

Hanover 300 Master Plan

Public Services and Facilities

WORKING DRAFT

April 2017

This is a working draft and is intended only for review by the Master Plan Committee.

1. Public Facilities and Services

SNAPSHOT: PUBLIC SERVICES & FACILITIES

Town Administration

- Open Town Meeting form of government
- Executive Branch: elected five-member Board of Selectmen
- Town Manager oversees day-to-day Town operations

Largest Town Departments Roles, Responsibilities, and Needs:

- Department of Public Works
- Facilities Department
- Public Safety
- Community Services

Hanover Public Schools

- Two Elementary Schools
- One Middle School
- One High School
- One School Administration Building

Town and School District Owned Buildings

- Facilities used for town services
- Town-owned facilities leased to private organizations
- Vacant facilities
- Properties sold since 2010
- Parks and Cemeteries

Master Plan Public Forum and Feedback

Public Services & Facilities Recommendations

Key Findings

- The Town has made recent strides in reorganizing Town Government and Departments to improve the delivery and oversight of public services, but could explore further collaboration between departments for better service delivery.
- The Department of Public Works and the Facilities Department are responsible for a wide range of tasks in maintaining the town's infrastructure, buildings, and equipment, but could use additional facilities and staffing resources.
- Public Safety Services, including Police and Fire, are functioning well, but could use facility improvements to enhance service delivery and coverage.
- The Town has made recent strides in improving their public facilities, including the renovations to Center Elementary and Town Hall and construction of the new high school, Senior Center, and Forge Pond Park, but facility renovation is needed and opportunities to reuse town-owned vacant or underutilized buildings remain.

Introduction

This chapter includes information about Town administration; services that keep the Town running including: Public Works, Facilities, Public Safety, and Community Services; properties owned by the Town of Hanover or the Hanover Public School District; and strategies for how the town can maintain and improve its public services and facilities.

Existing Conditions

Town Administration

Hanover General Bylaws

The area of Hanover was first settled in 1649 and was incorporated into the Town of Hanover in 1727. Pursuant to the Town's General Bylaws adopted in _____ and last amended at the 2016 May Town Meeting, Hanover is governed by the open town meeting form of government, and is led by a five member a Board of Selectmen. Hanover adopted a Town Manager form of government in 2009 by Special Act Charter, amended in 2013, whereby the Board of Selectmen appoints the Town Manager, who is responsible for the overall operation of the town. The General Bylaws detail the Town Meeting Procedures, election of Town officials, and procedures for appointments to town boards and committees, outlines the powers of the elected Town Clerk, Board of Public Works, Board of Assessors, School Committee, Board of Health, Trustees of the Public Library, Planning Board, and Town Moderator, and states the Town's legislative, financial, and fiscal procedures.

Town Departments

Below is a list of existing Town departments as of November 2016. The Town Manager is responsible for appointing a Police Chief, Fire Chief, and other department managers. Most departments operate out of Hanover Town Hall at 550 Hanover Street. However, a number of departments operate out of different facilities. These include: the School Department and Payroll/Benefits at 188 Broadway, the Library at 534

Hanover Street, the Council on Aging at 665 Center Street, the Fire Department's fire houses located at 32 Center Street and 925 Circuit Street, the Police Department at 129 Rockland Street, Public Works at 40 Pond Street, and Facilities at 273 Cedar Street. In FY2017, the Town employed about 195 FTE positions, excluding School Department positions, in the following offices:

- Accounting / Finance
- Affordable Housing Trust
- Administrator
- Assessors
- Board of Registrars
- Board of Selectmen
- Building / Inspectional Services
- Community Events
- Community Preservation
- Conservation
- Council on Aging
- Department of Public Works
- Emergency Management Agency
- Facilities
- Fire Department
- Health Department
- Information Technology
- John Curtis Free Library
- Parks and Recreation
- Passport Services
- Payroll / Benefits Office
- Personnel Department
- Planning Department
- Police Department
- Town Clerk
- Town Manager
- Treasurer/Collector
- Veteran's Agent
- Visiting Nurse Association
- Zoning Board of Appeals

Town Boards and Committees

The Board of Selectmen in Hanover consists of five elected members each with three-year terms. The Board of Selectmen acts as the “chief executive” for the town and is responsible for appointing the Town Manager. The Town Moderator is “the presiding officer” at Town Meeting and Special Town Meetings. The Board of Selectmen appoints citizens to fill positions on various advisory and decision-making committees and commissions vital to the operation of the town. The Town Moderator makes appointments to several other vital committees, including the Advisory Committee. Most town board, commission, and committee members are appointed to their positions, though a few are elected. Some of these groups meet at least monthly, others meet on an as-needed basis. Some are convened for a temporary purpose and may be dissolved once the committee's objectives have been met. Most of the committees are all volunteer while others have ex-officio Town Staff representatives and/or a Board of Selectmen Liaison. The following list is based on the town boards, commissions, and committees listed on the Town website in November 2016.

Elected Committees and Positions:

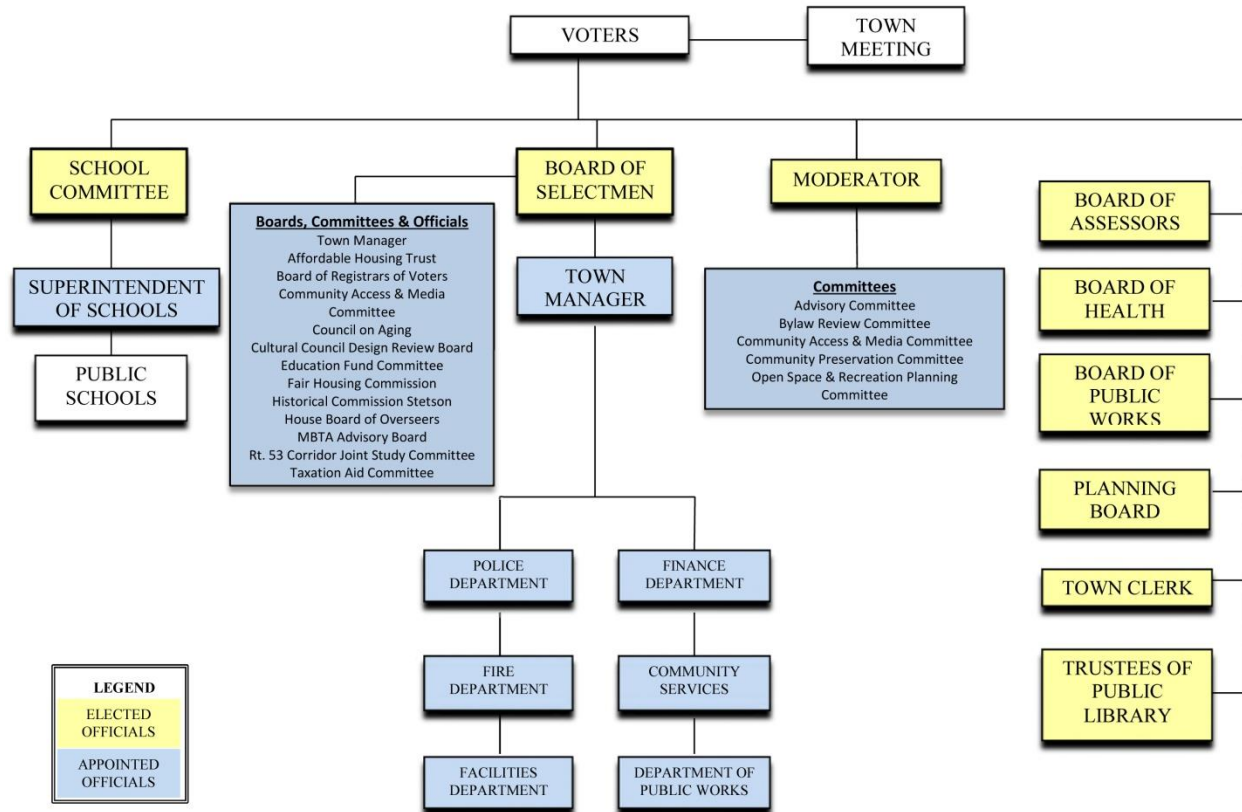
- Board of Assessors
- Board of Health
- Board of Selectmen
- Board of Public Works
- Planning Board
- School Committee
- Town Moderator
- Trustees of the Public Library

Appointed Committees:

- Affirmative Action Committee
- Affordable Housing Trust
- Board of Overseers of the Stetson House
- Board of Registrars of Voters
- Board of Trust Fund Commissioners
- Center/Sylvester School Building Committee
- Conservation Commission
- Community Access & Media Committee
- Community Preservation Committee
- Council on Aging Advisory Board
- Cultural Council
- Design Review Board
- Dog Park Committee
- Education Fund Committee
- Emergency Management Agency
- Local Emergency Planning Committee
- Fair Housing Commission
- Fireworks Site Focus Committee
- Hackett's Pond Dam Study Committee
- Hanover 300 Master Plan Committee
- Historical Commission
- Open Data Committee
- Open Space & Recreation Planning Committee
- Parks & Recreation Committee
- Route 53 Corridor Joint Study Committee
- Sylvester/Salmond School Redevelopment Committee
- Stetson House Board of Overseers
- Taxation Aid Committee
- Town Constables
- Veteran's Memorial Committee
- Zoning Board of Appeals

Town of Hanover Organization Chart

The following organization chart is accurate as of January 2016; it was included in the FY17 Town Budget.



