, and Highway Departments, and the Hazardous Waste Committee Chairman) and volunteers to establish an effective emergency response team. A Telecommunications Committee was formed prior to the 2000 Plan to evaluate networking these entities using various

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¹ Fire Chief Charles Cloutier, email correspondence September 28, 2007.

telecommunications technology. The new role of the C.E.M.A. should be considered when choosing sites for the new Fire and Highway Departments.

Infrastructure Services

Highway

The Highway Department is responsible for town owned properties, maintenance and repair of streets and roads, including repaving, drainage, snow and ice removal, sanding, street sweeping, roadside and right-of-way brush clearing, town parking lots, storm sewers, town sidewalks, and the reviewing of complete work. This department is also responsible for all town highway work scheduling and coordinating with other town departments and local public utilities.

Located on Flint Road and North Main Street, the Department has two barns which are used for salt and sand storage, and some equipment storage. In addition to maintaining Highway Department equipment, the mechanic services the Fire and Cemetery Departments' equipment.

A site plan for the new Highway Barn is in the process of being prepared; it will be submitted to the Planning Board for review and approval. The new facility is to be located at the former landfill site on Flint Road, across the street from the present salt shed. The proposed 15,000 square foot building will contain offices for employees, buildings to store equipment, and a service station area. A high priority for the Town, a Building Committee was formed in 2007 to advance this project. There is \$500,000 available earmarked for the new highway barn. The balance of funding needed for the project will be requested at the May 2008 Town Meeting.

Water

Existing Conditions

Charlton's water needs are primarily served by private wells. There are 20 registered public water supplies and 45 registered non-community public water supplies. An existing water distribution system located in Charlton City, constructed in the late 1800s by the Charlton Woolen Company, consists of about one mile of 6" main along parts of Stafford Street, Maple Street, Power Station Road, Sturbridge Road and Brookfield Road. Some portions along Stafford Street were replaced in 1955. This system is currently available for fire protection only.

The Town of Southbridge owns and operates distribution lines originating in Southbridge, running up Route 169, and ending at Route 20 in Charlton. These lines

then extend up Route 20 between Route 169 and the Mass Turnpike Authority service facility 5 East and the Mass State Police barracks on Route 20. Another line runs on Stafford Street between Route 20 to J. Hammond Road and on J. Hammond Road between Stafford St. and the Mass Turnpike Authority service area 6 West. These lines service the Mass State Police Barracks, Turnpike service areas and several residences with contaminated wells (Timber Valley Subdivision and the adjoining properties). Because of the water connection through Charlton to the Mass Turnpike Authority facilities, Southbridge provides some water to Charlton City residences.

There is evidence of groundwater contamination in several areas of town. Road salt contamination has been found in wells along the Route 20 and Mass Turnpike corridors, and naturally occurring arsenic has been detected in eastern and southeastern parts of town. Several wells in the Charlton City area have shown levels of trichloroethylene (an industrial solvent) in excess of regulatory levels. The source of this contamination is not known. Benzene, a gasoline additive, has been detected in some wells in the vicinities of the Mass Turnpike 6W and 5E service facilities. The Mass Turnpike Authority and several oil companies were identified by the Department of Environmental Protection (DEP) as potentially responsible parties. According to the DEP the benzene plume seems to be moving in a southeasterly direction. Relief from this contamination is necessary.

A vote of the March 1, 1999 Special Town Meeting established a water enterprise fund and authorized the Water-Sewer Commissioners or Board of Selectmen acting as water commissioners to obtain funding and to enter into contracts for the purposes of establishing a water system. The system design included the installation of 12" pipe along Route 20 from the Oxford line to the intersection of Route 169, various fire hydrants, 8" pipe crossings for roads and hydrants, 750,000 gallon stand pipe, and pump station. Service to the Charlton City area was also installed. Installation of the system along Route 20 was completed in 2005 at a cost of approximately four million dollars. The Water-Sewer Commission submitted a request for proposal for a source of water supply, contract operations, maintenance and management of the town's water distribution system in 1999. While the water system was expected to reach full operation by December 2001, the Town was not able to obtain a source of water and the lines lay dry. The town was denied a water connection to Oxford by the state because the interbasin transfer required a lengthy study.

The townwide goal remains to provide water to the Route 20 water line and bring it into the center of town. The lack of water has not limited growth of the residential sector because they can drill to put in private wells; however, it has limited growth in the Route 20 corridor. An August 20, 2007 article in the *Worcester Telegram & Gazette* reported progress on this front:

"Water-Sewer Commissioners recently approved plans presented by Weston and Sampson for connecting the Charlton and Southbridge water systems at Stafford Street. Work is expected to begin in spring 2008 and

last six months. Charlton will purchase 100,000 gallons per day (GPD) from Southbridge to start its water system and provide relief to property owners with contaminated wells.” (summarized)

While a start, this is a very minimal supply. This arrangement is expected to cost approximately \$2,100 to \$2,500 per year per household, for approximately 100 households.² While Charlton has entered into a five year contract with Southbridge, the town continues the search within town for its own water source. While Southbridge has the capacity to provide more water to Charlton, this would require infrastructure improvements and Southbridge would inevitably require some control over the water’s destination. Southbridge has expressed interest in a large access road to their industrial areas in exchange for the water.

