

Wachusett Corridor Smart Growth Plan

Services and Facilities Element

I. Background

The Wachusett Commuter Rail Extension Project involves the construction of a new Wachusett Station in Fitchburg, a Layover Facility in Westminister, and upgrades to the existing Fitchburg Commuter Rail Line, a branch of the commuter rail network serving Eastern and Central Massachusetts operated by the Massachusetts Bay Transportation Authority (MBTA). The new station will be located in West Fitchburg in close proximity to Route 2 at Route 31 in the existing 231 Industrial Park. The layover facility in Westminister will be located in the existing Westminister Business Park near Route 2A.

The project is expected to:

- Improve mass transit options to communities west of Fitchburg;
- Improve the region's economy by reducing commute time from the Montachusett Region to the Boston area job market;
- Increase the supply of commuter rail parking for travelers in the western part of the region; and,
- Improve the operation and capacity of the Fitchburg Line train Layover Facility.

In addition, by improving overall access to region, the project provides a potential catalyst to enhance development opportunities in the vicinity of the station area and improve the regional housing market.

The design of the project has been completed and construction of the station and layover facility began in late 2012. Construction is expected to be completed by the end of 2014. Commuter rail service to the new station is expected to begin in fall, 2015.

To assess the impacts of the Wachusett Commuter Rail Extension for the Smart Growth Plan, a study area corridor was defined as a circle with a 2.5 mile radius with the new Wachusett Station as the center. This study area also encompasses the Westminister Layover Facility. This distance was chosen because it is an easily bikeable distance from the station. The study area covers approximately 12,566 acres or 19.6 square miles. As shown on the map, the study area covers portions of three communities, including the southwestern corner of Fitchburg, the northwestern corner of Leominster, and a portion of east central Westminister.

For the purpose of this facilities and services analysis, the focus is on project impacts within the defined Wachusett Corridor study area. However, some data used in the analysis is not available at the study area level. In those cases, data may be reported at the community level.

II. Services and Facilities¹

a. Schools

There are a total of eight educational facilities for children in preschool through high school within the study area. This does not include schools outside the study area which children who live in the study

¹ An inventory of Services and Facilities in the Wachusett Corridor is provided in Appendix A

area may attend. In 2000, 32% of the population within the study area was between the ages of 0 and 19. 26% of those children were between the ages of 5 and 19 (2000 Census Summary, ESRI BAO). In 2010, 26% of the population within the study is made up of children ages 0-19. 19% of those children are between the ages of 5 and 19 (2010 Census Profile, ESRI BAO). Based on this data, between 2000 and 2010, there has been a decline in the amount of school age children within the study area which suggests that the schools are not facing increasing enrollment and therefore should not have capacity constraints.²

b. Community Centers and Services

There are four prominent community centers that help people in various ways within the study area. The Cleghorn Neighborhood center is located within the study area on Fairmount St. and provides providing bilingual and bicultural activities and events. Programs include: Youth Development, Free Continuing Education for Adults, Family Services, resident led Neighborhood Revitalization, and Civic Engagement³. There is also a YMCA on Wallace Ave. in Fitchburg which provides after school activities for youth throughout Fitchburg as well as spaces for physical activity. Amenities include: Indoor pool, wellness center, gymnasium, two group exercise studios, racquetball court, family locker room, and steam and sauna rooms in designated locker areas. Community services provided by the YMCA include Childcare, Education and Leadership, Swim, Sports, & Play, Camp, Family Time, Health & Fitness, Sports & Recreation, and Social Responsibility Programs⁴.

LUK is another non-profit organization that provides services to the community, including counseling, prevention and advising support as well as youth services such as one-on-one youth mentoring and a site based program where children can go after school for various activities⁵. LUK also provides Prevention, Counseling, Placement, and Support Services. The main office is located at 545 Westminster St, Fitchburg. 99 Day Street, Fitchburg.

The Montachusett Opportunity Council (MOC) provides a variety of services, including:

- Nutrition and Wellness: Community Health Education, Youth Development, CARE Services, Safe and Healthy Environment, WIC, and Elder Nutrition programs
- Childcare and head start: Head start, Family Child Care Homes, Toddler programs, School Age Program, Coordinated Family and Community Engagement Program
- Housing and Community Services: Energy and Environmental Services, Housing and Emergency Services, Financial Education/ Asset Development, Youth Services, and Fitchburg Family Connections Coalition⁶

The Cleghorn Neighborhood Center, LUK, and MOC all cater to low income households and other disadvantaged populations in the community.

² For school district information, see Appendix B

³ <http://www.cleghorncenter.org/>

⁴ <http://www.ymcaofcm.org/locations/montachusett-community-branch/>

⁵ <http://www.luk.org/>

⁶ <http://www.mocinc.org/>

c. Religious Facilities

There are approximately ten Christian churches within the study area. There are also four churches close to but outside the study area where people from inside the study area may go to worship. There is also a Buddhist temple located outside of the study area in Fitchburg at 159 Richardson Rd Fitchburg, MA 01420. There are no Jewish synagogues located within the study area although there is a synagogue in Fitchburg, Congregation Agudas Achim, on Boutelle St. and in Leominster, Congregation Agudat Achim, located on Washington St.

d. Medical Facilities

There are no hospitals within the Study Area however there are hospitals nearby which serve the overall region including Burbank Hospital in Fitchburg and the Health Alliance Hospital in Leominster. Within the study area there are also two dental offices, an eye doctor, two family practices, two psychotherapists, an office for laser vision services as well as a nephrology office.

e. Government Offices

There are two government offices within the study area: the Leominster State Forest headquarters and the Worcester County Sheriff's office. Other municipal and state government offices are located outside of the study area.

f. Parks and Recreational Facilities

There are numerous locations in the study area for outdoor activities. These include:

- Parks
 - Crocker Playground
 - Philips Playground
 - Moran Field
 - Parkhill Park
- Forests
 - Leominster State Forest
 - Fitchburg City Forest
 - Nashua Valley Conservation Area
 - Dolloff Conservation Land
 - Bird Sanctuary
 - Cogshall Park
- Hiking Trails
 - Fitchburg Steamline Greenway

Further information on these parks and recreational facilities is provided in the Open Space and Recreation element of this Smart Growth Plan.

g. Emergency Services

Police

The Westminster Town Police Department is located at 7 South St in Westminster. The chief is Salvatore Abert who leads a total of 13 full time police officers. The Fitchburg Police Department is located at 20 Elm St. The chief is Robert DeMoura who leads 73 sworn officers and 5 non-sworn personnel. The Leominster Police Department is located at 29 Church Street in Leominster. Robert Healey is the chief of police for Leominster. There is also Massachusetts State Police presence in the study area.