Largest Town Departments: Public Works & Facilities, Public Safety, and Community Services

Department of Public Works

The Hanover Department of Public Works' mission "is to protect, preserve, improve, and manage the Town's infrastructure, facilities and related assets." This infrastructure includes the Town's roadway and drainage networks, cemeteries and parks, transfer station, water distribution system, and water treatment plants. The DPW maintains its own website detailing its role and responsibilities and engages with the public via the YourGov web service and its Twitter handle @HanoverDPW.

The Public Works departmental headquarters are located at 40 Pond Street, which also houses the Pond Street Water Treatment Plant. The building systems are fully functional and in good operating order, but square footage is in short supply. The Department employs 37 full-time employees and nine (9) seasonal or part-time employees, as reported in the 2015 Annual Town Report. In FY2016 the DPW budget was \$3,635,096. The Director of Public Works, Victor Diniak, supervises the division and is assisted in the field by a Deputy Superintendent of Field Operations. The Director of Public Works is responsible for day to day operations of the entire department, including all planning, budgeting, payroll, purchasing, engineering, goal setting, and administrative services of the department and ensures that the policies, procedures, and goals of the Town are executed properly. As part of the change to a Town Manager form of government in 2010, direction of the DPW was transferred to the Town Manager with the Board of Public Works assuming an advisory role with respect to DPW policies. The members of the Board are elected by the voters of Hanover to three year terms.

Public works employees are either working or on-call at all times throughout the year, in order to respond to any infrastructure related challenges that emerge. Due to the broad range of responsibilities overseen by the Department, the DPW is further organized into three operating groups, the Administrative Group, the Field Operations Group, and the Water Operations Group, with the Field and Water Operations Groups being further broken down into individual divisions. Each DPW division has a foreman and one or more crews who execute work orders and work toward achieving the goals of the various divisions that have been set by the Town Manager, Director, and supervisors.

The **Administration Group** provides administrative support for all DPW operations, including budgeting, planning, accounts payable, payroll, water billing, and public bidding. This division's staff is also the most public facing in the department, fielding telephone calls and emails from town residents, as well as maintaining and developing the DPW's web presence, including social media accounts. In FY17 the Town proposed transferring two financial support staff from the DPW to the Finance Department as part of an ongoing project to bring water billing, purchasing, and public works accounting under the Finance Department. However, the FY18 budget indicates that enhancements to internal software and processes within the DPW made the transfer no longer necessary, and the employees were moved back to the Water Department for FY2018. In addition to the Director of Public Works the Administration Group currently consists of two (2) full-time employees, the Deputy Superintendent of Field Operations and an Administrative Assistant, as well as one (1) part-time project manager.

The **Field Operations Group** contains the Highway Division, Public Grounds Division, and Solid Waste Division.

1. The Highway Division employs six (6) full-time employees and one (1) part-time employee to maintain the Town's 86 mile roadway network, including 65 miles of curbing, 35 miles of sidewalks, road signage, traffic markings, 11 bridges, and culverts. Using a variety of funding streams, including road bonds and Chapter 90, the division completes overlays of town's roads. The DPW Director, Deputy Superintendent, and Highway Foreman evaluate the condition of every town road in town every two to three years, rating them on a scale of 1-10, based number

of factors. The roads are then mapped out using the Town's Geographic Information System (GIS) to develop a townwide map of pavement condition, which is used along with other information, such as the condition of curbing and sidewalks, to develop the DPW's pavement plans. Streets in like condition in neighborhoods are grouped together where possible in order to maximize efficiency and ensure so that neighborhoods age at roughly the same rate.

The highway division also operates and maintains the Town's drainage network, including 2,800 catch basins, 1,300 manholes, and drainage pipes, ditches, rivers, and streams, and the four Town dams and is responsible for stormwater management activities within the Town. Additional division duties include, providing fleet maintenance services for most town vehicles, excavation and trucking services for other DPW divisions, and operating the Town's centralized fuel management system. Finally, the highway division manages the Town's snow and ice control program, which includes adopting an annual snow and ice plan to ensure that the Town's roads and public facilities are safe for pedestrian and vehicular travel. Additionally, the Town Manager, acting on long standing policies of the Board of Public Works, has adopted a "black road" policy to aggressively fight winter storm events to keep roads passable during storms and to achieve roads that are black and wet within 4-6 hours after the end of the storm. To achieve this goal, the DPW utilizes nine sanders for the application of road salt and other anti-icing chemicals and 25-30 pieces of town-owned equipment and upwards of 40-45 pieces of rented equipment to remove snow from streets and sidewalks.

2. The Public Grounds Division consists of five (5) full-time employees and maintains the grounds of non-school Town facilities, including the Town's three cemeteries and six athletic complexes. The Public Grounds Division also maintains the Town's tree and roadside brush control program.
3. The Transfer Station Division operates the Town's Transfer Station and recycling operations located at 93 Rockland Street with the goal of offering cost effective means for handling the Town's solid waste needs. The division sends roughly 4,500 tons of waste a year to the Southbridge landfill and sends 1,700 tons of recyclables to various vendors. The transfer station division operates with a staff of four (4) full-time employees and one (1) part-time employee.

The **Water Operations Group** contains the Water Treatment Division and the Water Distribution Division. Combined, the two Divisions employ 16 full-time employees and three (3) part-time employees.

1. The Water Treatment Division operates three drinking water treatment facilities, the Pond Street water treatment facility at 40 Pond Street, the Beal water treatment plant at 100 Riverside Drive, and the Broadway water treatment plant at 507 Broadway. Combined, these facilities treat approximately 520 million gallons of drinking water annually to ensure the delivery of water that meets all federal and state water quality standards. These plants typically operate up to 16 hours per day, 365 days per year. The Pond Street facility's was built in 1973 and received a major upgrade in 1992. The Beal facility was built in 1994 and the Broadway

facility was built in 2001. The Water Treatment Division further monitors nine wells in four different well fields as well as monitoring the operation of three water storage tanks in Town. The Water Treatment Division operates with a staff of seven full-time employees and 1 part-time seasonal employee.

2. The Water Distribution Division operates and maintains the network of pipes and valves that deliver clean water to homes and businesses. This network includes approximately 110 miles of water main, 1,200 fire hydrants, 1,400 gate valves, 5,000 water services, and 300 backflow prevention devices. The Water Distribution Division is further charged with emergency repairs to water main breaks, installing and reading water meters, testing meters, backflow prevention devices, and other components of the water distribution system, and monitoring the work of contractors installing water main extensions into businesses and new subdivisions. As part of this work, the Water Distribution Division operates an ongoing water meter replacement program to install radio read water meters to improve billing efficiency as well as a Hydrant Flushing Program designed to exercise and test gate valves and hydrants as well as flush sediment out of the water mains.

Goals and Objectives for the Department of Public Works include:

1. Updating the five year Priority Street repair list and performing Chapter 90 street resurfacing accordingly
2. Evaluating the Forge Pond Dam and beginning the process of designing improvements to bring the structure up to current State dam safety standards
3. Updating the stormwater management plan to comply with changes to Federal stormwater regulations
4. Advancing near real-time reporting of solid waste operational data on website in accordance with Board of Selectmen goals.

Recent accomplishments for the Department include:

1. Resurfacing Whiting Street, Pleasant Street, Silver Street, Woodland Drive, and portions of Circuit Street and Washington Street
2. Reconstructing sidewalks on Silver Street and constructing new sidewalks on Washington Street
3. Completing repairs to the Factory Pond Dam to bring the structure up to State dam safety standards
4. Processing and transferring 6,900 tons of solid waste and recyclables
5. Completing annual preventive maintenance to bridges

Facility and Staffing Needs and Challenges:

1. The DPW is working to make improvements to the Transfer Station facility and its operations, but the public is protective of its current status and some proposed changes have received significant pushback
2. The main DPW offices at 40 Pond Street include totally functional building systems, but the lack of space is constraining
3. In recent years, the use level of parks and recreation facilities has increased, while the resources available to the DPW's Public Grounds Division have not. In the 2015 Annual Town Report, the Board of Public Works cautions that "without an increase in resources, whether that is through the tax rate or through user fees," the quality of provided service may suffer.

Facilities Department

The Facilities Department is a sister department to the DPW and works "to maintain the buildings of the town and the equipment therein at a high level of appearance and condition while extending each to its optimal life cycle design." ⁱⁱ The Facilities Department performs four (4) key functions for the Town. First and foremost, the Department is charged with the Facilities Maintenance, which includes the preventative maintenance, repair, and improvement of all Town facilities and equipment and the maintenance of school grounds. Second, Department is also responsible for providing and overseeing Custodial Services for all Town facilities. Third, the Department provides Facilities Management services for all Town facilities, which includes procurement, contracting, capital planning, and project management for projects in Town owned facilities as well as the scheduling and management of 3rd party uses of school buildings and fields. To help do this the Department uses three modules of the SchoolDude facilities management software package to handle maintenance requests, project management direction, and facilities scheduling. Finally, the Department provides Energy Management services for Town-owned facilities, including utilities management, energy conservation, green communities activities, building energy management, and systems operations. In this vein the Department actively pursues energy savings by operating new Building Management Systems to control HVAC, obtaining economical third party contracts for electricity and natural gas, and annually replacing inefficient HVAC and lighting systems with high efficiency equipment funded through the state's Green Communities grants.

