



## TOWN OF TYNGSBOROUGH

Office of the Select Board

Town Offices

25 Bryants Lane

Tyngsborough, MA 01879

Tel: (978) 649-2314 | Fax: (978) 649-2320

### FY25 Select Board & Town Administration Goals and Priorities (in no particular order)

Not Started
In Progress
Complete

#	Description	Anticipated Timeline(s)	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><b>In Progress Items</b></p> <p>1) <b><u>120 Westford Road:</u></b> Convened stakeholders to discuss 120 Westford Road to be able to answer the following questions:</p> <p style="margin-left: 20px;">a. <b>Historically, what was the use?</b></p> <p style="margin-left: 40px;"><b>i. Two primary uses were storage for the recreation department and community use for low-cost meeting space. We've addressed the meeting space issue with the use of the Center for Active Living which is going very well. Lingering issue to address is storage for the Recreation Department.</b></p>	<p>1) <b>Release an RFP in June to determine if there is any commercial interest in the building either through a long-</b></p>	<p>Town Manager with input from the Select Board</p>



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	<p><b>1. We've eliminated the use of other publicly owned buildings as an option to address storage.</b></p> <p><b>2. Currently exploring potential storage unit rental and/or placement of a large storage shed/container on a different municipal site.</b></p> <p>b. What is the current condition &amp; what type of work (and funding) is needed to optimize the use?</p> <p>i. <b>There are serious code issues that will need to be addressed as well as exterior envelope issues. We haven't hired a firm to analyze the condition but we know we need to invest at least 30-50k to make the building up to code.</b></p> <p>c. Are there needs that aren't being met in the Community that could be met here?</p> <p>i. <b>No. The only real benefit being met by this building right now is storage for a Town department.</b></p> <p>ii. <b>We looked at this site as a part of the public safety discussion and determined that the site was too constrained for a new police station.</b></p> <p>d. Is there a value to potentially selling the parcel (potential use, resale value, tax implications)</p> <p>i. <b>Consider releasing a non-binding RFP to determine commercial interest in the parcel either through a long-term lease or sale.</b></p> <p>2) <u>Winslow School</u>: Winter- Spring worked with Lavallee Brensinger Architects to determine the feasibility of a new fire station on the site.</p>	<p>term lease or sale.</p> <p>2) Prior goal was to get to a point where we could ask for design funding for a new fire station on the site at the May 2024 Town Meeting. That work is now complete. Design to begin this Fall.</p> <p>3) Hope to have SOPs for facilities developed by July 1.</p>	
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<p><b>Confirmed that the site will work – whether the building remains or not. May Town Meeting will be asked to consider schematic design funding.</b></p> <p><b>Separately, the Historical Commission approached the CPC about using the remaining \$1.2M from May 2023 allocation to restore the entire exterior of the whole building. At the request of CPC, we’re in the process of procuring an architectural firm to conduct a full assessment &amp; cost proposal. This is being done using CPC admin expenses.</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> <ul style="list-style-type: none"> <li>● FY26 budget contemplates a newly constituted Facilities Division by pulling the salaries &amp; expense lines for all facility related costs across general government into one budget center.</li> <li>● Town Administration and DPW have created centralize facilities work order system and are working on creating facilities SOPs</li> </ul> <p><b>Upcoming Items</b></p> <p><b>4) 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>	<p><b>4) Narrow down potential existing municipal buildings to determine whether or not such a project is feasible in them. Simultaneous, continue to explore collaboration with neighboring communities.</b></p>	
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	<p><b>a. Conversations with the Media Director around the future of PEG space have shifted into two different directions:</b></p> <ul style="list-style-type: none"> <li><b>i. Look to utilize an existing building to build out a studio/podcast space and office space.</b></li> <li><b>ii. Look to partner with a neighboring PEG studio to create some sort of regional partnership.</b></li> </ul>		
2	<p>Develop a 5-year plan for staffing, services, equipment and infrastructure for each department, with specific focus on Police and Fire Departments</p> <p><b>In Progress Items:</b></p> <ul style="list-style-type: none"> <li><b>1) Spring Town Meeting will consider a request for design funding for a new Fire Station. Meanwhile, we've identified the most advantageous PD site right now with a focus on ensuring that we're monitoring the ability to utilize other sites.</b></li> <li><b>2) Using the Lavallee Brensinger Report, develop a comprehensive 5-year capital plan.</b> <ul style="list-style-type: none"> <li><b>a. The report served as the basis for the five-year capital requests for PD; including \$400k worth of their requests for FY26 to address the most critical building issues.</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>1) Assuming approval in May, Schematic Design would go out to bid at the end of the summer.</b></li> <li><b>2) Work to achieve goals in the 5-year plan is contingent on funding approval as a part of the</b></li> </ul>	Town Manager