The Water-Sewer Commission has hired Tighe & Bond to look within Charlton for an adequate supplemental water source. Constraints that have impacted the Town’s ability to find a water source inside Charlton include the arsenic vein on one side of town and the gas stations located at the Mass Turnpike service stations.

Concurrent with this Master Plan, the Water-Sewer Commissioners are drafting a Comprehensive Water Resources Management Plan for the town.

Choices Confronting the Town

The Economic Development Commission and the Water Study Committee have stated that water along the Route 20 corridor will facilitate development of the industrial and commercially zoned areas along that highway. The Fire Department has also expressed a great need for municipal water for fire protection purposes. Continued expansion of water lines should be strongly encouraged.

In light the recent rezoning by the EDC and Planning Board, of the majority of the westerly side of Route 20 to Business Enterprise Park (BEP), it can be expected that there will be a desire to extend the water lines from Route 169 to the Sturbridge line to service new development. Prism Environmental, the engineering firm hired by the Water-Sewer Commission to design Charlton’s water system, estimated maximum daily industrial/commercial use along Routes 20 and 169 in the year 2010 will be 661,500 GPD and residential demand will be 378,000 GPD. Of 95 responses to the Business Survey conducted by the Master Plan Committee, 22 listed water expansion as a priority. This ranked third after sewer expansion and improved roadways.

The Board of Health adopted well regulations in January, 1999 requiring new wells to meet Safe Drinking Water Act standards for volatile organic compounds, arsenic and radon. This testing will likely identify more contaminated areas of town.

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² Charlton approves water contract, Worcester Telegram & Gazette, September 13, 2006.

139 respondents to the residential survey conducted for the 2000 Plan indicated that cleaning up groundwater and contaminated wells should receive priority in town funded projects. Overall, this ranked third as most important after building additions to schools and acquiring open space and conservation land. Another question on the survey asked residents to rank the types of land that should be preserved; water supply areas received the highest number of first priority responses.

As reported in the 2000 Plan, there had been discussion over using Buffumville Reservoir as a possible future supply to develop a regional water system with the surrounding towns of Dudley, Leister and Sturbridge. SEA Consultants, Inc. was hired by the town to conduct a feasibility study for the future development of potable water infrastructure for commercial and industrial development along the corridors of Routes 20 and 169. Their 1997 report identifies this area as well as others for possible surface and groundwater supplies. All areas indicated in this report should be promptly prioritized for water supply protection.

In 2003, Charlton initiated a comprehensive municipal water search undertaken by Tighe & Bond. The consultants found a viable source of water on U.S. Army Corps of Engineers (ACOE) land at Buffumville Lake but the selected site was abandoned when the DEP denies the application to site a well on federal land, noting the frequency of flooding and the inability to safely control the area around the site.³ The consultant is now searching for possible sites on private land near Buffumville Lake.



Sewer

A portion of the Town—primarily Charlton City—is sewered. Sewer extensions connect to the two Mass Turnpike Service (MTA) areas. The Water and Sewer Commission is responsible for the oversight of the operation and maintenance of Charlton’s wastewater facilities. Several privately operated wastewater treatment facilities exist in Town, including one at Bay Path Regional Vocational School and one at the Masonic Home. In 1989, Charlton received an Administrative Order from the Environmental Protection Agency (EPA) requiring that the Town’s wastewater facilities be designed and constructed to comply with effluent limits in the National Pollution Discharge Elimination System (NPDES) permit. Since 1994, the Town implemented has an upgrade to the wastewater treatment facilities, as described in the 2000 Master Plan.

A Comprehensive Wastewater Management Plan was completed to update areas of need in response to changes made to Title 5 (in March of 1995). These changes were made to update wastewater flow projections based on the Town's growth and to



³ Charlton renews hunt for water new Buffumville, Worcester Telegram & Gazette, February 1, 2007.



develop wastewater facilities to accommodate potential future commercial and industrial growth along Route 20.

The Phase 1 wastewater facilities plan included the replacement of original sewers in the center of Town, extension of sewers to two MTA service areas, and construction of a new advanced wastewater treatment plant. The Phase 1 project included sewers on Route 20, Carpenter Hill Road, Power Station Road, Brookfield Road, Maple Street, Spencer Street, J. Hammond Road, and Stafford Street. The Phase 1 sewer system also included three pumping stations, one on J. Hammond Road, one on Route 20 and one off of Route 20.

The MTA paid to extend the sewers to their services areas, while the Town paid for replacing the sewers in Charlton City. After evaluating Town-operated versus contract-operated wastewater treatment plant, the Town decided it was more cost effective to staff with Town personnel. The treatment facility has a design capacity of 150,000 GPD with discharge to Cady Brook. The expense of the new facility was also shared by the Town (40 percent) and the MTA (60 percent). Completed in March 1997, the wastewater treatment plant (WWTP) began operating in September 1997.