The Facilities Department is currently headquartered at 273 Cedar Street and is led by the Town's Facilities Engineering Manager, Robert F. Murray, PE, his Deputy Superintendent of Facilities, and a part-time project manager shared with other departments. The Department is further broken down into a Maintenance Division, which employs a foreman and three (3) skilled maintenance workers, and a Custodial Division, which employs a foreman and 20 full-time and seven (7) part-time custodians for a total of 24 full-time employees and 8 part-time employees.

Goals and objectives for the Facilities Department include:

1. The continued development of the Town's Preventive Maintenance software program to refine PM procedures and schedules and capture remaining equipment
2. Upgrading capital project implementation, completing all funded pre-2016 projects, including Phase 2 of the floor tile project at the Middle School, and developing and launching a Projects Update page on the town's web site providing status details on all funded projects
3. Providing interactive multi-media reports on departmental activity to the Board of Selectmen
4. Continued Green Communities efforts seeking an additional \$200,000+ in grants for energy saving measures

Recent Departmental accomplishments include:

1. Transitioning from being part of the DPW to an independent department
2. Launching a preventive maintenance (PM) software program, issuing scheduled maintenance work orders with printed procedures and lifelong records for approximately 1,000 equipment items in 18 buildings
3. Completing Phase 1 of the floor tile project at the Middle School (final phase in summer 2016), modernization of the Fire Headquarters kitchen, replacement of the emergency generator at the Fire Headquarters with a new generator carrying full building load; installing door access control systems at schools; and implementing new Building Management Systems for HVAC in three schools
4. Obtaining further Green Communities grants totaling in the hundreds of thousands of dollars for a variety of energy savings projects, including replacing the heating boiler at the Fire Headquarters with a high-efficiency condensing boiler, LED lighting retrofits at the JC Library and Middle School, and HVAC improvements at the Middle School
5. A subtle but important change involving the Deputy Superintendent position was made to the Facilities Department's organizational structure. Following the departure of the former Deputy, the job description was revised to remove the Deputy from direct operational control of the maintenance and custodial staffs and in its place assign him direct responsibility for project management, ad hoc response to maintenance problems and improvements, and development of the capital plan.

Facility and Staffing Needs and Challenges:

1. The Facilities Department performs its function well, but its broad responsibilities can strain staff capacity.
 - Staff must balance corrective and preventive maintenance tasks with their daily responsibilities for maintaining all school grounds during the four seasons, mowing vast acres of lawns, maintaining playgrounds, grooming ball fields to MIAA standards, and snow plowing and sanding throughout the winter.

- The Facilities Engineering Manager must perform a wide range of functions, including the submission of grant applications, procurement activities and vendor relations, and general project management. A recent change to the Deputy Superintendent position should help with the distribution of responsibilities.

Public Safety (Police and Fire Departments)

Police Department

The Town of Hanover's Police Department works to "prevent crime, preserve order, and to protect the rights, lives and property of the citizens of Hanover." In partnership with community residents and institutions, the Department identifies and responds to dynamic social and cultural demands, while acting with integrity, fairness, and professionalism. Led by Police Chief Walter Sweeney, a Hanover native selected for the post in 2008, the Hanover Police Department includes 30 full time officers: eight commanding officers, two detectives, and twenty patrolmen. The Department also employs nine Communications staff, who operate the Town's Emergency Communications Center (ECC), which is responsible for call taking and call dispatching for all Police, Fire, and EMS services in the Town. Counting the two civilian administrative staff members, part time, and alternate employees the department includes 42.50 Full-time Equivalents.

During FY15, the Police Department received 13,390 calls for service, as enumerated in the 2015 Annual Town Report. In addition to calls for service, the Hanover Police Department engages the community by providing various programs that enhance the quality of life of the Town's citizens. Topic areas covered by offered programs include crime prevention, school safety, firearms training, and fish and game regulations. Officers also attend and perform outreach at events hosted at community gathering places, such as the Senior Center and YMCA. The Department has made a concerted effort to develop its online presence, and has among the highest number of social media followers for a department of its size nationwide.

The Police Department operates out of its headquarters located at 129 Rockland Street, which was constructed in the late 1990s. Although the facility is not outdated, with a solid technology infrastructure and no major structural concerns, it has begun to show signs of aging. Due to the nature of the Department's responsibilities, which require 24/7 operation, building systems and materials tend to wear out more quickly than they would under less frequent use. Additionally, the building's HVAC system has been identified as a frequent cause and object of complaint; a 2011 municipal facilities assessment commissioned by the Town describes the station's HVAC system as "an 'annual budget buster,' meaning expensive to operate and maintain." And while not suffering from any big failures at this time, the station's roof is reaching the end of its lifespan and will likely need to be replaced in the coming years. The general public's interface with the Police Headquarters building is not limited to those who come to the police station in police custody or arrive independently in search of police assistance. The station also houses a public meeting room, which is used between 70 – 100 times per year by different community groups. The room can accommodate several dozen people, but a lack of excess parking at the site can limit usage capacity.

Police Department vehicles are replaced and equipped annually through the capital improvement request process, with an average annual cost of roughly \$115,000.

Goals and objectives for the Police Department include:

1. Meeting the Commonwealth's recommended training requirements
2. Continuing its role in a strong community oriented policing philosophy
3. Actively supporting the newly formed Traffic Study Committee by addressing problem traffic areas and other motor vehicular public safety issues
4. Devoting continued attention to quality of life issues and crime prevention

Recent Departmental accomplishments include:

1. The successful implementation of the School Resource Officer assigned to the Hanover Public School District
2. Members of the Department have benefitted significantly from the additional training made available from funding in the Public Safety training account. Joint training has been conducted with the Hanover Fire Department. Officers have attended classes sponsored by the FBI, the International Association of Chiefs of Police, and Massachusetts State Police, Municipal Police Training Committee and the Massachusetts Chiefs of Police.
3. The department has increased its social media presence by earning recognition from the International Association of Chiefs of Police as being the 5th most followed police agency on the Twitter platform employing less than 49 officers.
4. The Emergency Communications Center was funded for State E-911 grants and those funds were utilized to further the professional development for each dispatcher. Dispatch employees completed the mandatory 16 hours of continuing education.

Facility and Staffing Needs and Challenges:

1. Due to the constant operations required by police work, the Hanover Police Station's building systems have aged more quickly than they were designed to. There are no critical deficiencies, but more preventive maintenance is required than would be needed at a comparably aged facility not in constant use.
2. The Police Station has a public meeting room, which is used between 70 and 100 times per year by different community groups. However, limited parking for civilian vehicles at the Station can negatively impact the meeting room's utility for high attendance meetings.
3. The building's HVAC system has been a frequent cause for complaint; it is expensive to operate and maintain, and there are routine issues related to imprecise air temperature control and occupant comfort.

Fire Department

The Town of Hanover's Fire Department "is charged with the protection of life, property, and the natural environment," providing fire protection, Emergency Medical Services, and disaster response. Operating under the leadership of Fire Chief Jeffrey Blanchard, who assumed the position in 2011, the Fire Department includes 26 full time employees: Fire Chief, Deputy Fire Chief, 5 Captains, 18 Firefighters/EMT, and an Executive Assistant. Although the Department also retains 20 on call

firefighters who work as needed, the FY17 Budget notes that the department needs to fill two vacancies for full time, career firefighter/paramedics. Maintaining full staffing is especially important in light of a sustained increase in the Department's call volume. Between July 2014 and June 2015 (FY2015), the Hanover Fire Department responded to 3058 incidents, the busiest calendar year in Department history; comparatively, in FY2010 the Department responded to a just over 2400 calls. The majority of incidents in FY2015 were in response to emergency medical incidents, which historically account for roughly 60% of total calls for service.

Although the general public has limited direct interaction with the Fire Department's facilities, the extremely time sensitive nature of the Department's services adds an essential importance to the location and use of their facilities. The Town has devoted direct attention to developing a long term facilities plan, with the 2005 Annual Town Meeting voting to form the Hanover Fire Station Study Committee. At peak, the Department owned and operated six separate facilities, including their Headquarters and a series of smaller sub-stations. By 2008, when the Fire Station Study Committee released its "Reports and Recommendations," the Department was maintaining four facilities, with Fire Headquarters serving as the only manned station and the three active satellite stations being used solely for vehicle and equipment storage. This arrangement leaves some areas of town outside of the six-minute response time window, the standard recommended by groups such as the National Fire Protection Association and the American Heart Association. The 2008 Fire Station Study recommended a new sub-station be constructed in North Hanover on the site of the former Curtis School, but Annual Town Meeting that year voted against moving forward with the plan.