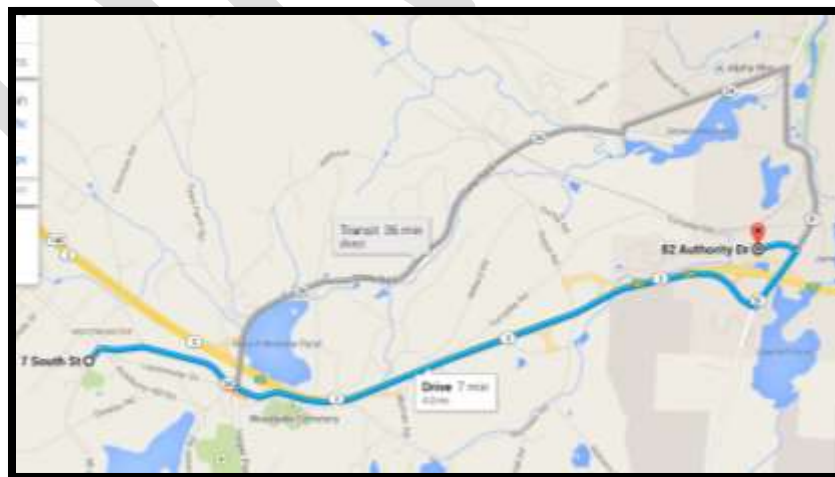
Fire

The Westminster Fire Department is led by Acting Chief Kevin Nivola. The station is located at 7 South St in Westminster. The fire department and EMS personnel include:

- 6 fulltime fire fighters
- 15 on call fire fighters
 - Shortage of fully trained on call fire fighters is a problem
- 6 Per-Diem fire fighters
 - Do not live in Westminster

Equipment includes:

- Rescue Truck
- Ambulance
- 4 Engine Trucks
- 1 Tower Truck
- 3 vehicles
- Radio equipment & Breathing Apparatus

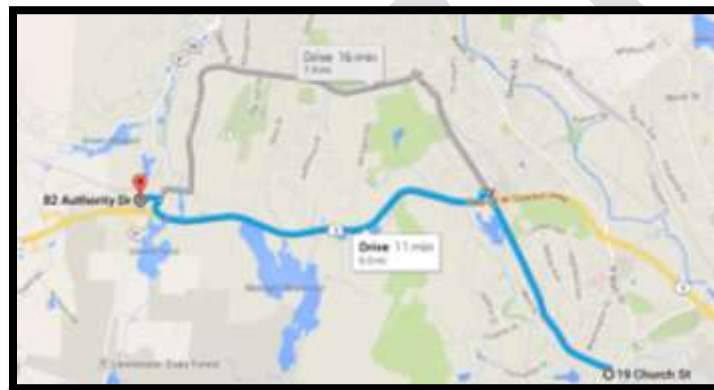


The expected drive time from the Westminster fire station to the Wachusett Station is 7 minutes, not accounting for changes in traffic.

The Leominster Fire Department is located at 19 Church Street in Leominster with stations at 598 Central St and at the intersection of Main St and Hamilton. There are a total of 80 personnel.⁷

Equipment includes:

- 8 Engine Trucks
- 2 Ladder Trucks
- 1 Heavy Rescue
- 3 Ambulances
- 1 Bucket Truck
- 8 Vehicles
- 1 Trailer



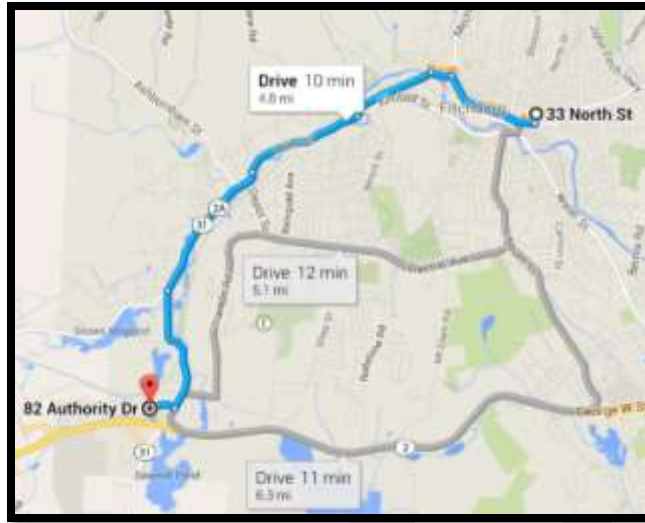
The expected drive time from the Church St fire station to the Wachusett Station is 11 minutes, not accounting for changes in traffic.

The Fitchburg Fire Department is led by Kevin Roy. Headquarters are located at 33 North St with other stations being located on Summer St and Fairmount St. There are a total of 76 personnel.

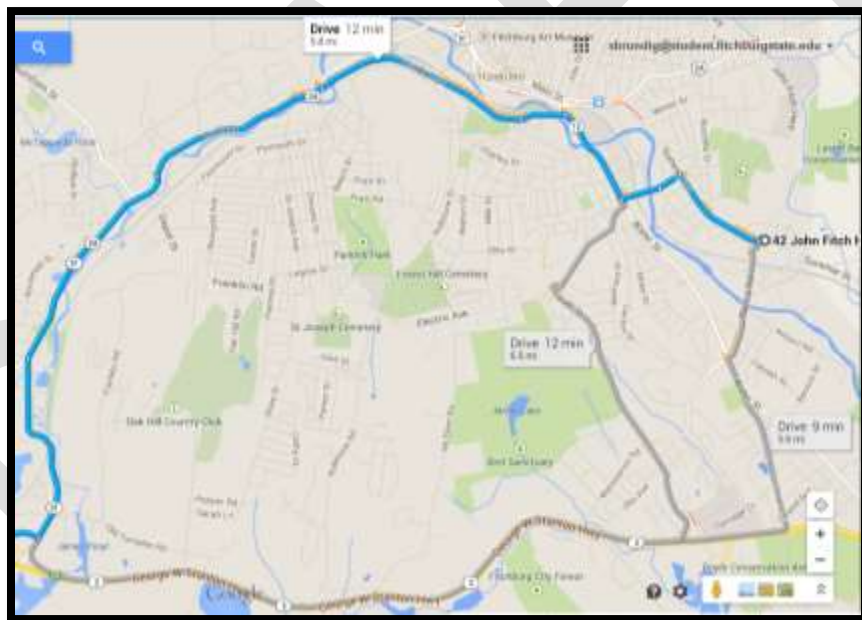
Equipment includes:

- 7 Engine Trucks
- 2 Tower Trucks
- 1 Ambulance
- 12 other vehicles
- 1 trailer
- 1 boat

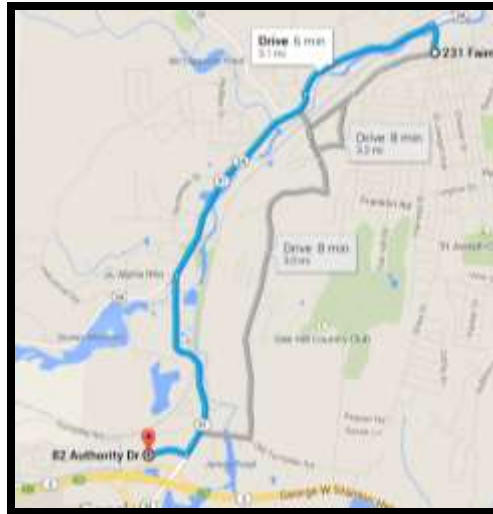
⁷ <http://www.firenews.org/mass/l/leominster.html>



The expected drive time from the North Street fire station to the Wachusett Station is 10 minutes, not accounting for changes in traffic.



The expected drive time from the Summer St fire station to the Wachusett Station is 12 minutes, not accounting for changes in traffic.



The expected drive time from the Fairmount St fire station to the Wachusett Station is 6 minutes, not accounting for changes in traffic. This station appears to be the closest in terms of drive time to the center of the Wachusett Corridor.

e. Water

Locations in Westminster get their water from the City of Fitchburg. The City of Leominster allows locations outside the city to connect to the Leominster water system (but at a higher cost) although the portion of Leominster within the Wachusett Corridor is served by private wells. The city of Fitchburg provides city water to local properties.

f. Sewer

Westminster has a municipal sewer system which has been expanded over the past decade. However there is a need for further expansion if the community is to grow. Capacity at the Whitman River Pump Station is one of the biggest issues going forward with business and residential growth in Westminster⁸. There are plans for expansion however funding is an issue. Fitchburg processes up to 320,000 Gallons/Day of Westminster sewer discharge. This has increased by 46% between 2000 and 2011. New lots cannot connect to the Westminster sewage line due to a moratorium put in place in 2003 after the Whitman River Pumping Station started to exceed its capacity during peak flow times. There is also an issue with infiltration/inflow (I/I) in the system. I/I is a dilution of sewage being treated and lowers the efficiency of sewage treatment plants. The system's rate of I/I is currently 40% which increases costs at the Whitman River Pumping Station and the cost of having sewage treated by Fitchburg plants. It also prohibits new developments from connecting to the sewer system.

Fitchburg has municipal wastewater treatment facilities to treat residential, commercial, and industrial wastewater. The system also provides treatment capacity to Lunenburg and Westminster. The portion of Leominster in the Wachusett Corridor uses septic treatment for waste water.

⁸ Westminster Master Plan DRAFT, under review by the Master Plan Committee

g. Public Transit

There is public transportation available through MART including a fixed route system and a demand-response system (Dial-a-MART). The Transportation Element provides further information regarding public transit service in the corridor.

h. Other Community Services

The Twin Cities Community Development Corporation (CDC) promotes neighborhood leadership and civic engagement, affordable housing development, homeownership and small business development. Their committees include Real Estate Development, Economic Development, Personnel and Finance, Resource Development, and Neighborhood Revitalization. Their mission and vision is as follows:

“The Twin Cities Community Development Corporation (CDC) is a membership organization led by the diverse resident and business communities of Fitchburg and Leominster. We invest in and organize the residents of these cities to help build assets such as quality housing, good jobs, strong businesses and effective leaders. We envision healthy neighborhoods where residents choose to live, work, and invest, thereby forming a powerful, unified community.”

III. Fitchburg, Leominster, and Westminster Property Taxes

As shown in Table 1, Fitchburg taxes Residential, Commercial, and Industrial properties at different rates. Leominster and Westminster taxes property at a single rate. The Residential Tax Rate in Fitchburg is almost a \$1 more than Leominster and Westminster. This higher rate is possibly due to the lower Average Single Family Home Value (Table 2). Regardless, Fitchburg has a lower Average Single Family Tax Bill than Leominster and Westminster (Table 2). It is noted that the commercial tax rate for Fitchburg is substantially higher than either Leominster or Westminster and could be a potential impediment to new commercial development in the community.

Table 1: Municipal Property Tax Rates

Municipality	Tax Rates			
	Residential	Commercial	Industrial	Personal Property
Fitchburg	\$19.83	\$26.32	\$26.32	\$26.32
Leominster	\$18.89	\$18.89	\$18.89	\$18.89
Westminster	\$18.98	\$18.98	\$18.98	\$18.98

Table 2: Average Property Value and Tax Bill

Municipality	Average Single Family Value	Average Single Family Tax Bill
Fitchburg	\$155,241	\$3,078
Leominster	\$209,709	\$3,961
Westminster	\$229,939	\$4,364

IV. Goals, Objectives, and Recommendations

Goals:

The overall goal for Services and Facilities in the Wachusett Corridor is:

- To provide excellent, cost effective, accessible facilities, services, and programs reflecting values respectful of our ages and our diversity, which, through collaboration, contribute to a high quality safe, civil, healthy, and sustainable community.

Objectives:

- Deliver high quality education from pre-school through grade 12.
- Provide high quality facilities, services, and programs that serve the needs of all the people in and around the Wachusett Corridor.
- Maintain and enhance municipal infrastructure and facilities in the Wachusett Corridor.
- Anticipate, plan and budget for any large projects in response to any projected growing demand on municipal services in the Wachusett Corridor.
- Promote environmentally sound practices in services and facilities in the Wachusett Corridor.
- Continue to deliver high quality public safety services in the Wachusett Corridor.