After the first vote failed, a second March 1998 vote approved a revised Phase 2 sewer project. Phase 2 Areas to be sewerred include Glen Echo Lake & Charlton Center (Route 20, North Main, Old Worcester, Muggert Hill, and Burlingame), New Middle School, Heritage School, Burlingame School, Masonic Home, and Bay Path Vocational High School. Completed in December 2000, Phase 2 expanded the Wastewater Treatment Plant from 150,000 to 450,000 GPD, added 8 pumping stations and extended the sewer 90,000 feet. The total project cost for Phase 2 was \$14 million and it was funded by:

- DEP State Revolving Fund (SRF) zero percent interest loans
- U. S. Generating Co. Pilot Funding - \$8 million
- Town taxpayers
- Sewer system abutters

Wastewater disposal problems beyond the Phase 2 area have been identified. However, there is no projected date for the beginning of Phase 3, primarily because it is expected to cost \$33,886,000. Phase 3 consists of sewers to service a number of needs areas including South Charlton Reservoir, Little Nugget Lake, Prindle Pond, Little River, Cranberry Meadow and miscellaneous streets in the Charlton City area. It also includes the extension of sewers eastward on Route 20 to the intersection with Hammond Hill Road. The Route 20 sewer is included in Phase 3 should the Town decide to construct it to accommodate future commercial and industrial development. Phase 3 areas are not prioritized relative to each other; the Town may choose to implement one, several, or all of these areas. The intent in splitting Phase 3 into multiple areas is to allow the Town the flexibility to choose when and where they will construct sewers in the future.

On a present worth basis, the most cost effective alternative is conveying all of the flow from the Phase 3 areas to a central wastewater treatment plant with a discharge to Cady Brook. The Cady Brook waste-load allocation evaluation conducted during the Comprehensive Wastewater Management Planning indicates that it is technically viable to discharge 900,000 GPD from the Central WWTP. There is also adequate land area at the Central WWTP that could be acquired by the Town to accommodate the facility's expansion. The implementation of this alternative is dependent on gaining DEP/EPA approval to modify the Town's NPDES permit. Should DEP/EPA approval not be acquired for the permit modification, it is recommended that the Town initiate negotiations with neighboring communities of Dudley and Oxford to update the buy-in and user costs and to determine if inter-municipal connections are viable. The construction of satellite wastewater treatment plants is the least favorable of the wastewater management alternatives based on cost, citing issues, and permitting. It should be considered only in the event that the central wastewater treatment plant and inter-municipal connection options are not implementable.

Cady Brook drains an area of 13.04 square miles and originates at the outlet of Glen Echo Lake. The brook then flows in a southerly direction for approximately 5.7 miles until it confluences with the Quinebaug River in Southbridge, MA. The well-defined channel of this brook has a streambed consisting primarily of sand and gravel, which combined with an elevation drop of 330 feet from its headwaters to the confluence with the Quinebaug River, contributes a high degree of aeration.

The NPDES permit issued in September 1996 permitted a monthly average daily discharge of 320,000 GPD and specified effluent concentrations for contaminants such as BOD, TSS, phosphorus and ammonia. With the addition of Phase 3 flows, the projected required plant capacity will increase to 640,000 GPD. The Town conducted a waste-load allocation study for Cady Brook and determined that water quality standards in the Brook could be maintained with increased treatment plant discharge provided that the mass loading rates specified in the NPDES permit be preserved.

Currently, the Town has a permit to discharge 450,000 GPD to their WWTP, which would allow all Charlton residents to be served. However, the current treatment capacity is 250,000 gallons. Charlton needs to upgrade facility so that treatment is equal to the permitted level of discharge.

I-90 waste accounts for more than double the total household waste from Charlton residents at the WWTP; it generates 60 percent of the sewer demand in Charlton. The Overlook, and other new developments, has also increased the sewer load. The two MTA service areas each discharge 88,000 gallons GPD to Charlton. According to Sandy Dam, former Chair of the Water-Sewer Commission, the MassPike rest stop(s) in Charlton is the highest cost rest stop in the nation because the Charlton treatment facility has few customers and higher standards (as a result of 90 percent of the brooks flowing in the summer).

A moratorium on sewer connections was passed in April 2005. At the March 2007 Town Meeting, the moratorium was extended until May 2008.

The Water Sewer Commission has published articles in the Charlton Gazette and on the Town website communicating the recent sewer rate change and meters.

Future

The wastewater facilities plan recommends further phases of sewerage, but review of its cost data shows that many of the areas recommended for sewerage are not cost-effective. The Water Sewer Commission, the Board of Health, and the Town must focus on affordable solutions for wastewater problems at existing and approved structures. Title 5 is complex, but allows a range of options for repairs, including composting toilets, gray water systems, and sand filters. Charlton's overwhelming preference to control growth, as indicated by Planning Board surveys, is consistent with the limited assimilative capacity for treated wastewater by the Town's soils and streams. The sewer commission focuses on the funded phases, postponing further phases.

Challenges and Opportunities

1. Because of the cost of Phase 3, more affordable wastewater solutions should be considered by the Sewer Commission and the Town as well as funding solutions for this Phase.
2. Water quality at Cady Brook should be a priority. Phase 3 would double the discharge into Cady Brook. The DEP determined that the increased flow would be permissible if effluent concentrations were reduced proportionally. However, the feasibility of meeting such concentrations has not been proven. This needs further study by the Sewer Commission.
3. Where sewers are built, development will follow. Coordination is needed between the Sewer Commission and the Town on implementing Phase 3.
4. Research the potential of installing composting toilets at the I-90 rest area to alleviate some of the sizable pressure placed upon the sewage infrastructure from these two locations alone. Already to address this issue, the Planning Board has proposed the use of green technology in its rest stops to the town Water & Sewer Commissioner for their work with the MTA.