A 2011 Municipal Facilities Assessment bolstered the recommendation of the Fire Station Study Committee that a new Fire Station be constructed by concluding that the existing satellite stations were ill suited even as exclusively storage facilities, whether due to their size, location, or condition, and determined full scale renovations to be prohibitively expensive. The 2014 Annual Town Meeting approved funds to study replacing the outdated satellite stations with a newly constructed station in North Hanover. The following year Town Meeting approved funds to develop an architectural design for a fire station on Webster Street in North Hanover, a property targeted to be acquired by the Town through tax title foreclosure. The architectural design will include revised plans, elevations, site plans, building renderings, material selection a preliminary structural write up and estimate, or take any other action relative thereto. The FY18 Budget notes that "planned capital improvements for the new Fire Station continue to be in [the Town's] plans," but specific requests have been "postponed to provide the citizens and staff members working on the project more time to develop detailed and thoughtful proposals, and to finalize the tax title acquisition of the proposed property." Although the finalization of the project's details remain in process, the new station is anticipated to be operational in the next few years.

Even once the new station is constructed, Fire Headquarters will remain the most important facility operated by the Department. To that end, there have been several capital improvements to the building in recent years, including a new heating system and generator, the renovation of the building's kitchen, and insulation of the bay doors. The FY2018-2022 Capital Improvement Plan (CIP) projects the expense of \$500,000 in FY20 for the construction of a rear addition at Fire HQ, including space for a new

emergency operations center and an elevator, which would make the upper levels of the building accessible to individuals with physical disabilities.

In late 2016, the Fire Department made two of the three satellite stations – Stations #1 and #2 - surplus, which would allow the Town to sell the properties without affecting the Department's operational abilities. On November 21, 2016, the Board of Selectmen voted to authorize the Town Manager to initiate the process to sell Fire Stations #1 and #2, although any final sale must be approved by a vote at Town Meeting. Fire Station 3 is still being used for storage, but the Department is working to develop a plan allowing for its consolidation with Fire Headquarters, which would lessen maintenance expenses and improve the efficiency of their callback procedures.

The changing facilities portfolio of the Fire Department also affects the Department's vehicle capacity and needs. In addition to providing funds for the North Hanover station architectural design, the May 2015 Annual Town Meeting approved funds for a new fire pumping engine and a new ambulance. The purchase of a new engine and ambulance is in keeping with the Fire Department Fleet Replacement Plan developed in conjunction with the University of Massachusetts Edward J. Collins, Jr. Center for Public Management. Two older engines, a 1992 and a 1999, were authorized to be traded in towards the purchase of the new one. Ten years ago the department still had seven engines in its fleet. The high number was required to support the call fire department and the six village fire stations. During the past ten years the six individual call fire companies were consolidated into two. Once the two older engines are traded in, the department will have four engines in the fleet. The reduction of engines will have a positive impact on the department's maintenance budget. The new ambulance will replace a 2004 model with more than 120,000 miles on it. The current ambulance replacement plan provides for the purchase of a new ambulance every 3 to 4 years. The newest ambulance is used as the primary unit. The second oldest ambulance (typically 4-8 years old) is used as the first back-up ambulance when there are multiple calls. The oldest ambulance (typically 8-11 years old) is used during multiple calls and as a mechanical spare while maintenance is being performed on the other two. In FY18, the Fire Department has requested funds to replace Ladder 1, a 1989 straight aerial ladder with a NFPA 1901 compliant tower ladder. The Town's responsibility for the total project cost - \$1,250,000 – will be significantly reduced as a result of the award of an Aid to Firefighters Grant (AFG) in the amount of \$932,381.

Goals and objectives for the Department include:

1. Aggressively pursuing grant opportunities to help defray the cost of equipping and staffing the department
2. Continuing to identify ways for the Fire Department to meet the nationally recommended response time of under 6 minutes, with efforts focusing on the construction of a new North Hanover Fire Station
3. Hiring two full-time firefighter-paramedics to address increased call volume
4. Developing plans for consolidating Fire Station 3, located in West Hanover, with Fire Headquarters to improve the efficiency of the Department's callback system
5. Continuing to develop and create training opportunities that foster multi-agency cooperation and participation

Recent Departmental accomplishments include:

1. Providing numerous training opportunities for members through funding provided by the Public Safety Training account. Areas of training included hazardous materials, pump operations and first-line supervisor training.
2. Collaborating with the Facilities Department during the installation of a fire sprinkler system in Fire Headquarters. Fifty percent of the cost of the project was obtained through the Assistance to Firefighters to Grant Program.
3. Applying for and receiving grant funding to improve the Town's Emergency Operations Center, replace a firefighting vehicle, and purchase new CPR compressions devices and fire nozzles

Facility and Staffing Needs and Challenges:

1. The Town's growth and the increased demand for services has resulted in a dramatic increase in the number of overlapping calls. This has increased the Fire Department's reliance on call-back and mutual aid from neighboring communities to ensure that all emergency calls are answered.
2. In order to reduce average response time to below the industry standard of six minutes, the Fire Department needs a staffed facility in North Hanover. The planning and construction process is moving forward after several years of delays.
3. Closing satellite facilities will improve callback efficiency and save on building maintenance costs, but storage capacity needs to be maintained or improved to allow for expansion. Proposed capital upgrades at Fire HQ, in addition to planned construction of a new manned station in North Hanover, should correct for the deficit.
4. Keeping the Department fully staffed with full-time firefighters and EMS is a challenge.

Emergency Management

The Hanover Emergency Management Agency (HEMA) leads the Town in planning, preparedness, communication, response, and recovery for daily emergencies, large-scale town wide events and major disasters. HEMA is a vital link in emergency communications between the public and first responders, and provides key coordination and leadership to Town departments, stakeholders, residents, and visitors. The goal of HEMA is to make the Town of Hanover more aware of and prepared for potential hazards, ranging from extreme weather conditions mass casualty incidents. Members of HEMA meet quarterly to develop strategies towards creating resilience. Fire Chief Jeffery Blanchard also serves as the Director of the emergency Management Agency.

HEMA plays an active role in educating Hanover residents about how to prepare for and respond to emergency situations. Through the Community Emergency Response Team (CERT), HEMA provides training to interested residents who then become members of the CERT team. Team members staffed emergency shelter set up during the multiple blizzards of 2015.

The Hanover Police Department and Fire Department also engage in emergency preparedness and training for events such as active shooter scenarios, in partnership with Hanover Public Schools and Hanover Mall management.

The Town's Emergency Operations Center, where public safety leaders can gather to coordinate responses during states of emergency, was once housed in the Police Station but is currently located in

Fire Headquarters. A proposed capital project at Fire Headquarters includes a request for funding a rear addition with space for a new Emergency Operations Center in FY20.

Community Services

The Community Services Department consists of four (4) primary divisions, the Department of Municipal Inspections, the John Curtis Library, the Council on Aging, and the Visiting Nurses Association and has a mission “to provide quality services, activities, programs and facilities for all of those who live, learn, work and play in the Town of Hanover.” Additional departments within Community Services include Computer Support, Local Cable, and Parks & Recreation. As of FY17 the Community Services Department employs a total of 31.83 full-time equivalent (FTE) employees.

Department of Municipal Inspections

The Department of Municipal Inspections (DMI) works to ensure that all projects planned and constructed in the Town move through the permitting and inspection process with ease, with the goal of helping applicants navigate the Town’s Codes, Ordinances, Rules and Regulations and ensuring that residents and business owners are adequately protected. DMI is directed by the Building Commissioner, who oversees the Building, Electrical, Plumbing/Gas, and Weights & Measures Inspectors. Additional departments within DMI include Planning, Conservation, and Health.

John Curtis Free Library

The John Curtis Free Library provides residents with the resources for lifelong learning, public space for meeting and gathering, and resources for patrons to gain a better understanding of their personal heritage and the cultural heritage of others. The Library has over 6,000 registered patrons, directly houses over 80,000, has an annual circulation of over 120,000 items, and belongs to the 29 member Old Colony Library Network (OCLN). The library’s meeting rooms are available for community organizations at no charge and may be reserved in the library or online at the library’s website. The Library also sponsors children’s, young adult, and adult programs, including the annual spelling bee, author talks and signings, travel slide presentations, movie nights, and piano and voice concerts. Additionally, the Library provides a number of museum passes that can be checked out. Library staff includes one (1) library director, three (3) full-time librarians, two full-time library technicians, one and a half (1.5) full-time equivalent library assistants, and one (1) part-time page.

Council on Aging

The Council on Aging (CoA) provides services, educational programs and activities to the Town’s Senior Citizens and works to enhance and promote senior citizens’ quality of life. The CoA operates the Town’s Senior Center at 665 Center Street and works with the Greater Attleboro Taunton Regional Transit Authority (GATRTA) to provide senior transit services. Additional services include senior outreach, operating a SHINE Program to assist seniors navigate the many areas of health insurance, providing wellness programs and classes, conducting home visits and wellness checks, and. The CoA employs one (1) full-time director, one (1) outreach coordinator, and one and a half (1.5) full-time equivalent

administrative assistants. In conjunction with the CoA, one (1) part-time veterans' services director works out of Town Hall to provide veteran support.