Recommendations:

1. Regionalization of Services and Consolidation: Fitchburg, Leominster, and Westminster should explore any regionalization opportunities with each other and neighboring towns that have the potential to reduce operating costs. One resource that could support these efforts would be MRPC's District Local Technical Assistance (DLTA) Program. The DLTA program, funded by the Commonwealth of Massachusetts, enables MRPC staff to provide technical assistance at no cost to its 22 communities to encourage municipalities to work together to achieve and/or enhance cost-effective service delivery. Examples of recent eligible DLTA projects categorized as municipal partnerships included but were not limited to:

- Shared services (e.g., regional lockup, regional 911 centers, other public safety and emergency response responsibilities, information technology/data management, school district/regional

school district analysis, shared professional and administrative services, agreements to operate shared waste disposal/recycling facilities/programs);

- Collective purchasing (if such purchasing cannot be otherwise accomplished using statewide contracts or can be achieved regionally for less than the state contract price, or items proposed for purchase are specific to municipal and/or school district agreements); and
- Cost saving measures that benefit more than one municipality.

It should be noted that DLTA funding from the Commonwealth of Massachusetts is not guaranteed each year, and applications must be discussed in a public meeting and signed by the Mayor or Chair of the Board of Selectmen.

2. Establish a Wachusett Corridor Implementation Committee: The Corridor group should establish an Implementation Committee which can facilitate implementation of Wachusett Corridor Smart Growth Plan's recommendations. It was suggested that a subcommittee could be created under MRPC's Comprehensive Economic Development Strategy (CEDS) committee. This Committee could also periodically brief the Board of Selectmen of Leominster, Fitchburg, and Westminster on the Plan's progress, on a quarterly basis or twice a year. Responsible Municipal Entities would be the Planning Board in consultation with the City Councils, Boards of Selectmen and Master Plan Committees.

3. Water/Sewer System Expansion Policy to Promote Business and Enhance the Tax Base: The Committee should encourage commercial and industrial in appropriate locations to enhance the tax base of the Wachusett Corridor communities. Ways to accomplish this are discussed and recommended in the Economic Development Element of the Wachusett Smart Growth Corridor Analysis. Importantly, in terms of municipal services, it should be recognized that the presence of infrastructure such as municipal water/sewer often dictates where development can take place in a community and how intensive that development is. Westminster is unable at this time to accommodate an increase in business activity and their resulting wastewater needs. Fitchburg is already processing sewage from other towns, including Westminster, and capacity for growth has to be determined.

Without adequate support systems in place in good locations for business, it will be difficult for the Corridor, especially the Westminster portion, to compete for new commercial and industrial enterprises seeking a home in North Central Massachusetts. Moreover, it will be increasingly difficult to retain existing businesses in the town if roads, water and sewer lines, emergency services, and technology services are not improved and maintained properly. Therefore, it is recommended that the Committee establish a concise plan for infrastructure improvements that sets as a priority, the provision of services to key economic development sites in the community. This Infrastructure Plan should be incorporated into the Capital Improvements Planning process so that important projects are considered well in advance of their necessity and so that appropriate and adequate sources of funding are sought to help pay for these projects. It should have a prioritization schedule and a corresponding development schedule and upgrades and expansions should be targeted to those areas planned for future development.

4. Continue Efforts to Coordinate Municipal and Community Services to the Benefit of Corridor Residents:

The Committee should create opportunities for residents in the Wachusett Corridor to provide feedback to municipal officials by occasionally polling them on their preferences. This attempt to create two-way communication between citizens and municipal government could also include a combination of tools, including: periodic newsletters, voluntary e-mail notification, announcements at public meetings and events, signage in prominent public places, an annual Corridor Meeting mailer, opinion surveys (both paper and digital), open houses, public forums and other opportunities for two-way communication not yet considered. The Responsible Municipal Entities include the City Councils and Boards of Selectmen in conjunction with all of the municipal departments and boards/commissions/committees that serve the Corridor.

5. Develop a Capital Improvement Plan for the Wachusett Corridor and Implement the Process:

The city of Fitchburg has a Capital Improvement Plan (CIP) that was adopted in 1998 and will soon need to be updated. Westminster is currently updating their Master Plan which will also include a CIP. Leominster maintains a Five Year Capital Asset Departmental Request list that is updated annually. A CIP is an on-going capital expenditure plan that identifies upcoming capital needs, schedules their purchase, and outlines how they will be purchased. Such plans usually look six-to-ten years down the road in terms of identifying capital needs. A capital need is a tangible item (equipment, building, etc.) that is above and beyond a municipal department's regular operating budget. A CIP can have the following benefits:

- Facilitate the coordination between capital needs and departmental operating budgets.
- Enhance the community's credit rating, control of its tax rate and avoid sudden fluctuations in its debt service requirements.
- Identify the most economical means of financing capital projects.
- Increase opportunities for obtaining federal and state aid.
- Focus attention on community objectives and the Town's fiscal capacity.
- Keep the public informed about future community needs and projects.
- Coordinate the activities of municipal departments so as to reduce duplication of services and share equipment where possible.

A CIP could be developed for the Wachusett Corridor to focus on the specific capital needs within the corridor. Elements of this CIP relevant to the individual corridor communities could then be incorporated into their respective CIPs. The Wachusett Corridor Implementation Committee described above could take the lead in developing this CIP. This could include the following steps:

- **Preparing an Inventory of Existing Facilities.** This will involve preparing an inventory of all municipally-owned properties and assets, including all buildings and equipment. The inventory should include documentation on the need for renewal, replacement, expansion or retirement of all physical assets. The inventory should also include information on the year each facility was

built or acquired, the date of last improvement, its current condition and scheduled date for rebuilding, replacement or expansion.