General Public Services



Schools

Charlton's public school enrollment, capacity and staffing are provided below in Table 8-1.

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**Table 8-1
Educational Facilities**

School	Grades Served	Location	Public or Private	Enrollment †	Capacity	Remaining Space	Full-Time Faculty	Staff
Charlton Elementary School	K – 1	Burlingame Road	Public	433	495	62	30	31
Mason Road Elementary School ††	K – 1	Mason Road (Dudley)	Public	382	309	(73)	31	20
Heritage School	2 – 4	Oxford Road	Public	570	675	105	41	21
Dudley Elementary ††	2 – 4	School Street (Dudley)	Public	411	389	(21)	37	14
Charlton Middle School	5 – 8	Oxford Road	Public	801	930	129	65	22
Dudley Middle School ††	5 – 8	Dudley-Oxford Road (Dudley)	Public	578	600	22	55	19
Shepherd Hill Regional High School ††	9 – 12	Dudley-Oxford Road (Dudley)	Public	1,206	1,302	96	77	30
Bay Path Regional Vocational Technical High School	9 – 12	Burlingame Road	Public	1,115	1,120	5	125	50

Source: Town of Charlton at www.townofcharlton.net, Education and Dudley-Charlton Regional School District at <http://www.dc-regional.k12.ma.us>, Shepherd Hill Regional High.

Notes: † Enrollment numbers are for the 2006-2007 academic year.

†† These schools are actually located in Dudley, but are listed here as part of the Regional School System.

Dudley-Charlton Regional School District

The Dudley-Charlton Regional School District (DCRSD) has earned accreditation from the National Association for the Education of Young Children, the nation’s leading organization of early childhood professionals. In addition, Shepherd Hill Regional High School is accredited by the New England Association of Schools and Colleges, Inc., a non-governmental, nationally recognized organization whose affiliated institutions include elementary schools through collegiate institutions offering post-graduate instruction. Approximately 87 percent of DCRSD’s 264 graduates (Class of 2007) are continuing their education beyond high school, attending four-year colleges, two-year junior and technical colleges, and other post graduation institutions. MCAS results from May 2006 testing placed DCRSD 61st out of 328 districts statewide.

Programs

DCRSD provides the following programs to help all students experience success:

- Full-day Kindergarten.
- Remediation programs at the middle and high schools to help those students who have not demonstrated proficiency on the MCAS tests.
- Title I (or similar) programs for those students considered “at risk” in grades K-6
- District-wide tutoring programs.

- SHRHS was built with 77 classrooms. With the inclusion of special education, computer labs, etc., the number of classrooms for regular education classes has been reduced to 68.
- The average core classroom contains between 590-775 SF. Today's standards demand 950 SF per classroom.
- SHRHS science laboratories contain between 900-1,055 SF, far below the current standard of 1,200 SF.
- Innovative special education programs have been difficult to implement due to unavailable classrooms and inadequate space.
- Physical education classes are too large for gyms and available lockers. There are not enough fields or gyms for athletics. Off campus facilities within the district are used which necessitate the busing of student athletes.
- The class schedule was modified to accommodate four lunches.
- Population and Enrollment - 10-year History:
 - SHRHS, based on October 1st enrollment in grades 9-12. The 1996-2006 grades 9-12 historic growth increased by 404 pupils, or 5.04 percent per year. The projected growth over the next two years shows 122 additional students (to a total of 1,327) or a continued annual growth rate of 5.06 percent.
- The above projected figures represent students presently enrolled in the system and do not account for any new growth. The towns of Dudley and Charlton have issued over 750 building permits during the past five years with additional single-family home subdivision projects in the preliminary or definitive design and application stage.

Charlton's schools are interconnected with many elements of the Master Plan, including infrastructure, sewer and water for schools; road improvements for busing; population and housing; and open space. As indicated by the Charlton Planning Board survey, a large number of residents (41 percent) favored funding school additions or new schools. We are fortunate to have this community support for our schools. However, the reality is that our tax base must be able to support our schools. What can we do now to facilitate the potential growth in enrollment? Some solutions to consider are:

- Preserve a site now for future school building.
- Increase enrollment and business in Charlton, thus increasing tax base without increasing student enrollment.
- Increase open space as a means of controlling development.
- Limit residential growth by increasing lot size and restricting the number of residential building permits issued per year.

Budget

The FY 2008 budget, approved by the Dudley-Charlton Regional School Committee, is \$43,109,235. The assessment to the Town of Charlton for the 2007-2008 school year is \$9,219,632 for both operating and capital assessments. The school district received

\$23,069,087 in state education aid to support the FY 2008 budget, while the DCRSD committed over \$1,000,000 of its reserves to reduce the assessment to both towns.