Visiting Nurses Association

The Visiting Nurses Association (VNA) in Hanover works to promote health and to prevent and control disease within Town. The VNA provides clinical and compassionate care and works to coordinate medical, spiritual and social services with other private and public agencies to improve the health of the community. The VNA employs one (1) nurse administrator and one and a half (1.5) FTE nurses.

Goals and objectives for the Community Services Department include:

- Reorganizing the Planning and Conservation offices under the supervision of a new Planning/Conservation Director
- Finalizing a five year strategic plan for the Council on Aging and reorganize staff duties in anticipation of new COA Director to meet the growing needs of Hanover's senior citizens
- Increasing clinical visits and outreach in the Visiting Nurses by utilizing interns from local nursing schools
- Work towards a resolution of the Veterans Agent duties and out request to create a region with Duxbury

Recent accomplishments of the Community Services Department include:

- Completing and distributing an economic development plan to local and national businesses
- Launching People GIS software to work towards long term goal of having all GIS layers under one platform
- Increasing nursing hours in the Visiting Nurses office to offer additional clinic hours, and increasing clinical visits and outreach using interns from local nursing schools
- Developing and implementing a more intensive senior outreach plan at the Council on Aging
- Completing the transition to online permitting in the Department of Municipal Inspections and filling the computer support position

Facility and Staffing Needs and Challenges:

1. Relying on paper copies of public documents makes access labor intensive and requires significant dedicated storage space. The Department is working to digitize public documents to increase ease of access and free up physical space in Town Hall.
2. Parks and Recreation, which became part of the Community Services Department in 2015, was unable to afford the maintenance and operation of their former independent facility at 624 Circuit Street. Parks and Recreation must now work with other departments and institutions for programming space, although they may now be held in more accessible locations.

Schools

Hanover Public Schools

Hanover operates its own school system, with approximately 2,600 students enrolled across the District's five schools during the 2015-2016 School Year. There are three elementary school facilities: Cedar, Center, and Sylvester Elementary. The Cedar Elementary serves students from pre-kindergarten through fourth grade, and is located next to Hanover High School. The Center School and Sylvester School effectively operate as a single unit, using a split campus model; the Center School building contains class space for students from pre-kindergarten through second grade, while the Sylvester School serves third and fourth grade students. Hanover Middle School enrolls students from fifth through eighth grade, and Hanover High School houses students from ninth through twelfth grade.

The Town of Hanover is in the process of reconfiguring their elementary school facilities model, as well as the distribution of students within the school system. Due to its age, the Sylvester School building has approached the end of its utility as an educational facility, as it is insufficiently ADA accessible and reliant on obsolete heating, plumbing, and electrical systems. Consequently, the Town is planning a major renovation and expansion of the Center Elementary building to absorb students in grades currently housed within the Sylvester School. The Sylvester School building is planned to be repurposed for an alternative use, with a Town committee charged with researching the need and feasibility of potential re-uses. In October 2015, the Hanover School Committee unanimously voted to change the future grade level configuration of the Town's elementary schools with a tentative implementation date of September 2018. The proposed configuration is anticipated to include Pre-K, Kindergarten, and first grade at the Cedar School. Grades two, three, and four will reside at the renovated and enlarged Center School, pending completion of the building project. Using a combination of grant money from the Massachusetts School Building Authority (MSBA) and Town funds (Hanover voters approved a debt-exclusion override in October 2016), the Center School project is expected to be completed in fall of 2019.

Center Elementary School, Cedar Elementary School and Hanover Middle School each underwent renovation and additions in 2000. The following year, the Town narrowly voted against a property tax limit override intended to fund the construction of a new high school. A similar ballot question passed in 2007, and a new high school building with capacity for 800 students was constructed for \$51 million, with just under half of the funding provided by the MSBA. Upon its opening in September 2011, the new Hanover High School was credited as being among the most cutting edge schools in the state, with an airy, free flowing design, movable learning centers, and top technology. All school buildings and grounds are maintained by the Town of Hanover Facilities Department.

For the 2015 cohort, Hanover's 4-year graduation rate was 97%, almost 10% higher than the State average of 87.3%. 82% of Hanover High School graduates in 2014-2015 reported plans to attend either a public or private 4- year college, with another 8% planning to attend a 2-year public college. The remaining percentage of students were split between pursuing other post-secondary education, joining the workforce, or were unsure of their future pursuits at the time of the survey. In the 2015-2016 school

year, the Hanover Public Schools employed 208.5 teachers, maintaining a 12.6 to 1 student/teacher ratio.

Enrollment data reported by the Massachusetts Department of Elementary and Secondary Education (DESE) indicates that the District's student population approximately mirrors the Town's demographics as a whole. For example, while the White, Non-Hispanic town wide population reported by Census 2010 was 96.5%, in the 2015-2016 academic year White students comprised 95.6% of the district wide student population. The complete demographic data indicates that 0.8% of the student body is African American, 1.7% Asian, 1.5% Hispanic, and 0.4% multi-race, non-Hispanic.

The District is governed by an elected, five member school committee, which develops policies as a guide for administrative action and employs a superintendent who is charged with implementing those policies. The Hanover Public Schools Superintendent, Matthew Ferron, joined the District in 2013. Hanover Public School's administrative offices are located in the Salmond School building.

South Shore Regional Vocational Technical School

Hanover is also home to the South Shore Regional Vocational Technical School, which serves students from Hanover and the surrounding towns of Abington, Cohasset, Hanson, Norwell, Rockland, Scituate, and Whitman. During the 2015-2016 school year, Hanover had a total of 46 students attending the School, a decrease of two students from the previous year. Hanover's regional assessment for the School totaled \$741,712 in FY16.

Hanover Master Plan – Public Services & Facilities

A list of schools and school district properties:

School Name	Address	Grades	Total Enrollment, 2015-2016	Notes on year built, renovations, and current conditions
Cedar Elementary	265 Cedar Street	PK-4	434	1966, renovated in 2000
Center Elementary	65 Silver Street	PK-2	326	1953, renovations and an addition completed in 2000. Special town meeting held in 2016 to appropriate funds for new addition. On 33 acre site shared with Sylvester Elementary.
Hanover High	287 Cedar Street	9-12	808	2011
Hanover Middle	45 Whiting Street	5-8	821	1972, renovations and addition completed in 2000
Salmond School	188 Broadway	School Administration offices	N/A	1931
Sylvester Elementary	495 Hanover Street	3-4	243	1927, addition completed in 1960. On 33 acre site shared with Center Elementary, building will be repurposed as part of the Center Elementary expansion project.

Town and School District Owned Buildings

Town Owned Facilities Used for Town Services		
Facility Name	Address	Year Built, Notes
Hanover Town Hall	550 Hanover Street	1862, with addition constructed in 1977. Major renovation and rehabilitation project begun in April 2016.
John Curtis Free Library	534 Hanover Street	Historic portion of building dates to 1907. Large new addition constructed in 2002
Senior Center	665 Center Street	2010
Police Station	129 Rockland Street	1999
Fire Headquarters, Station #4	32 Center Street	1987
Fire Station #3	925 Circuit Street	1962. Unmanned, used for vehicle and equipment storage.
DPW Office	40 Pond Street	
Ames Way DPW Garage	229 Ames Way	
Hanover Center Cemetery Garage	Main Street	
Water Distribution Garage	219 Winter Street	Roof collapsed in Winter 2015, insurance proceeds used to renovate the building and bring it up to code.
Forge Pond Park Pavilion	245 King Street	2014
Transfer Station	93 Rockland Street	

School District Buildings		
Facility Name	Address	Year Built, Notes
Cedar Elementary	265 Cedar Street	1966, renovated in 2000
Center Elementary	65 Silver Street	1953, renovations and an addition completed in 2000. Special town meeting held in 2016 to appropriate funds for new addition. On 33 acre site shared with Sylvester Elementary.
Hanover High	287 Cedar Street	2011
Hanover Middle	45 Whiting Street	1972, renovations and addition completed in 2000
Salmond School	188 Broadway	1931
Sylvester Elementary	495 Hanover Street	1927, addition completed in 1960. On 33 acre site shared with Center Elementary, building

Hanover Master Plan – Public Services & Facilities

		will be repurposed as part of the Center Elementary expansion project.
--	--	--

Town Owned Facilities Leased to Private Organizations		
Facility Name	Address	Year Built, Notes
Stetson House	514 Hanover	1716. Restored and maintained for educational programming by Hanover Historical Society. On U.S. National Register of Historic Places.
Fire Station #5	1095 Broadway	1887. Decommissioned in 2000. Leased to Hanover Historical Society and run as Fire Museum.

Vacant Town Owned Facilities		
Facility Name	Address	Year Built, Notes
Fire Station #1	1160 Main Street	1969. Recently used only for storage, closed in late 2016. Expected to be disposed of soon, granted that Town Meeting votes to do so.
Fire Station #2	207 Broadway	1900, substantial renovations made in early 1990s. Recently used only for storage, closed in late 2016. Expected to be disposed of soon, granted that Town Meeting Votes to do so.
Fire Station #6	188 King Street	1966. Used as storage site for Parks and Recreation athletic equipment.
Curtis School		1896. Demolished in 2012.