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	<p><b>b. Develop funding plan for the final four years of the plan, recognizing financial constraints around borrowing and free cash.</b></p> <p><b>Upcoming Items:</b></p> <ol style="list-style-type: none"> <li>1) Continue to work with Chief Russell on the strategic planning he's already commenced for the Fire Department.</li> <li>2) Review existing planning with the Police Department for future growth and staffing.</li> </ol>	<p><b>capital plan presented to Town Meeting in May.</b></p> <ol style="list-style-type: none"> <li>1) Once FY26 budget is finalized – focused on funding options for next five years for addressing staffing challenges in PD, FD, and DPW. Goal to present in Fall 2025</li> </ol>	
3	<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> </ul>		Town Manager



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	<ul style="list-style-type: none"> <li>○ Tyngsborough Media published an <b>Entering Tyngsborough</b> podcast that opened the conversation about how taxes are calculated &amp; assessed. That went live in March.</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> <li>○ <b>The FY26 budget presentation has once again placed on a focus on demonstrating where tax dollars are being spent and had a larger focus than prior years on where revenue comes from.</b></li> </ul> </li> </ul> <p><b>Upcoming Items:</b></p> <ol style="list-style-type: none"> <li>1. <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>		
4	Improve operational efficiencies in departments and effectively account for costs and non-tax revenues		Town Manager with support and input from the Select Board



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	<p><b>In Progress:</b></p> <ol style="list-style-type: none"> <li>1) As it relates to DPW, working with DPW Administration and Union to develop individual divisions within the DPW. While Facilities and Sewer were already existent, working now to establish Parks and Roads which will have specific focus areas.</li> <li>2) Using the goals developed during the August planning retreat with department heads develop comprehensive 5-year budget that contemplates ways to increase collaboration and create efficiencies by exploring all avenues – including cooperation where possible with the School Department.</li> </ol> <p><b>Upcoming Items:</b></p> <ol style="list-style-type: none"> <li>1) Town Manager &amp; HR have begun the conversion with Unions about reviewing 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.</li> </ol>	<ol style="list-style-type: none"> <li>1) Recent promotion is aimed at making the transition easy. Conversation with unions about formalizing the changes is ongoing.</li> <li>2) Once the FY26 budget is finalized, work to put together a comprehensive five-year budget will begin. This will likely be complete and ready for presentation at</li> </ol>	
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		<b>the beginning of FY26.</b>	
5	<p>Create a process for an annual 5-year budget forecast that looks at projected expenses and revenues. As a part of this process, identify alternative revenue sources for things like long-term capital planning.</p> <p>Specifically:</p> <ol style="list-style-type: none"> <li>1) Identify projected expenses with benchmark data from other communities to compare Tyngsborough's spending practices.</li> <li>2) Develop a scenario driven approach for short term and long-term debt.</li> </ol>	<ol style="list-style-type: none"> <li>1) Town Manager and Finance Director participated in a two-day workshop with DOR to develop baseline five-year forecast. Finishing touches to be added once FY26 budget adopted.</li> <li>2) Using the completed forecast, establish a working group with members of FinCom and Select Board to run different projection models based on potential</li> </ol>	<p>Town Manager with Input from Select Board and Finance Committee</p>



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		<p>areas of focus for budget growth. Hope to use July-October to develop framework.</p>	
<p><b>6</b></p>	<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>In Progress</b></p> <ol style="list-style-type: none"> <li>1) <b>Develop an Economic Development Advisory Council to help guide the Town Administration, Economic Development Office, and Planning Board in efforts to encourage and facilitate smart development in areas ripe for development. Using this group, establish a long-term economic development strategy.</b></li> <li>2) <b>Conduct outreach to local businesses to ensure that we're offering an economic development environment that works for small, medium, and larger businesses.</b></li> </ol>	<ol style="list-style-type: none"> <li>1) The goal is to have the economic development advisory council fully seated by June. Once the group is constituted, it's first task will be establishing</li> </ol>	<p>Town Manager with support from Select Board</p>