Technology

The district currently houses more than 1,600 personal computers (PCs), consisting mainly of WINTEL PCs running various versions of Window OS. The majority of the network hardware is over seven years old. Most are capable of operating at 100MB or better. Units are identified as needing replacement and upgraded as necessary. All schools are connected through fiber optic cable provided by Charter Communications at 100MB throughput. Internal wiring closets in the schools are connected through either fiber or CAT5 copper, with most operating at 100MB.

Over the last 18 months, the DCRSD has implemented the following projects:

- Initiated an online helpdesk system for staff.
- Revamped the District-wide backup strategy.
- Arranged email archiving for compliance with the public information law.
- Installed a security certificate to encrypt student data available from outside the district.

Future technology needs include:

- Formal 'technology' line in the operating budget.
- Formal upgrade/replacement plan for CDRSD technology assets.
- Centralized system for storage/deployment of technology supplies/expendables.
- Increased staffing in the IT department.

Future

Future needs could include:

- Renovation and expansion of existing schools.
- Staff increases to accommodate additional students and programs.
- Expanding sports facilities to facilitate town- and school-wide needs.

In addition, the DCRSD community will participate in a comprehensive effort to revise the district's Strategic Plan, outlining the educational needs and direction of the school community for the next three years. Goals and corresponding objectives will be designed to improve a wide range of programs and services in core areas:

- Curriculum and Instruction
- Staffing
- Funding
- Communication, and

➤ Environment.

Action Planning Committees are slated to author specific activities to address community expectations for continuous improvement, as well as state and federal mandates for school accountability. The plan will establish a long-range direction for the district.

Bay Path Regional Vocational Technical High School

Charlton is also a member of the Southern Worcester County Regional Vocational School District, which operates Bay Path Regional Vocational Technical High School (“Bay Path”). Bay Path is a multifunctional educational facility, also located in Charlton, established to serve the needs of a diverse population in the Southern Worcester County Regional Vocational District. It is the mission of the school, in cooperation with the District, to provide an integrated academic and vocational technical education. Students are prepared with a broad range of knowledge and job skills necessary to function effectively as productive and contributing members of multicultural communities.

Opened in 1972 on top of Muggett Hill, Bay Path serves students from its member Worcester County communities of Auburn, Charlton, Dudley, North Brookfield, Oxford, Paxton, Rutland, Spencer, Southbridge, and Webster. The school’s programs are also available to pupils outside these areas on a tuition basis. Bay Path has been a visible part of the Charlton community by providing services to nonprofit organizations in the town.

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Students & Enrollment

Bay Path graduated 245 students June 2007; 40 of these students were from Charlton. This is a significant increase from June 1998 when 26 Charlton students graduated. Currently 118 students from Charlton are enrolled in one of the 21 vocational areas. Approximately 15 students from Charlton are receiving extra services from the Special Education Department. The assessment cost per student for the Town of Charlton is \$4,559. Towns that do not belong to the District pay \$12,087 per student in tuition for regular education students and \$13,839 for special education students. The acceptance of out of District students to fill available vocational space allows lower assessments for member towns. Out of District towns also pay all transportation costs for their students.

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The Bay Path Adult Evening School had a 10 percent increase in participation in the 2006-2007 academic year. Total enrollment for the Fall and Spring sessions was 3,350 participants compared to 412 participants in 1998-1999. The programs ranged from Career & Licensing, Computer & Technology, Health & Fitness, Language & Art, Hobbie & Crafts, Business & Finance, Sports & Leisure and over 350 on-line courses. Bay Path Administrators see a strong opportunity to partner with local business and

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industry in Charlton and offer job training courses through the Adult Evening School.

Facilities

The Southern Worcester County Regional Vocational School District recognizes the academic and fiscal needs of its school and is planning for expansion. With the academic demands and the advancements in technology, it is imperative that the District expand and modernize its facility. The District is working closely with the Massachusetts School Building Authority to develop a plan for the future.

Programs & Services

Bay Path has added both academic and vocational staff to meet the demands of the state and to continue the academic success and vocational achievement of our students. With expansion and growth, staff adjustments will be made accordingly.

It is the practice of Bay Path Regional Vocational High School to utilize the occupational programs to complete projects for the town. In the 2006-2007 school year, 315 projects were completed for the Town of Charlton and its residents. These projects must be of educational value to the students.

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Budget

The proposed budget for the 2006-2007 school year is \$14.08 million. This is a 6.5 percent increase since 2005 and includes loan repayments and operating cost increases.

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Assessment figures for Charlton decreased to \$775,997 for the 2006-2007 school year, which is a 10 percent decrease from the previous year.

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In the 2006-2007 school year, Bay Path received \$703,256 in Federal and State grants. These grants help to lower the tuition costs to District towns, but come with stringent requirements and reporting responsibilities.

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Future

The Southern Worcester County Regional Vocational School District now consists of 10 towns. The newest towns to join the district are North Brookfield, Paxton, and Spencer. David Papagni, the Superintendent of Bay Path, noted that progress has been made at the school but there is more work to be done.

1. Bay Path recently completed a sewer project and is now tied into the Charlton Sewer system. An 1,800-foot sewer line was run from the school to Old Worcester Road, at a cost of approximately \$300,000.