Recently Disposed Properties (2010 – 2017)		
Parks and Recreation Center	624 Circuit Street	AKA King Street School, Grange Hall. Former Council on Aging Building, turned over to Parks and Rec in 2010. Town Meeting voted to sell in May 2016; sold in late 2016.

Parks and Cemeteries		
Facility Name	Address (Approximate)	Notes
Calvin J. Ellis Field	750 Circuit Street	12.50 Acres
Arthur Ceurvels Jr. Field	215 Myrtle Street	75.00 Acres. Formerly known as Myrtle Street Fields, renamed in 2008.
B. Everett Hall Field	495 Hanover Street	20.33 Acres. Located within the historic district near Town Center. Also referred to as Sylvester Field.
Amos Gallant Field	848 Main Street	2.74 Acres. On the same site as the former Curtis School.
Briggs Field	Hanover/Center Streets	1.17 Acres. Located within historic district near Town Center.
Forge Pond Park	245 King Street	46 Acres. Opened in 2014.
Hanover Center Cemetery		28.6 Acres. Located within Town Center historic district. Earliest burials date to 1727.
Union Cemetery		1.91 Acres. Founded in 1792. Also known as Assinippi Cemetery.
Darling Cemetery		0.10 Acre. Also known as West Hanover Cemetery.

Maintenance, Acquisition, and Disposition of Public Facilities

Hanover has numerous Town-owned and School District-owned properties. The conditions of these properties ranges from recently constructed, state of the art buildings (e.g. Hanover High School, Senior Center); somewhat older, but well maintained, buildings in active use (e.g. Hanover Middle School, Fire Headquarters); and buildings whose age and condition have outstripped their current use and are expected to be disposed of for renovation and repurposing (Fire Stations #1 and #2, Sylvester School).

The Town maintains a five year Capital Improvement Plan (CIP) to guide improvements to the Town's buildings, equipment and infrastructure, which is developed and updated annually by the Town Manager and Town Department heads, and submitted to the Selectmen and the Advisory Committee for feedback. In the last few years, the CIP has been funded to a greater extent than in the past, largely due to a reduction in the Town's reliance on free cash to support the operating budget, making more resources available for capital improvements. In addition, the Town continues to make annual contributions to the Capital Stabilization Fund, saving additional resources for use in future years.

While individual department heads are charged with submitting capital requests for their departmental needs, the Town's Facilities Engineering Manager, Robert Murray, develops the capital plan for all Town and School District owned buildings. Although the comprehensive Municipal Facilities Assessment published in 2011 serves as a guide for long term capital planning, the Town uses SchoolDude – an

online work order request system – to order and track both regular and preventative maintenance throughout the Town’s facilities. The software’s implementation has raised the Town’s awareness of the condition of their buildings, and brought more needed improvements to light.

Over the last 20 years, the Town has developed and implemented an increased number of large capital projects, such as the Police Station, Senior Center, and Hanover High School. Projected expenses for municipal and school buildings in the FY17-FY21 5 Year Capital Plan total \$28,491,600, almost 75% of the total municipal capital requests. However, the bulk of the building capital requests are attributable to the anticipated new construction of buildings or additions: a new facility at the Water Distribution Garage site (219 Winter Street), the Center/Sylvester School project, and a new satellite fire station in North Hanover. However, the Town seeks to offset the cost of major construction projects through supplementary or alternative financing - e.g. State funds, insurance payouts - and disposing of properties made extraneous or obsolete by the new construction, saving the Town maintenance and utility costs while also adding property to the Town’s tax rolls.

In order to dispose of real property, the Town must follow the procedure described in M.G.L. Chapter 30B, Section 16. After determining the value of the property, if the anticipated sale will exceed \$35,000, the property is declared surplus, and the Board of Selectmen authorizes the Town Manager to draft a bid package in anticipation of a public bidding process. However, Town Meeting must vote to authorize any final sale. Town Meeting annually votes to allow the Town Treasurer, with the approval of the Board of Selectmen, to dispose of land taken by the town under Tax Title foreclosure.

Town Owned Facilities Used for Town Services

Constructed in 1862, **Hanover Town Hall (550 Hanover Street)** has long anchored Hanover Center and remains among the most important pieces of civic architecture in Town. The last major change to the facility came in 1977, when a large rear addition was constructed. A 2011 Facilities Assessment describes the building as well maintained and in good condition. However, a powerful wind storm in 2014 damaged the building’s cupola, causing it to be temporarily removed from the building for safety purposes. The Town subsequently decided to undertake a major restoration project in combination with the cupola repair. While the cupola project will be funded through an insurance claim, the broader restoration project – which will restore the historic façade, replace windows and siding, and make landscape improvements - will draw from the Town’s Community Preservation Fund. Upon securing funding approval from Town Meeting in 2015, the restoration process began in April 2016.

The **John Curtis Library (534 Hanover Street)** building originally dates to 1907, but in 2002 a major rear addition was completed. The addition allowed for much needed expansion and offered a modern library facility for residents, while the design preserved the historic structure, incorporating it into the expanded facility.

The **Hanover Fire Department’s Headquarters, Station #4 (32 Center Street)**, originally built in 1987, is currently the only manned fire station in Hanover. The facility has undergone several key upgrades in the past few years, including a kitchen remodeling, the installation of a high efficiency boiler, and insulation for the bay doors. As the Department consolidates its property holdings, the Town anticipates

expanding Fire HQ or constructing an additional equipment storage facility on site to compensate for reduced storage capacity off site. The FY2018-2022 Capital Improvement Plan projects the constructions of a rear addition at Fire HQ in FY20, including space for a new emergency operations center and an elevator, which would make the upper levels of the building accessible to individuals with physical disabilities. **Fire Station #3 (925 Circuit Street)** will most likely remain open until the North Hanover Fire Station is completed or Headquarters is expanded, but the Town is planning to eventually close the station to improve the efficiency of the firefighter callback system.

The Police Department operates out of the **Hanover Police Station (129 Rockland Street)**, which was constructed in the late 1990s. Although the facility is not outdated, with a solid technology infrastructure and no major structural concerns, it has begun to show signs of aging. Due to the nature of the Department's responsibilities, which require 24/7 operation, building systems and materials tend to wear out more quickly than they would under less frequent use. However, at this stage, only routine maintenance is required, and no major facility improvements are needed or planned.

In 2010, the Council on Aging relocated to the newly constructed **Senior Center (655 Center Street)**, which offers space for Hanover's seniors to participate in recreational, educational, and wellness activities. The 7,000 sq. ft. building is roughly four times the size of their former facility, allowing for greatly increased program attendance and participation.

The **Department of Public Works' Office (40 Pond Street)** is co-located with the Pond Street Water Treatment Plant. The Department also operates the **Ames Way DPW Garage (229 Ames Way)**, the **Hanover Center Cemetery Garage**, and the **Water Distribution Garage (219 Winter Street)**. The Town's FY17-FY21 Capital Plan had requested \$5 million for the construction of a new DPW facility at 219 Winter Street. However, a roof collapse caused by heavy snowfall in the winter of 2015 resulted in insurance proceeds becoming available, which allowed the Town to renovate the building and bring it up to code without using tax funding.

The Town currently owns and operates its own waste facility, the **Hanover Transfer Station (93 Rockland Street)**. A Town Meeting warrant article in 2014 proposed leasing the site to a private company, which would have upgraded the facility and opened the station to commercial waste from around the region. However, the article evoked a passionate response and was voted down. The Facilities Department has since completed some rehabilitation work on the facility, but no major upgrades are planned at this time.

School District Owned Buildings

The Town of Hanover is in the process of reconfiguring their elementary school facilities model. Originally constructed in 1927 and expanded in 1960, the **Sylvester School (495 Hanover Street)** has approached the end of its utility as an educational facility; the building is insufficiently handicap accessible and reliant on obsolete heating, plumbing, and electrical systems. While the Town explored the possibility of renovating Sylvester for continued educational use, the architectural consultant who completed the study concluded it would cost more than \$10 million simply to bring the building to code, work for which matching funds from the Massachusetts School Building Authority would not be

available. Consequently, the Town is planning a major renovation and expansion of the **Center Elementary School (65 Silver Street)** building, which shares a campus with the Sylvester School, to accommodate students currently attending the Sylvester School and allow for its closure. Built in 1953, Center Elementary has seen periodic renovations and additions, with the most recent addition – which added a gymnasium, classrooms, and music rooms – on the rear of the building completed in 2000. In addition to increased classroom space, the current project will create dedicated STEAM (Science, Technology, Engineering, Art & Math) space, update the building's technology infrastructure, and install a full air conditioning system. Using a combination of grant money from the Massachusetts School Building Authority (MSBA) and Town funds (Hanover voters approved a debt-exclusion override in October 2016), the Center School project is expected to be completed in fall of 2019. The Board of Selectmen has established the Sylvester School Redevelopment Committee to study the need and feasibility of potential reuses of the Sylvester School, and provide advisory recommendations to the Board of Selectmen.

Cedar Elementary School (265 Cedar Street) and **Hanover Middle School (45 Whiting Street)** each underwent renovation and additions in 2000. Planned upcoming capital projects at the school buildings include upgrading the kitchen equipment at both sites, the replacement of Cedar's carpeting with VCT tile, and the performance of mid-life maintenance and/or replacement of both buildings' roofs.