- **Determining the status of previously approved projects:** This involves identifying projects that are underway or about to get started and determine whether additional funds are needed and the amount of unspent funds available from completed or discontinued projects.
- **Assessing the Municipality's Financial Capacity:** Analyze the community's ability to afford major expenditures by examining recent and anticipated trends in revenues, expenditures, debt and unfunded liabilities such as pension costs.
- **Soliciting, Compiling and Evaluating Project Requests:** The Implementation Committee should solicit departmental recommendations for eligible projects. Each department would submit its request that would include a clear statement of need for identified projects, the project costs, their net effect on the department's operating budget and an implementation schedule.
- **Establishing a Priority Listing of Capital Projects.** The Implementation Committee ranks the priority of each proposed capital project. This is often the most difficult aspect of a CIP effort. Many communities make use of numerical scoring sheets. Whether or not a scoring sheet is used, the Implementation Committee should review each project utilizing a consistent set of criteria and evaluate each project in relation to other proposed projects to determine their relative importance.
- **Developing a Financing Plan:** Based on the adopted debt and CIP policies and the assessment of the financial capacity (see third bullet above), the Committee should recommend the method of financing for each project. Such financing can be through long-term methods (bonds, grants and loans, setting money aside in a stabilization fund, debt exclusion, etc.) or short-term methods (appropriation of current revenue, capital outlay expenditure approvals, bond anticipation notes, etc.).
- **When the CIP is updated,** the Implementation Committee could report to the City Councils and Boards of Selectmen for review and adoption. The report should include a summary of recommendations for the upcoming year's capital budget and the following years' Capital Program, as well as its analysis of fiscal capacity.
- **Monitoring Approved Projects:** The Implementation Committee should monitor the efforts of all departments to put in place the capital projects approved in the CIP and periodically report back to the City Councils and Boards of Selectmen. The monitoring reports should include changes in the targeted completion dates, identify serious problems and document the financial status of each project.

Appendix A

Services and Facilities in the Wachusett Corridor

Schools

Pre-School

Sacred Heart Preschool and Childcare – 22 Cottage St, Fitchburg, MA 01420

The school is a religious private school with a capacity of 39 children between the ages of 0 and 7+.

Busy Bee Preschool Center – 3 Harugari St, Fitchburg, MA 01420

A preschool for children as young as 1 ½ and has a limited license to serve 7-9 year olds. It is fully licensed and accredited and provides meals to the children. Languages spoken in the facility include English, Spanish, Finnish, French, and Portuguese.

Headstart

Montachusett Opportunity Council – 133 Pritchard St, Fitchburg, MA 01420

A preschool and headstart program for eligible families

Primary

Reingold Elementary – 70 Reingold Ave, Fitchburg, MA 01420

Serves children from preschool to 4th grade and is one of seven elementary schools in the Fitchburg School District. It is a public school that serves 583 students. The student teacher ratio is 15:1 (the state average is 14:1).

St. Josephs School – 35 Columbus St, Fitchburg, MA 01420

A private Catholic school serving grades PreK through 8.

Memorial Intermediate School – 615 Rollstone St, Fitchburg, MA 01420

This is a public school that serves 689 students from grades 5 through 8. The student teacher ratio is 16:1.

Secondary

Montachusett Regional Vocational Technical School – 1050 Westminster St, Fitchburg, MA 01420

This is a vocational school that serves 1400 students in grades 9 through 12. The student teacher ratio is 13:1.

North Central Charter Essential School – 1 Oak Hill Rd, Fitchburg, MA 01420

This is a charter school that serves 368 students from grades 7 through 12. The student teacher ratio is 11:1.

Community Centers

YMCA – 55 Wallace Avenue

Amenities: Indoor pool, wellness center, gymnasium, 2 group exercise studios, racquetball court, family locker room, steam and sauna rooms in designated locker areas.

Cleghorn Neighborhood Center – 2-18 Fairmount St

Works with children and families from the Cleghorn area, providing bilingual and bicultural activities and events. Programs include: Youth Development, Free Continuing Education for Adults, Family Services, Resident led Neighborhood Revitalization, and Civic Engagement.

Churches, Temples, Meditation Centers

Churches near the study area, but outside the 2.5 mile radius include:

Redemption Rock Church

3 Hager Park Rd, Westminster, MA

Church of Christ

569 Main Street, Fitchburg, MA

Episcopal Church

Horizon Christian Fellowship

356 Broad Street
Fitchburg, MA 01420

Non-denominational

First Parish Unitarian

923 Main Street (Upper Common)
Fitchburg, Massachusetts 01420

Unitarian

Churches within the study area include:

Church of the Good Shepherd

10 Wachusett St
Fitchburg, MA 01420

Episcopal

Bread of Life Assembly of God

22 State Rd E, Westminster, MA

Affiliated with the General Council of the Assemblies of God

Beth Eden Church

350 Ashburnham Street
Fitchburg, Massachusetts 01420

Baptist

St Joseph Church

49 Woodland St

Catholic

Iglesia Pentecostal

2 Vernon St

Pentecostal

West Fitchburg Methodist Church

Madonna of the Holy Rosary Church

118 Theresa St

Catholic

Church of the Harvest

179 Pratt St,

Non-denominational

Church of the Living God

18 Fairmount St

Non-denominational

Fitchburg Spanish SDA Church

179 Pratt Street, Fitchburg, MA
Seventh Day Adventists

Hospitals and Clinics

There are not hospitals within the study area

Hospitals near the study area, but outside the 2.5 mile radius include:

Burbank Hospital

Health Alliance Hospital

Doctors and other medical facilities inside the study area include:

Wachusett Family Dental

16 Wyman Rd, Westminster, MA

Meeting House Family Practice

16 Wyman Rd, Westminster, MA

Jarvis Richard G OD

14 Hanks Hill Rd, Westminster, MA

Bio Medical Laser Services, Inc.