2. The school continues to formulate plans for the expansion of the building. Under the new Massachusetts School Building Authority regulations, a Statement of Interest was submitted and the school is presently being evaluated for its educational and architectural needs.
3. Bay Path is looking to expand its vocational programs to include post secondary students in the areas of Dental Hygiene and License Practical Nursing.
4. Bay Path Administrators see a strong opportunity to partner with local business and industry in Charlton and offer job training courses through the Adult Evening School.

Bay Path Regional Vocational Technical High School is a great resource to the Town of Charlton, both for the education it provides Charlton residents and for the services students give back to the community. Bay Path is committed to continuing to serve Charlton with the finest vocational education program available for high school students and adults and will use its skills and facilities to further town projects as they add to the students' education.

Charlton Housing Authority

The Charlton Housing Authority is overseen by five members and one staff person. The Authority presently manages 30 one-bedroom units for elderly/handicapped persons under the State's Chapter 667 program and six 3-bedroom units for families under the State's Chapter 705 program. All of these units are located on the Authority's property at Meadowview Drive. The Authority also administers certificates for the Alternative Housing Voucher Program (AHVP) which provides rental assistance on a temporary basis to non-elderly handicapped persons. More detailed information on the Authority's property and future plans is described in Chapter 3, Population and Housing.

The Charlton Housing Authority processes applications for state-aided elderly housing from persons who are sixty years of age and older. Handicapped persons continue to be eligible for state-aided housing for the elderly regardless of age. The Authority also processes applications for state-aided family housing from persons who qualify.

Services for the Elderly

Most programs for elderly services in Charlton are under the auspices of the Council on Aging (COA), which is responsible for representing and serving all the elders in the community. The goal is to provide a safe and friendly environment for socialization and recreation as well as outreach services to homebound elders and to

allow seniors to remain in their homes as long as possible. Charlton currently has a senior population of 2,051, an increase of 71 percent since 1996 (1,200 seniors). The COA is staffed by a Director, an Outreach Coordinator, a Kitchen Site Manager and a Kitchen Assistant. The COA also works closely with private agencies, Municipal Departments and Public Officials in an effort to serve as many seniors as possible. The COA is assisted by 52 volunteers (in 2006).

The Outreach Coordinator works in the community to identify unmet needs, explain/introduce services, connect seniors to the appropriate agencies, and provide referrals. The full-time position is funded by the Town. The Outreach Worker coordinates with the Fire and Police Departments, as well as, churches, hospitals, nursing homes and Tri-Valley to make sure that Charlton's elderly population is well cared for. The formation of this position fulfills a primary goal of the Council on Aging to expand and improve its outreach program to better serve the senior population of Charlton.

Golden Age Club

The Golden Age Club is a group of concerned citizens working to supplement funds not provided by local and/or state government. The Club raises money through events, membership donations and private donations.

Blood Pressure Clinic

A monthly blood pressure clinic is provided at the Center and open to all seniors.

S.H.I.N.E Counselor

SHINE stands for Serving the Health Information Needs of Elders. By appointment only, a nurse is available at the Senior Center to meet with seniors and discuss their health concerns and needs. Through the SHINE Counselor, the Center provides seniors with some tests, including blood pressure, and makes referrals to primary care physicians when necessary.

S.A.L.T. Council

Standing for Seniors & Law Enforcement Together, SALT is a council made up of the Charlton and Southbridge Police Departments, the Charlton and Southbridge Councils on Aging and participating seniors. Seniors are encouraged to attend the meetings. By attending, it gives them a chance to meet local police officers, to hear what's happening in town, to voice concerns and make suggestions.

Friendly Friends of Charlton Seniors Inc.

Friendly Friends of Charlton Seniors Inc. was formed in 2006 to help raise money for the new Senior Center facility.

Other services provided by the COA include:

- Organized Trips
- Daily Lunch
- Cards & Pool
- Exercise

- Line Dancing
- Monthly Newsletter
- Monthly Birthday Party
- Monthly Programs on Senior Issues

Volunteer services include:

- Friendly Visitors
- Telephone Reassurance
- Transportation to appointments, shopping, etc...
- Eucharistic Minister
- Errands
- Respite
- Handyman Service
- S.H.I.N.E. Counselor

Facilities

The Senior Center, located in the Town Hall, is open five days a week. It serves the senior population as a resource for information and offers educational programs, social activities and a lunch program five days a week. A computer system was installed in 1998 and a monthly newsletter is sent out to seniors (approximately 500).

In 1999 many improvements were made to the physical appearance of the Senior Center including a new back entrance and back doors and interior painting. New ceilings were installed with the help of students from Bay Path Vocational High School. Financial support for these projects was provided by the Golden Age Club and a donation from US Gen. Office space. A computer was added for the Outreach Coordinator. Seniors now have access to four computers with internet access. However, the space is not configured appropriately for the Senior Center's current needs and a new facility is desired (see later discussion on Four Dresser Hill Road).

Budget

The Council on Aging budget has increased from \$10,000 in 1996 to \$37,000 in 1999 and to \$108,000 in FY2008.