In 2001, the Town narrowly voted against a property tax limit override intended to fund the construction of a new high school. A similar ballot question passed in 2007, and a new high school building with capacity for 800 students was constructed for \$51 million, with just under half of the funding provided by the MSBA. Upon its opening in September 2011, the new **Hanover High School (287 Cedar Street)** was credited as being among the most cutting edge schools in the state, with an airy, free flowing design, movable learning centers, and top technology. All school buildings and grounds are maintained by the Town of Hanover Facilities Department.

The **Salmond School Building (188 Broadway)** was constructed in 1931 for use as an elementary school. The structure currently serves as the Hanover Public Schools Department Administration building. Although the building is overall in fair to poor condition, and suffers from some of the same deficiencies that have made the Sylvester School unsuitable as an education facility – e.g. limited accessibility – the building does not serve young children, so such issues are of less concern. In 2010, CPF funds were used to install a new boiler and adapt one of the buildings restrooms for ADA specification. In October 2016, the Sylvester School Redevelopment Committee unanimously approved a motion to request the Board of Selectmen expand the Committee's charter to include studying the potential for renovation or disposal of the Salmond School building in the broader context of the Center/Sylvester School project.

Town Owned Facilities Leased to Private Organizations

The **Stetson House (514 Hanover Street)** is an historic house built in 1716 and located in the Hanover Center Historic District; the building itself is listed on the U.S. National Register of Historic Places. The 1716 Stetson House serves as a museum of Hanover history, with an extensive collection of furniture, artwork, clothing, textiles, and samplers. Members of the Hanover Historical Society provide tours of the

Stetson House to the general public during its open hours. The property also benefits from support by the Friends of the Stetson House. In addition to the 1716 Stetson House, the Historical Society also operates **Hanover Fire Station #5 (1095 Broadway)** as a firefighting museum. Although maintained by the Historical Society, both properties are Town owned.

Vacant Town Owned Facilities

The Hanover Board of Selectmen's FY2016 Strategic Goals identify the sale or re-use of town-owned properties as a targeted potential revenue opportunity, which in addition the sale price adds money to the Town's coffers by putting property back on tax rolls and saving on maintenance costs.

At peak operating out of six stations, the Hanover Fire Department is in the midst of consolidating facilities and divesting themselves of storage only satellite stations that are costly to maintain and are structurally undersized and unable to accommodate modern firefighting apparatus. In late 2016, **Fire Station #1 (1160 Main Street)** and **Fire Station #2 (207 Broadway)** were made surplus by the department, which allowed the Board of Selectmen to vote to authorize the Town Manager to draft a bid package preparing for the properties' sale. Ownership of **Fire Station #6 (188 King Street)** was transferred to the Town of Hanover by the Drinkwater Firemen's Association following a 2010 Annual Town Meeting vote approving the Board to take the property by eminent domain. The building is currently used for the storage of athletic equipment by the Parks and Recreation department.

The **Curtis School (848 Main Street)**, originally constructed in 1896, was demolished in 2012. Despite its deteriorated condition and vacancy since the early 2000s, to many it remained an important piece of town history, and its demolition was hotly contested. In 2008, Hanover voters rejected a proposal that would have replaced the Curtis School with a new fire station. In 2011, Town Meeting voters agreed to allocate funds to demolish the structure, but the Hanover Historical Commission imposed a one year moratorium to explore the potential for adaptive re-use. No plans deemed workable for the building's re-use were put forward, and the structure was demolished the following year. The site is now operated as the Amos Gallant Field, which has a single Little League field located towards the back of the property as well as an outfield suitable for a small multipurpose field practice site. A long term plan for the site has yet to be decided.

Recently Disposed Properties (2010-2017)

Most recently used as the **Hanover Parks and Recreation Center (624 Circuit Street)**, the former King Street School was disposed of by the Town in late 2016. Also known as Grange Hall, the building had been vacated by Hanover's Council on Aging when the new Senior Center was completed in 2010. Although used for several years as the Parks and Recreation Center, the cost of maintaining and operating the building soon outstripped the budget of the Parks and Recreation department. Town Meeting approved the sale in a May 2016 Special Town Meeting. Despite failing to receive a qualifying bid by the originally decided cutoff date, a subsequent bidding process completed successfully and the building was sold in late 2016.

Parks and Cemeteries

While the Facilities Department maintains the grounds and athletic fields on Hanover school sites, the Department of Public Works' Public Grounds Division retains primarily responsibility for the operation and maintenance of the Town's public athletic complexes and the three cemeteries. The public grounds division also maintains an active tree and roadside brush control program around town. All told the division operates and maintains approximately 88 acres of facilities with a staff of 5 employees and is assisted in its larger projects by employees of other DPW divisions.

The Town of Hanover operates six public athletic parks. The **B. Everett Hall Field**, established by a citizen's bequest of the property in 1926, served for years as the Town's premiere recreational facility. Located within the historic Town Center, the area includes multiple athletic fields, a tennis court, basketball court, street hockey rink, volleyball area, and bandstand. A more recent addition to the Parks and Recreation properties, **Forge Pond Park**, which opened in 2014, was designed to attract tournament play and other high attendance sports events. In addition to playing fields, the Forge Pond Park includes over a mile of paved walking and biking trails, which tie into the Town's conservation land. A Pavilion with a snack bar and bathroom facilities is also located within the park, which the Facilities Department maintains with custodial services.

The largest park in the Town of Hanover, **Arthur Ceurvels Jr. Field** dates to 1961, when the Town purchased a 60 acre tract of land for the purpose of constructing a public playground. In the late 1990's, another four acres were added to the space, allowing for the construction of additional playing fields, an off-street parking area, and a picnic area. The name of the property was changed from Myrtle Street Fields in 2008, by vote of the Parks and Recreation Committee. The smallest park in Town, **Briggs Field**, just over 1 acre in size, is located directly across from Town Hall, and contains a 100 year old ball field, mainly used today for T-ball.

The Town of Hanover is home to many active and popular youth athletic programs, largely sponsored by the Hanover Youth Athletic Association. The popularity of their programs, and a high public demand for recreation space generally, has strained the capacity of the Town's parks and recreational facilities to meet the need. The **Amos Gallant Field**, located in North Hanover on the former Curtis School site, has in some ways become a flash point for competing visions of municipal land use. Both a 2008 Fire Station Study Committee and a 2011 Municipal Facilities Assessment identified the Curtis School site as the ideal location for a new satellite fire station in North Hanover. However, at the 2013 Annual Town Meeting Hanover residents voted to turn possession of the athletic fields on site over to the Parks and Recreation Committee, in effect continuing the tradition of using the space for recreation and education. Yet the following year, residents narrowly voted against moving forward with plans to design a park for development on the property, retaining the possibility for its redevelopment for an alternative use.

While the number of parks and their usage has increased in recent years, the time and resources available to the DPW's Public Grounds Division have not. In the 2015 Annual Town Report, the Board of

Public Works cautions that “without an increase in resources, whether that is through the tax rate or through user fees,” the quality of provided service may suffer.

The **Hanover Center Cemetery** dates to 1727, and is located in the Hanover Center historic district, across from City Hall and behind the First Congregational Church. Since its founding, the cemetery has grown beyond the original five acre plot to include more than 30 acres, and remains in active use. The Town sold 58 graves in 27 lots during FY15, with cemetery staff accommodating 63 interments including cremations. The Department of Public Works maintains a garage on site to house the equipment needed to maintain the facility.

The **Union Cemetery**, also called the Union Assinippi Cemetery, was founded in 1792 and the Town of Hanover assumed control of the property in the early 1920s. The **West Hanover Cemetery**, also referred to as the Darling Cemetery, is a small property (0.10 acre) founded as a family cemetery in the 1820s; the Town began caring for the property in the 1910s.

Throughout its history, the Town has done a careful job of maintaining the cemeteries under its care. However, by the 2000s, the cemeteries’ significance as objects of historical importance motivated the Town to commission a comprehensive preservation plan, which was published in 2010. Using funds provided by the Community Preservation Act, the Town subsequently hired a cemetery conservator to document historic gravestones, tombs and other monuments in need of cleaning and repair, or other conservation treatments. Their work completed in 2015, and preservation reports documenting their activities are available on the Town’s Community Preservation website.