23 Village Inn Rd, Westminster, MA

Lisa A. Pineo, LMHC

545 Westminster Street, Fitchburg, MA

Denis A. Bradley, LMHC

63 Fairmount St, Fitchburg, MA

Parkhill Family Practice

155 Franklin Rd, Fitchburg, MA

Brian McDowell DDS

558 Electric Ave, Fitchburg, MA

North County Nephrology Associates

551 Electric Ave, Fitchburg, MA

Government Offices

Offices within the study area

Leominster State Forest- Headquarters

90 Fitchburg Rd, Westminster, MA

Worcester County Sheriff's Office

19 Fairmount Pl, Fitchburg, MA

Parks and Recreational Facilities (overview, more detailed description will be in Open Space Element)

Parks

Crocker Playground

Philips Playground

Moran Field

Parkhill Park

Forests

Leominster State Forest

Fitchburg City Forest

Nashua Valley Conservation Area

Dolloff Conservation Land

Bird Sanctuary

Cogshall Park

Other

Fitchburg Steamline Greenway

Other relevant government services

Montachusett Opportunity Council

Provides Nutrition and Wellness Programs, Childcare and Head start, as well as Housing and Community Services

Nutrition and Wellness: Community Health Education, Youth Development, CARE Services, Safe and Healthy Environment, WIC, and Elder Nutrition programs

Childcare and head start: Head start, Family Child Care Homes, Toddler programs, School Age Program, Coordinated Family and Community Engagement Program

Housing and Community Services: Energy and Environmental Services, Housing and Emergency Services, Financial Education/ Asset Development, Youth Services, and Fitchburg Family Connections Coalition

LUK social services

Prevention, Counseling, Placement, and Support Services

Main office: 545 Westminster St Fitchburg, MA

Fitchburg office: 99 Day St, Fitchburg, MA

The Twin Cities Community Development Corporation (CDC)

Promotes:

Neighborhood leadership and civic engagement

Affordable housing development

Homeownership and small business development

Their committees include:

Real Estate Development

Economic Development

Personnel and Finance

Resource Development

Neighborhood Revitalization

Appendix B

Inventory of Schools in the Wachusett Corridor

Fitchburg Public Schools

Enrollment by Grade (2013-14)																	
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	SP	CT	Total
Arthur M Longsjo Middle School	0	0	0	0	0	0	117	114	122	121	0	0	0	0	0	-	474
Crocker Elementary	103	104	99	84	101	89	0	0	0	0	0	0	0	0	0	-	580
Fitchburg High	26	0	0	0	0	0	0	0	0	0	301	322	244	223	0	-	1,116
Goodrich Academy	0	0	0	0	0	0	0	0	0	0	11	27	55	86	0	-	179
McKay Arts Academy	24	75	72	65	72	68	94	74	64	76	0	0	0	0	0	-	684
Memorial Intermediate	0	0	0	0	0	0	165	162	172	157	0	0	0	0	0	-	656
Reingold Elementary	0	132	131	142	147	125	0	0	0	0	0	0	0	0	0	-	677
South Street Elementary	28	138	130	120	129	99	0	0	0	0	0	0	0	0	0	-	644
District	181	449	432	411	449	381	376	350	358	354	312	349	299	309	0	-	5,010

4-Year Graduation Rate (2013)							
Student Group	# in Cohort	% Graduated	% Still in School	% Non-Grad Completers	% GED	% Dropped Out	% Permanently Excluded
All Students	450	71.6	9.6	1.8	3.1	14.0	0.0
Male	229	63.8	12.2	2.2	3.9	17.9	0.0
Female	221	79.6	6.8	1.4	2.3	10.0	0.0
ELL	35	62.9	20.0	0.0	0.0	17.1	0.0
Students w/disabilities	116	60.3	13.8	0.9	3.4	21.6	0.0
Low income	334	70.4	9.3	2.1	2.4	15.9	0.0
High needs	349	69.9	9.7	2.0	2.6	15.8	0.0
Afr. Amer./Black	40	77.5	7.5	2.5	0.0	12.5	0.0
Asian	23	78.3	8.7	0.0	4.3	8.7	0.0
Hispanic/Latino	161	64.0	13.0	3.1	3.1	16.8	0.0
Amer. Ind. or Alaska Nat.	-	-	-	-	-	-	-
White	216	75.5	7.9	0.9	3.7	12.0	0.0
Nat. Haw. or Pacif. Isl.	1	-	-	-	-	-	-
Multi-race, Non-Hisp./Lat.	9	66.7	0.0	0.0	0.0	33.3	0.0

Teacher Data (2012-2013)	District	State
Total # of Teachers	351.8	70,635.8
% of Teachers Licensed in Teaching Assignment	99.7	97.5
Total # of Classes in Core Academic Areas	1,769	345,316
% of Core Academic Classes Taught by Teachers Who are Highly Qualified	99.5	98.0
Student/Teacher Ratio	14.0 to 1	13.5 to 1

Total Expenditure Per Pupil, All Funds, By Function	2011				2012			
	Total Exp	% of Total	Per Pupil	Per Pupil (State)	Total Exp	% of Total	Per Pupil	Per Pupil (State)
Administration	\$1,869,988	2.67%	\$384	\$447	\$2,000,851	2.81%	\$410	\$471
Instructional Leadership	\$4,662,298	6.66%	\$958	\$832	\$3,409,030	4.79%	\$698	\$855
Classroom and Specialist Teachers	\$23,087,484	33.00%	\$4,746	\$5,026	\$25,137,059	35.35%	\$5,150	\$5,125
Other Teaching Services	\$3,066,756	4.38%	\$630	\$991	\$2,092,951	2.94%	\$429	\$1,027
Professional Development	\$397,310	0.57%	\$82	\$238	\$440,524	0.62%	\$90	\$232
Instructional Materials, Equipment and Technology	\$2,210,614	3.16%	\$454	\$422	\$3,980,111	5.60%	\$815	\$377
Guidance, Counseling and Testing	\$1,461,301	2.09%	\$300	\$372	\$1,634,417	2.30%	\$335	\$387
Pupil Services	\$6,833,812	9.77%	\$1,405	\$1,196	\$7,163,642	10.07%	\$1,468	\$1,249
Operations and Maintenance	\$4,791,012	6.85%	\$985	\$1,067	\$4,137,178	5.82%	\$848	\$1,035
Insurance, Retirement Programs and Other	\$10,558,043	15.09%	\$2,170	\$2,298	\$10,357,845	14.57%	\$2,122	\$2,364
Payments To Out-Of-District Schools	\$11,028,720	15.76%	\$15,440	\$20,548	\$10,759,930	15.13%	\$14,792	\$21,549
TOTAL EXPENDITURES	\$69,967,338	100.00%	\$12,540	\$13,354	\$71,113,538	100.00%	\$12,681	\$13,636