Future Needs

The Council on Aging has several future needs:

Short-Term:

- Improve coordination between the Council on Aging, the Housing Authority, Masonic Home and other resources.
- Identify location and secure site for new Senior Center.
- Acquire grant funding for new senior center.
- Add an Administrative Assistant as part-time position, funded initially by an Incentive Grant from the Executive Office of Elder Affairs.

Long-Term:

- Provide transportation for all seniors, such as an elder bus service. Look to possible coordination with the Masonic Home.
- Install RUOK Communication System, housed in the Police Department, to check on elderly who are living alone and are at risk.
- Advocate for more senior housing in Charlton.
- Through a recently awarded Priority Development Fund (PDF) Grant, continue to study opportunities to develop property at Charlton Housing Authority for affordable housing (restricted to anyone over 60 years of age and any disabled person).

Library

In 1905 William Henry Dexter of Charlton presented a Memorial Hall to the community, which included a library room and space for all town offices. Charlton's population then was approximately 2,000 residents. This historic building served the Town for almost 100 years in those capacities. In 1998 a Town Meeting vote transferred the control of the Dexter Memorial Hall to the Trustees of the Charlton Public Library, an elected six-member board. This action began the migration of Charlton Town offices across the street and enabled the Library to apply for state aid for a renovation project.

In July 2007, the Charlton Public Library moved into its newly renovated facility at 40 Main Street, in the center of town. For the past year, the library has been housed temporarily down the street as the building was renovated and added to for the modernized library. A dedicated group of volunteers planned the library renovation. At 1,000 square feet, the previous library was appropriate for a community of 1,500 people;⁵ the increase to 23,300 square feet is anticipated to meet the community needs for the next 20 years.

This increase in size enabled Charlton to pursue State grants to fund this five million-dollar project. The project took approximately two years to complete and was funded by the State, the town and a local fundraising drive. The renovation will correct the many basic problems associated with a century old building such as electricity, plumbing, water and the handling of hazardous building materials; increase accessibility to all floors; and, provide floors capable of supporting the 150 pounds per square foot needed for book stacks. The third floor meeting hall, once used for dances, theater and recreation activities has been restored for community use.

The Charlton Public Library is a member of the Central Massachusetts Regional Library System (CMRLS) and the Central/Western Massachusetts Automated Resource Sharing System (C/WMARS). The Library is administered by an elected Board of Library Trustees. Standards for library service are set by the Trustees and

▼
⁵ American Library Association from Charlton Master Plan, 2000.

the Massachusetts Board of Library Commissioners, the state agency that supports, improves and promotes library services throughout the Commonwealth.

Animal Control Officer

Continued residential, commercial and industrial development forces wildlife habitat into smaller areas or into populated areas; this has led to more wild animals interacting with the public in a search for food and thus a greater need for this expanded position. Furthermore, increased population adds to the number of domestic animals that reside in Charlton.

The 2000 Master Plan recommended adding the position of Animal Control Officer in the Town of Charlton. Effective FY2008, the Town has now expanded the Dog Officer position to an Animal Control Officer. There is one full-time animal control officer and two part-time assistants, with a dedicated vehicle and communications system. The vehicle is used to transport all injured domestic animals and stray animals. The Animal Control Officer will address issues not only with domestic animals, but also wild animals. With the Police Chief, the Animal Control Officer plans to work with the Town to upgrade the temporary board and shelter for canines and felines. This plan could include a renovation at the current location at the Town Highway Facility on Old Town Road. However, site constraints introduce the possibility of building an entirely new facility at a different location in order to be able to accommodate more than just canines.

Charlton also has an Animal Inspector whose primary duty is rabies control in the domestic animal population. Municipal Animal Inspectors, who are appointed annually by the state Bureau of Animal Health are also responsible for barn inspections and may be called to assist with domestic animal disease quarantines in the event of an outbreak. In 2006, the Animal Inspector conducted an animal inspection of 101 barns in Charlton with the following results:

Horses: 270	Ponies: 18	Baby Equines: 4	Mules: 1
Donkeys: 9	Llamas: 27	Baby Llamas: 2	Alpacas: 10
Dairy Cows: 2	Beef Cows: 47	Baby Calves: 13	Rabbits: 284
Goats: 367	Baby Goats: 30	Sheep: 110	Baby Sheep: 79
Pigs: 43	Baby Pigs: 2	Pot Belly Pigs: 2	Chickens: 383
Turkeys: 10	Guinea Hens: 37	Waterfowl: 36	

Source: Town of Charlton (www.townofcharlton.net), Government/Animal Inspector.

Town Administration

The Town of Charlton currently utilizes the Town Meeting form of government. Its structure is made up of elected and appointed officials. The Board of Selectmen appoints a Town Administrator to run basic day to day activities. The Annual

Meeting of 1999 voted to increase the Board of Selectmen from 3 to 5 members. This change went into effect in May, 2000.

A number of recommendations related to Town Administration in the 2000 Master Plan have been implemented:

- ▶ A town-wide website was implemented in 2001 and has been an effective means for distributing information to the community.
- ▶ Through the website, the roles of town departments and boards have been clearly defined and differentiated to the public.
- ▶ Interdepartmental coordination and financial planning required improvement. In 2006 the Town adopted a seamless accounting system, putting the offices of Assessor, Accounting and Treasurer all on one unified software for managing the town's financials.
- ▶ With its consultant, CMRPC, the Town is in the final phases of the digitization of all Assessors' Maps and all of the datalayers, including zoning and parcels. Anticipated completion is in late 2007.