Table XX: 2011 Building Study Recommendations and Current Conditions

#	Property/Recommendation Reference	2011 Town Building Study Recommendation	Status as of March 2017
1	Fire Station 2	Sell the property for conversion to single-family residential use, with a restricted deed to ensure that the historic appearance of the building is maintained by the new Owners.	The Fire Department has made the property surplus, and the Board of Selectmen has voted to authorize the Town Manager to begin the disposal process. Final sale pending approval by Town Meeting.
2	Fire Station 1	Dispose of the property by selling on the open market as-is, for redevelopment as residential property.	The Fire Department has made the property surplus, and the Board of Selectmen has voted to authorize the Town Manager to begin the disposal process. Final sale pending approval by Town Meeting.
3	Fire Station 3	The site should be sold	The Fire Department

Hanover Master Plan – Public Services & Facilities

		on the open market after demolition of the building and removal of any waste, for residential or commercial redevelopment.	continues to use the station as a storage site for vehicles and equipment. However, the Department is developing a plan to consolidate Fire Station 3 with Fire HQ, to improve the efficiency of the Department's callback system.
4	Fire Station 4 (Headquarters)	General on-going maintenance, following the immediate needs noted above.	In recent years, the Facilities Department has completed a number of improvement projects at Fire Headquarters, including a kitchen remodeling, emergency generator replacement, and the installation of insulated bay doors.
5	Center Elementary	Continue with normal building maintenance needs, following completion of immediate needs. Consider a major building addition to accommodate the students currently attending the Sylvester School.	In September 2016, a Special Town Meeting vote approved a major renovation and expansion of Center Elementary, which will provide a facility that is fully compliant with ADA requirements, building codes, and the educational needs of its students.
6	Cedar Elementary School	Continue with normal building maintenance following completion of immediate needs.	Building remains in overall good operating condition.
7	Hanover Middle School	General maintenance should continue, with particular attention to periodic inspection of the roof.	Building remains in overall good operating condition.
8	Sylvester Elementary School	This building should no longer be used for grade school student education; at least not in its current	When the Center Elementary renovation project completes, the Sylvester Elementary School will no longer be

Hanover Master Plan – Public Services & Facilities

		configuration. A substantial renovation is required, which could exceed the cost of a replacement building.	used as an educational facility. The details of its future adaptation or reuse are being considered by the Sylvester School Redevelopment Committee, which will submit their recommendations to the Board of Selectmen for consideration.
9	Salmond School Administration Building	Continue maintenance with minimal modification of the building, as needed to improve accessibility, energy savings, and life safety.	The building remains in use as the offices of the Hanover School District's Administration. However, the Sylvester School Redevelopment Committee has expanded their focus to include potential re-uses of the Salmond School building as a consideration.
10	Police Station	For the building envelope and interior construction, normal ongoing regular observations and maintenance is all this is needed.	Building remains in overall good operating condition.
11	Public Works Facility (219 Winter Street)	The only thing worth saving at this facility is the steel frame of the building and the foundation system. Even the foundation is suspect, in areas where oil material is soaked into the floors. If the oil condition cannot be cost effectively remedied, then the structure should be demolished and a new facility designed and constructed to meet the needs of the Town.	In the winter of 2015, heavy snowfall caused the building's roof to collapse. Insurance funds were used to construct a new facility as a replacement.

Hanover Master Plan – Public Services & Facilities

12	DPW Yard and Buildings (Ames Way Garage and Salt Shed)	<p>Highway Garage: Make necessary immediate-needs repairs. Expand building as needed to accommodate the full fleet of vehicles, to ensure longevity of expensive equipment.</p> <p>Salt Shed: Demolish and replace with new facility.</p>	Highway Garage building remains in active use and fair operating condition. The Salt Shed is still in use, but needs replacement.
13	Town Hall	This building needs only general ongoing maintenance, in addition to some immediate needs.	Town Hall is undergoing a restoration and rehabilitation project designed to enhance energy efficiency, address worn conditions of the building, and remediate structural inadequacies. A second phase of the project will include landscape and accessibility improvements.
14	John Curtis Free Library	This building needs only general ongoing maintenance.	The building is in good operating condition.
15	Stetson House	This building needs only general ongoing maintenance.	The building is in good operating condition.
16	Curtis School	Based on evaluation of this building, there seem to be two viable options: The first option is to demolish the Curtis School Building with future development choices to be determined later. The second option is to salvage only the basic exterior historic envelope of this building and to restructure, redesign, and reconstruct the building to serve as a satellite	The Curtis School was demolished in 2012. The future of the site remains contested.

		fire station serving the north end of town.	
17	Parks and Recreation (Grange Hall)	The building is in fair condition overall, but is not currently compliant with accessibility regulations. The Town needs to study the feasibility of adding an elevator, taking into consideration the historic value of the property. The Town should be prepared to spend a considerable sum on renovations.	The Town sold the property in late 2016.

Hanover 300 Community Assets Open House 2/15/17: Transportation, Public Facilities and Open Space

At the Public Forum on February 15, 2017 participants were shown posters that provided an overview of town and school-owned buildings, including the town's accomplishments with these properties as well as their challenges. They were asked what their priorities are for town facilities and the town's acquisition/disposition process, and ideas for improvements to public services and facilities.

Given the following list of 10 priorities for the town, this is what participants in the February 15, 2017 forum thought should be prioritized.

What should be prioritized?	Number of Votes	Percent of Votes
1. Building state-of-the-art facilities:	0	0%
2. Renovating or repairing existing Town facilities:	5	13.88%
3. Putting underutilized Town properties back on the tax rolls:	5	13.88%
4. Preserving Town history:	2	5.55%
5. Meeting housing needs:	7	19.44%
6. Creating more open space (parks):	4	11.11%
7. Keeping assets in Town control:	1	2.77%
8. Maintaining neighborhood character:	4	11.11%

9. Informing public and ensuring they have voice in the decision making process:	5	13.88%
10. Other (specify):	3	8.33%
TOTAL PARTICIPANTS & VOTES	36	100%

Additionally, MAPC and Master Plan Committee members had conversation with participants about needs and also asked participants to write down comments about town service and facility needs. Comments, Concerns, and Suggestions expressed at the forum include:

- Merging or otherwise improving connections between individual building committees.
- Preserving the Town’s historical legacy through its facilities.
- Improving public meeting accessibility, including vision and hearing accommodations.
- Developing or repurposing Town properties into housing residents can downsize into.
- Ensuring Town utilities are sufficient to support continued growth.
- Exploring solar energy possibilities for Town facilities.

Recommendations

The Town of Hanover’s management of public facilities and services already meets a high standard. The Town’s creation of a centralized Facilities Department demonstrates their commitment to regular maintenance and strategic appraisal of capacity and need. However, the status of Town facilities and services is dynamic, and the processes guiding their development require continued commitment and attention. The recommendations below include encouragement to continue already established best practices and highlights priorities identified through public outreach and review of existing conditions. However, these are meant to serve as a general guide; many specific decisions are reserved for Town residents to decide through Town meeting.

Goal 1: Ensure facilities meet community and departmental needs

- Strategy 1: Develop new department facilities and infrastructure capable of meeting current service needs and projected future demand
 - Action 1: Continue forward with plans to construct new North Hanover fire station
 - Action 2: Continue the Center School expansion project
 - Action 3: Move forward with plan to develop a Town-wide Strategic Information Technology Plan
- Strategy 2: Complete routine maintenance and renovations which allow host Departments to fulfill their missions
 - Action 1: Complete ongoing facility restoration of Town Hall and renovations to Fire HQ, Police HQ, Cedar Elementary and Hanover Middle School
- Strategy 3: Establish or expand specific channels for feedback about facilities and services

- Action 1: Ensure that all appropriate staff are sufficiently trained in the use of SchoolDude to highlight conditions of buildings and communicated needed improvements
- Action 2: Explore the utility and feasibility of creating a 311 system for citizen feedback
- Strategy 4: Continue renovations to increase facility accessibility
- Strategy 5: Hold public hearings to collect resident feedback on current and future use of Town-owned facilities

Goal 2: Ensure adequate resources for Hanover’s public services

- Strategy 1: Ensure staffing levels are adequate to fulfill departmental duties, and resources are efficiently distributed
 - Action 1: Bring firefighting staff up to full strength by hiring two fulltime firefighters/EMTs
 - Action 2: Share staff responsibilities and costs of FTE between Departments where such cross departmental work enhances efficiency and does not overstretch individual or departmental capacity
- Strategy 2: Ensure capital projects do not negatively impact departmental operational budgets
 - Action 1: Continue practice of decreasing the operating budget’s dependence on free cash, leaving more resources available for capital projects
 - Action 2: Where possible, supplement funding for capital projects through grant programs, e.g. MSBA, Green Communities, and Assistance to Firefighters Grant Program
 - Action 3: Use proceeds from the disposal of property made extraneous or obsolete by new construction to directly offset construction expenses
- Strategy 3: Explore regionalization opportunities for more efficient public service delivery

Goal 3: Ensure all Town owned buildings are fully and efficiently used

- Strategy 1: When undertaking major facility constructions or expansions, consider Department’s facilities portfolio holistically
 - Action 1: Expand the scope of the Sylvester School Redevelopment Committee to include consideration of potential re-uses of the Salmond School building as well
- Strategy 2: Consider disposal or re-use of individual buildings in a strategic manner
 - Action 1: Develop a process for broadly advertising and expeditiously disposing of property being sold by Town to ensure competitive bidding
 - Action 2: Develop disposition RFP’s with particular conditions for use, sensitive to such factors as historic preservation

ⁱ Town of Hanover DPW, “DPW Overview” <http://hanoverdpw.org/DPWOverview.shtml>

ⁱⁱ Town of Hanover Annual Budget for FY17, “Facilities Department”, p. 208, available at http://www.hanover-ma.gov/sites/hanoverma/files/file/file/gfoa_17_04262016.pdf