Leominster Public Schools

Enrollment by Grade (2013-14)																	
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	SP	CT	Total
Bennett	107	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	107
Center For Technical Education Innovation	0	0	0	0	0	0	0	0	0	0	264	148	118	124	0	-	654
Fall Brook	0	68	125	114	109	99	120	0	0	0	0	0	0	0	0	-	635
Johnny Appleseed	0	92	128	132	121	138	124	0	0	0	0	0	0	0	0	-	735
Leominster Center for Excellence	0	0	0	0	0	0	0	0	0	0	12	21	0	1	0	-	34
Leominster High School	0	0	0	0	0	0	0	0	0	0	184	294	306	321	0	-	1,105
Lincoln School	48	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	48
Northwest	0	46	118	136	109	136	139	0	0	0	0	0	0	0	0	-	684
Priest Street	0	146	0	0	0	0	0	0	0	0	0	0	0	0	0	-	146
Samoset School	0	0	0	0	0	0	0	168	178	204	0	0	0	0	0	-	550
Sky View Middle School	0	0	0	0	0	0	0	293	264	336	0	0	0	0	0	-	893
Southeast School	0	108	83	93	89	112	95	0	0	0	0	0	0	0	0	-	580
District	155	460	454	475	428	485	478	461	442	540	460	463	424	446	0	-	6,171

4-Year Graduation Rate (2013)							
Student Group	# in Cohort	% Graduated	% Still in School	% Non-Grad Completers	% GED	% Dropped Out	% Permanently Excluded
All Students	477	89.9	3.8	1.7	0.8	3.8	0.0
Male	233	87.1	5.2	1.7	0.4	5.6	0.0
Female	244	92.6	2.5	1.6	1.2	2.0	0.0
ELL	36	75.0	2.8	11.1	0.0	11.1	0.0
Students w/disabilities	62	71.0	16.1	6.5	0.0	6.5	0.0
Low income	234	85.9	5.6	3.0	0.9	4.7	0.0
High needs	265	84.5	6.4	3.0	0.8	5.3	0.0
Afr. Amer./Black	32	93.8	6.3	0.0	0.0	0.0	0.0
Asian	14	100.0	0.0	0.0	0.0	0.0	0.0
Hispanic/Latino	96	82.3	5.2	5.2	0.0	7.3	0.0
Amer. Ind. or Alaska Nat.	1	-	-	-	-	-	-
White	324	91.4	3.4	0.9	1.2	3.1	0.0
Nat. Haw. or Pacif. Isl.	-	-	-	-	-	-	-
Multi-race, Non-Hisp./Lat.	10	90.0	0.0	0.0	0.0	10.0	0.0

Teacher Data (2012-2013)	District	State
Total # of Teachers	448.1	70,635.8
% of Teachers Licensed in Teaching Assignment	99.2	97.5
Total # of Classes in Core Academic Areas	2,399	345,316
% of Core Academic Classes Taught by Teachers Who are Highly Qualified	97.0	98.0
Student/Teacher Ratio	13.8 to 1	13.5 to 1

Total Expenditure Per Pupil, All Funds, By Function	2011				2012			
	Total Exp	% of Total	Per Pupil	Per Pupil (State)	Total Exp	% of Total	Per Pupil	Per Pupil (State)
Administration	\$1,986,752	2.61%	\$323	\$447	\$2,341,533	2.89%	\$383	\$471
Instructional Leadership	\$3,876,885	5.10%	\$631	\$832	\$4,169,325	5.15%	\$682	\$855
Classroom and Specialist Teachers	\$26,868,127	35.32%	\$4,372	\$5,026	\$27,363,000	33.77%	\$4,475	\$5,125
Other Teaching Services	\$5,473,387	7.19%	\$891	\$991	\$5,704,945	7.04%	\$933	\$1,027
Professional Development	\$945,743	1.24%	\$154	\$238	\$722,249	0.89%	\$118	\$232
Instructional Materials, Equipment and Technology	\$1,123,217	1.48%	\$183	\$422	\$1,469,491	1.81%	\$240	\$377
Guidance, Counseling and Testing	\$1,939,410	2.55%	\$316	\$372	\$1,994,956	2.46%	\$326	\$387
Pupil Services	\$6,225,609	8.18%	\$1,013	\$1,196	\$7,049,665	8.70%	\$1,153	\$1,249
Operations and Maintenance	\$4,760,254	6.26%	\$775	\$1,067	\$5,138,335	6.34%	\$840	\$1,035
Insurance, Retirement Programs and Other	\$12,979,802	17.06%	\$2,112	\$2,298	\$15,226,985	18.79%	\$2,490	\$2,364
Payments To Out-Of-District Schools	\$9,895,684	13.01%	\$20,311	\$20,548	\$9,848,574	12.15%	\$19,326	\$21,549
TOTAL EXPENDITURES	\$76,074,870	100.00%	\$11,471	\$13,354	\$81,029,058	100.00%	\$12,233	\$13,636

Ashburnham - Westminster Public Schools

Enrollment by Grade (2013-14)																	
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	SP	CT	Total
Briggs Elementary	62	68	80	64	81	88	75	0	0	0	0	0	0	0	0	-	518
Meetinghouse School	0	78	82	0	0	0	0	0	0	0	0	0	0	0	0	-	160
Oakmont Regional High School	0	0	0	0	0	0	0	0	0	0	189	176	168	151	5	-	689
Overlook Middle School	0	0	0	0	0	0	0	175	180	210	0	0	0	0	0	-	565
Westminster Elementary	0	0	0	103	95	63	104	0	0	0	0	0	0	0	0	-	365
District	62	146	162	167	176	151	179	175	180	210	189	176	168	151	5	-	2,297

4-Year Graduation Rate (2013)							
Student Group	# in Cohort	% Graduated	% Still in School	% Non-Grad Completers	% GED	% Dropped Out	% Permanently Excluded
All Students	165	93.9	3.0	0.0	0.6	2.4	0.0
Male	79	91.1	5.1	0.0	0.0	3.8	0.0
Female	86	96.5	1.2	0.0	1.2	1.2	0.0
ELL	3	-	-	-	-	-	-
Students w/disabilities	31	74.2	12.9	0.0	3.2	9.7	0.0
Low income	36	88.9	5.6	0.0	0.0	5.6	0.0
High needs	60	83.3	8.3	0.0	1.7	6.7	0.0
Afr. Amer./Black	1	-	-	-	-	-	-
Asian	4	-	-	-	-	-	-
Hispanic/Latino	8	100.0	0.0	0.0	0.0	0.0	0.0
Amer. Ind. or Alaska Nat.	-	-	-	-	-	-	-
White	151	94.0	2.6	0.0	0.7	2.6	0.0
Nat. Haw. or Pacif. Isl.	-	-	-	-	-	-	-
Multi-race, Non-Hisp./Lat.	1	-	-	-	-	-	-