If the town continues to grow it could choose to change its form of government. A question on the residential survey for the 2000 Master Plan asked respondents to indicate what things could help improve town government. The answers indicated that there could be a desire for change but it was not clear what kind of change was desired. Two of the suggestions (appointing a town administrator and increasing the board of Selectmen to five members) were both accomplished at the 1999 annual Town Meeting. A very large majority of respondents felt that finding more ways to involve more citizens in town government would improve it. The Town should consider forming a Welcoming Committee. This group could visit new townspeople with a package of information including a mail in voter registration form to help increase voters. A majority felt the town should adopt a charter, but a majority was not in favor of a town council form of government.

Other Challenges and Opportunities

Gas

Although maps of Charlton show several natural gas transmission lines, none of these lines provide gas to the Town. Instead, these interregional transmission lines serve to distribute gas to holding tanks outside of Charlton. An NStar Representative visited the Planning Board a few years back with the message that service is not currently available (the closest connection is currently on the opposite of Oxford) and the provision of gas in Charlton is still a few years down the road.

Ease of distribution, lower combustion emissions, and lesser impacts of spills and leaks would seem to favor gas service over continued reliance on fuel oil. When establishing gas service in Charlton, negotiation and implementation must respect safety and environmental requirements, interrupt-ability and peak usage pricing, and demand issues related to the ongoing development of fuel cell technology for various fuels and power unit sizes.



Electricity

With ongoing deregulation and vendor selection, it is unclear to what extent the community will benefit from local generation of power. In any case, decisions should be based on total impacts and benefits. Presumptions of reduced power costs may be short-sighted. An Aggregation Committee is being formed to investigate the feasibility of purchasing and using electricity from PG&E at discounted cost.



Bridges and Dams

Repairs are planned at Little Nugget Lake, South Charlton reservoir, and Glen Echo Lake using state grant assistance. Several dams are on the Department of Environmental Management's list of high-risk dams. Owners are bound to implement repairs required by State inspectors. Developers and Boards also must prove that projects would not jeopardize dams and bridges by increasing storm flows.



Solid Waste/Recycling

Recycling in Charlton lapsed in 1992 when the landfill was closed. The capping of this landfill is required by the DEP and will be a major expense for the Town. Since the 2000 Master Plan, efforts to restore a recycling program have been unsuccessful. Currently, there are many private solid waste/recycling companies that service Charlton. The 2000 plan recommended that Town consider hiring one company for waste removal and recycling.

The Recycling Committee was appointed by the Board of Health in November of 2004 to gather information about the possibility of starting a town wide recycling program. In May 2006, there was a Town Meeting vote concerning a Pay-As-You-Throw, single-handler solid waste and recycling program. Advantages of a Pay-As-You-Throw program could include monetary savings on volume discount, preserving roadways, safety, and decreased traffic. This vote was defeated and the Recycling Committee is not pursuing it at this time. However, the Recycling Committee is working with the Board of Health to require the haulers working in

Highway Barn at Flint Road

The Highway Barn is a priority project and is currently underway, as discussed above in the section on the Highway Department.

Fay Mountain Farm

Located north of Stafford Street off of Cemetery Road, a Town designated Scenic Road, the 65 acre Fay Mountain Farm was purchased by the Town of Charlton in 2002 with a grant provided by the Mass. Division of Conservation Services (DCS) and funding provided by the Masonic Home through a state agricultural mitigation fund requirement. The Town preserves this unique property as an active farm resource via leasing for continued apple orchard production. The on-site open space also offers passive recreational opportunities via a segment of the Midstate Trail that passes through the site. In addition to the 32 acre on site orchard, the property includes a historical barn, Snow Pond, blueberry and raspberry plantings and over 28 acres of natural wooded and field open space. According to the Town Administrator, determining the highest and best use for this property is a significant priority.

Water

The first step in improving Charlton's water supply system is obtaining the 100,000 GPD referenced earlier. The town has to consider the next steps which could be finding water within town or working out an arrangement with Southbridge to increase the 100,000 GPD. The April 2004 Town Meeting approved two warrant articles. The first authorized the town to negotiate with Southbridge. The second authorized the Town to continue to negotiate with Southbridge for an additional 400,000 to 500,000 GPD beyond the initial 100,000 GPD.

Town Services Goals Statements

- Maintain, expand and improve town buildings so as to provide quality services in accessible, safe, efficient, and well-maintained facilities.
- Improve and expand town services and government to keep pace with Charlton's growing population. (e.g. Fire)
- Continue to improve and expand sewer and water systems in ways that support the goals and strategies of other elements of the master plan.
- Provide communication links throughout town departments including: police, fire, town hall, highway, library, elderly services, and emergency management services. (also cell coverage)

- Maintain Charlton’s high standards for education; provide adult education courses to meet future employment requirements.

[ADDITIONAL GOALS NOT YET INCLUDED IN CHAPTER.1]

- Clean water for drinking
- Water for new development
- Green Technology

Public Services Recommendations

[RESERVED]