



# TOWN OF TYNGSBOROUGH

Office of the Select Board  
 Town Offices  
 25 Bryants Lane  
 Tyngsborough, MA 01879  
 Tel: (978) 649-2314 | Fax: (978) 649-2320

## FY24 Select Board & Town Administration Goals and Priorities (in no particular order)

| # | Description  | Responsible Entity                        |
|---|--|---|
| 1 | <p>Review inventory of town-owned land and buildings to determine a plan or future use for each asset. This should include, but may not be limited to, the Winslow School/Littlefield Library site, former Council on Aging building, and former Recreation Center. For any building that will remain, create a plan, with budget, for properly maintaining the asset, including a timeline if necessary.</p> <p>4/8/24 Update:</p> <p>Ahead of the October Town Meeting, Town Manager created a visual inventory identifying the current buildings, their use, and overview of physical condition.</p> <p>Town Administration is working through the Winslow School design project to determine feasibility &amp; intends to use that outcome to guide future discussions.</p> <p>May Town Meeting to consider free cash article to demolish the 180 Lakeview Ave building due to deteriorating condition.</p> <p>Select Board adopted a policy that enhanced the use of the Council on Aging after hours to address need that existed in the community for community groups.</p> <p><b>Upcoming Items</b></p> <p><b>1) Work with the Media Department to identify current costs of a PEG center and identify next steps for the \$800k remaining that was allocated for the PEG center back in 2019.</b></p> | Town Manager with input from Select Board |



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|   | <p><b>2) Begin to develop options for consideration of the future of the 120 Westford Road Rec Building as the Rec Dept. gets situated in the new clubhouse on Sherburne Parcel.</b></p> <p><b>3) Once DPW is established, work towards establishing a facilities division and developing a town-wide maintenance schedule as opposed to the very isolated process that exists today.</b></p>   |              |
| 2 | <p>Develop a 5-year plan for staffing, services, equipment and infrastructure for each department, with specific focus on DPW, Police and Fire Departments</p> <p>4/8/24 Update:<br/>       In February, the Town Manager awarded a contract to Lavallee Brensinger Architects to conduct a thorough facilities assessment of both the Police and Fire Departments (central station) to identify 5-year capital plan, space needs, and determine overall condition to help guide future discussions.</p> <p>Fire Chief has worked to identify current staffing approach, analyze the right path for future staffing, and has collaborated with Town Manager. Currently looking at SOPs and department structure.</p> <p><b>Upcoming Items:</b></p> <p><b>1) Work with the report from Lavallee Brensinger to present a comprehensive facilities assessment to the Select Board to talk about long term planning for those buildings (including a comprehensive capital plan)</b></p> <p><b>2) Continue to work with Chief Russell on the strategic planning he's already commenced for the Fire Department.</b></p> | Town Manager |



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|          | <p><b>3) Review existing planning with the Police Department for future growth and staffing.</b></p>  |  |
| <p>3</p> | <p>Improve communications with residents:</p> <ul style="list-style-type: none"> <li>● Provide clear understanding of how their taxes are calculated and assessed</li> <li>● Provide clear understanding of where revenue is generated and tax money is spent with specific focus on:             <ul style="list-style-type: none"> <li>○ Schools</li> <li>○ Public safety</li> <li>○ Roads</li> </ul> </li> </ul> <p>4/8/24 Update:</p> <p>Town Manager to host three (3) budget office hours with the goal of making the budget easier to understand and more accessible to residents.</p> <p>FY25 budget presentation took a deep dive into the category of expenditures, staffing, and the breakdown of revenue.</p> <p><b>Upcoming Items:</b></p> <ol style="list-style-type: none"> <li>1) <b>Town Manager’s Office working to redesign a “budget book” that will be available ahead of Town Meeting to better present the Town’s FY25 budget beyond the spreadsheet that we’re used to seeing.</b></li> <li>2) <b>Work with the Information Technology Department to identify ways that we can use our current website to present the budget in a more transparent manner, and explore third party software options for real time reporting directly on the website.</b></li> </ol> | <p>Town Manager</p>  |
| <p>4</p> | <p>Improve operational efficiencies in departments and effectively account for costs and non-tax revenues</p>   | <p>Town Manager with support and input from the Select Board</p> |



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|   | <ul style="list-style-type: none"> <li>● Identify and explore new or alternative revenue sources to support capital and ongoing programming and services.</li> </ul> <p>4/8/2024 Update:</p> <p>Town Manager and Finance Director along with HR Director coordinated the use of a consultant to analyze the operations of the Treasurer/Collector office to identify areas for improvement both in terms of efficiencies but also best practices. The fact-finding portion of the project was complete last week and we'll now begin to look at his recommendations for improvements.</p> <p><b>Upcoming Items:</b></p> <ol style="list-style-type: none"> <li><b>1) Town Manager &amp; HR have begun the conversion with Unions about using the summer to review the job descriptions that were created during the Collins Center Study last year to go department by department and ensure job descriptions match the work each employee is doing and in doing so look to find operational efficiencies and reduce redundancies across government.</b></li> <li><b>2) Conduct revenue analysis to ensure we're maximizing the revenues we currently receive. Part of this will include looking at neighboring communities.</b></li> </ol> |  |
| 5 | <p>Create an economic development strategy with input from the Planning Board and relevant stakeholders, which may include the Re-establishment of an Economic Development Commission (EDC) or Business Association to further improve the economic development of the town.</p> <p><b>Upcoming Items:</b></p>  | <p>Select Board with support from the Town Manager</p> |