Teacher Data (2012-2013)	District	State
Total # of Teachers	149.3	70,635.8
% of Teachers Licensed in Teaching Assignment	97.8	97.5
Total # of Classes in Core Academic Areas	876	345,316
% of Core Academic Classes Taught by Teachers Who are Highly Qualified	98.2	98.0
Student/Teacher Ratio	15.4 to 1	13.5 to 1

Total Expenditure Per Pupil, All Funds, By Function	2011				2012			
	Total Exp	% of Total	Per Pupil	Per Pupil (State)	Total Exp	% of Total	Per Pupil	Per Pupil (State)
Administration	\$800,993	2.87%	\$346	\$447	\$866,717	3.07%	\$384	\$471
Instructional Leadership	\$1,524,774	5.46%	\$658	\$832	\$1,583,078	5.60%	\$701	\$855
Classroom and Specialist Teachers	\$10,040,514	35.94%	\$4,334	\$5,026	\$9,674,514	34.21%	\$4,283	\$5,125
Other Teaching Services	\$2,310,869	8.27%	\$998	\$991	\$2,385,011	8.43%	\$1,056	\$1,027
Professional Development	\$280,865	1.01%	\$121	\$238	\$257,640	0.91%	\$114	\$232
Instructional Materials, Equipment and Technology	\$366,237	1.31%	\$158	\$422	\$649,672	2.30%	\$288	\$377
Guidance, Counseling and Testing	\$772,571	2.77%	\$334	\$372	\$797,144	2.82%	\$353	\$387
Pupil Services	\$3,559,787	12.74%	\$1,537	\$1,196	\$3,785,778	13.39%	\$1,676	\$1,249
Operations and Maintenance	\$2,291,535	8.20%	\$989	\$1,067	\$2,487,138	8.80%	\$1,101	\$1,035
Insurance, Retirement Programs and Other	\$3,350,828	11.99%	\$1,447	\$2,298	\$3,341,074	11.82%	\$1,479	\$2,364
Payments To Out-Of-District Schools	\$2,637,454	9.44%	\$30,005	\$20,548	\$2,450,417	8.67%	\$26,520	\$21,549
TOTAL EXPENDITURES	\$27,936,427	100.00%	\$11,619	\$13,354	\$28,278,183	100.00%	\$12,027	\$13,636

Montachusett Regional Vocational Technical

Enrollment by Grade (2013-14)																	
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	SP	CT	Total
Montachusett Regional Vocational Technical	0	0	0	0	0	0	0	0	0	0	374	376	347	336	0	-	1,433
District	0	0	0	0	0	0	0	0	0	0	374	376	347	336	0	-	1,433

4-Year Graduation Rate (2013)							
Student Group	# in Cohort	% Graduated	% Still in School	% Non-Grad Completers	% GED	% Dropped Out	% Permanently Excluded
All Students	325	96.6	1.5	0.0	0.6	0.9	0.3
Male	181	96.1	2.2	0.0	0.0	1.1	0.6
Female	144	97.2	0.7	0.0	1.4	0.7	0.0
ELL	3	-	-	-	-	-	-
Students w/disabilities	65	95.4	3.1	0.0	0.0	1.5	0.0
Low income	146	94.5	2.7	0.0	0.7	1.4	0.7
High needs	183	95.6	2.2	0.0	0.5	1.1	0.5
Afr. Amer./Black	4	-	-	-	-	-	-
Asian	7	100.0	0.0	0.0	0.0	0.0	0.0
Hispanic/Latino	38	97.4	2.6	0.0	0.0	0.0	0.0
Amer. Ind. or Alaska Nat.	1	-	-	-	-	-	-
White	257	96.9	1.2	0.0	0.8	0.8	0.4
Nat. Haw. or Pacif. Isl.	-	-	-	-	-	-	-
Multi-race, Non-Hisp./Lat.	18	88.9	5.6	0.0	0.0	5.6	0.0

Teacher Data (2012-13)	District	State
Total # of Teachers	106.0	70,635.8
% of Teachers Licensed in Teaching Assignment	98.1	97.5
Total # of Classes in Core Academic Areas	307	345,316
% of Core Academic Classes Taught by Teachers Who are Highly Qualified	98.0	98.0
Student/Teacher Ratio	13.5 to 1	13.5 to 1

Total Expenditure Per Pupil, All Funds, By Function	2011				2012			
	Total Exp	% of Total	Per Pupil	Per Pupil (State)	Total Exp	% of Total	Per Pupil	Per Pupil (State)
Administration	\$967,300	4.13%	\$714	\$447	\$1,015,693	4.10%	\$725	\$471
Instructional Leadership	\$1,154,514	4.92%	\$852	\$832	\$1,337,124	5.40%	\$954	\$855
Classroom and Specialist Teachers	\$7,162,979	30.55%	\$5,286	\$5,026	\$7,573,043	30.59%	\$5,404	\$5,125
Other Teaching Services	\$604,355	2.58%	\$446	\$991	\$680,202	2.75%	\$485	\$1,027
Professional Development	\$308,234	1.31%	\$227	\$238	\$531,105	2.15%	\$379	\$232
Instructional Materials, Equipment and Technology	\$2,341,460	9.99%	\$1,728	\$422	\$2,308,427	9.32%	\$1,647	\$377
Guidance, Counseling and Testing	\$1,029,197	4.39%	\$760	\$372	\$1,154,415	4.66%	\$824	\$387
Pupil Services	\$2,870,114	12.24%	\$2,118	\$1,196	\$3,262,602	13.18%	\$2,328	\$1,249
Operations and Maintenance	\$2,859,594	12.20%	\$2,110	\$1,067	\$2,854,881	11.53%	\$2,037	\$1,035
Insurance, Retirement Programs and Other	\$3,989,500	17.02%	\$2,944	\$2,298	\$3,854,798	15.57%	\$2,750	\$2,364
Payments To Out-Of-District Schools	\$157,103	0.67%	\$6,860	\$20,548	\$183,161	0.74%	\$5,908	\$21,549
TOTAL EXPENDITURES	\$23,444,350	100.00%	\$17,015	\$13,354	\$24,755,451	100.00%	\$17,281	\$13,636