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|   | <p><b>1) Develop strategy for the potential appointment of an economic development advisory sub-committee of the Planning Board &amp; Select Board to develop a long-term strategy that could include the establishment of an EDC or a Business Association.</b></p> <p><b>2) Conduct outreach to local businesses to ensure that we're offering an economic development environment that works for small, medium, and larger businesses.</b></p>  |   |
| 6 | <p>Support the development and implementation of a new website and connect with goals around better navigation, accessibility, and communications with residents.<br/>4/8/2024 Update Complete.</p>  | Town Manager  |
| 7 | <p>Plan for affordable housing, including approach for addressing MBTA Adjacent Communities legislation and reviewing/updating the 2020-2024 Housing Production Plan.</p> <p>4/8/2024 Update:</p> <p>Town Planner and Zoning Review Committee have worked diligently with NMCOG to put together draft zoning to comply with the MBTA Communities Act for consideration at the May Annual Town Meeting.</p> <p>Tyngsborough awarded a DLTA grant with NMCOG to have NMCOG help us with our Housing Production Plan Update</p> <p>CPC authorized funding to help preserve an affordable unit that is being foreclosed.</p> <p><b>Upcoming Items:</b></p> | Town Manager and Town Planner with input from the Select Board and Planning Board |



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|   | <p><b>1) Work with NMCOG to begin the process of updating the Housing Production Plan which will involve input from Select Board, Planning Board, AHT, and the community.</b></p>  |  |
| 8 | <p>Monitor the plans for the extension of the commuter rail from Lowell to Nashua and explore ways to leverage the proposed expansion to benefit Tyngsborough.</p> <p>4/8/2024 Update:<br/>Congresswoman Trahan’s Office contact the Town Manager last month to share information that the NH Congressional Delegation was advancing a push for this extension. Her office will keep us updated and inform of us of future input opportunities.</p>  | <p>Town Manager and Town Planner with input from the Select Board, EDC, and community stakeholders</p> |
| 9 | <p>Define Department of Public Works Roles &amp; Responsibilities and implement a DPW organizational structure.</p> <p>4/8/2024 Update</p> <p>Town Manager formed a DPW Implementation Working Group this fall that is working towards ensuring a smooth transition once that act passes. This includes the creation of an org chart that all stakeholders have reviewed and approved.</p> <p>Town Manager and HR Director have created a job description for the new Superintendent of Public Works position.</p> <p><b>Upcoming Items:</b></p> <p><b>1) Upon the passage of the act, appoint a DPW Superintendent and work with that person to develop a short and long-term planning approach to ensure that the DPW is built correctly understanding that as we continue</b></p> | <p>Town Manager</p>  |



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|    | <p><b>to grow, the plan may need to adopt. Will involve continued stakeholder engagement and conversations with this Board.</b></p> <p><b>2) As the above described plan is establish, develop a budget strategy for future DPW growth.</b></p>   |   |
| 10 | <p>Assess feasibility and funding options for solar panel installation and other energy saving measures at Town Hall, new DPW garage, and additional town buildings.</p> <p>4/8/2024 Update</p> <p>Town Manager has met with Invaleon Technologies, a municipal solar company to develop a plan for an RFP that would see the installation of solar on municipal properties in which the Town receives a lease payment instead of credits. The Town currently has an abundance of credits from the Charles George Solar project.</p> <p><b>Upcoming Items:</b></p> <p><b>1) In April, Town Manager to conduct walk of municipal sites to identify areas that are already solar ready (Town Hall, COA). This could include solar canopies in municipal parking lots and of course buildings.</b></p> <p><b>2) Future installations are planned for the new Middle School and the new DPW building.</b></p> | Town Manager                                    |
| 11 | <p>Review options to determine if Tyngsboro should have a representative on the Dracut Water District Board and if all Dracut Water district customers should be allowed to vote for the Water District Board.</p> <ul style="list-style-type: none"> <li>- Review current water supply offerings to determine if they will meet the town's long-term needs.</li> </ul> <p>4/8/2024 Update:</p>   | Select Board with support from the Town Manager |



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|    | <p>Select Board, through Mr. Eldridge, have been working on addressing pending challenges with the district and rebuilding a good working relationship. This item may be resolved by the resolution of the outstanding items based on current display of cooperation by both sides.</p> <p><b>Upcoming Items:</b></p> <p><b>1) Town of Tyngsborough to ratify new service agreement with the Dracut Water District for service to Tyngsborough residents. This could be an opportunity for the Town to address other areas.</b></p> |              |
| 12 | <p>Continue to pursue State and Federal grant opportunities and increase guidance, training, and resources to staff to reduce time spent on applications and improve the likelihood of success.</p> <p>4/8/2024 Update:</p> <p>This is an on-going effort as highlighted by the grant slide in the budget presentation.</p>   | Town Manager |
| 13 | <p>Develop a personnel recruitment and retention strategy for HR and administration.</p> <p>4/8/2024 Update</p> <p>This will become a focus on the job description/org structure analysis that takes place this summer.</p> <p>The Town's approach to collective bargaining this year has been focused on affordability and ensuring competitiveness with our peers.</p>  | Town Manager |