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		<p>timeframes for it work.</p> <p>2) This work is on-going but the ED Director and Town Manager have bi-weekly check-ins.</p>	
7	Continue to plan for affordable housing, most specifically by reviewing/updating the 2020-2024 Housing Production Plan		Town Manager and Town Planner with input from Select Board and Planning Board
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> <ul style="list-style-type: none"> <li>Over the summer, the Town heard from Nashua that Rep. Kuster of NH was pushing for this project to be back on the radar of federal transportation officials.</li> </ul>		Town Manager and Town Planner with input from the Select Board and community stakeholders
9	Develop 5-year strategic plan for the growth and future of the Department of Public Works including:		Town Manager and Superintendent of Public



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	<ul style="list-style-type: none"> <li>• Capital Needs</li> <li>• Staffing Needs</li> <li>• Budget Needs</li> </ul> <p><b>In Progress:</b></p> <ol style="list-style-type: none"> <li>1) <b>Work to develop SOPs for each division which will give us a better idea of future staffing/capital needs</b></li> <li>2) <b>With a focus on facilities – build out a facilities division to help us better understand the capital and budget needs for maintaining existing facilities.</b></li> </ol>	<ol style="list-style-type: none"> <li>1) Using SOPs which will be developed by July 1 – identify the staffing, capital, and budget needs to meet those SOPs.</li> <li>2) Already underway, the FY26 budget contemplates the development of a facilities Division.</li> </ol>	<p>Works with input from Select Board and Sewer Commission.</p>
<p><b>10</b></p>	<p>Having identified feasible options for the development of solar resources on Town owned property, issue an RFP to work with qualified firms to develop a solar lease on Town Hall and Council on Aging and prepare options for further development.</p>		<p>Town Manager</p>



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	<p><b>In Progress</b></p> <p>1) Released an RFP looking for solar developers to develop a solar project on the roof of Town Hall and COA. No responses in original request which was due on January 15<sup>th</sup>. Town Manager to meet with a solar developer to refine RFP and make it more attractive.</p>	<p>1) Revisit the RFP and put it back out with additional feedback from qualified firms.</p>	
<p>11</p>	<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>Select Board with support from the Town Manager</p>
<p>12</p>	<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. Additionally, work with state and federal partners to identify a path forward for larger scale grants to help develop a public safety building and/or other municipal buildings with the exception of schools.</p> <p><b>In Progress:</b></p> <p>1) Developed a grant tracking process and database that isn't only helping us keep track of grants and expenditures but will provide the ability to track annual grants so we don't miss one.</p>		<p>Town Manager</p>



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	<p><b>Upcoming Items:</b></p> <p>1) <b>Look to provide annual or semi-annual training opportunities for staff that cover finding grants, applying for grants, and managing grants.</b></p>	<p>1) This is on going with FY25 being the first year.</p> <p>1) Will look to provide first training in Spring 2025.</p>	
13	<p>Develop a personnel recruitment and retention strategy for HR and administration and also ensure that succession planning is being done for major leadership roles across the organization.</p>		Town Manager
14	<p>Using the report produced by Lavalee Brensinger which analyzed the current needs of the Fire and Police Departments as well performed a capital needs assessment on their facilities, identify parcels of land suitable for one or both buildings and develop a short-term 5-year capital plan for each building.</p> <p>. **See update under Goal 2</p>		Town Manager



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<p><b>15</b></p>	<p>Given recent inquiries into regional, shared services opportunities including the active regional health initiative, analyze the pros and cons of regional services and assess opportunities as they arise.</p> <p><b>Current Explorations</b></p> <ol style="list-style-type: none"> <li>1) <b>Regional ambulance service</b> <ol style="list-style-type: none"> <li>a. <b>Tyngsborough has been asked by Dunstable to consider providing Dunstable with EMS service. We are in the feasibility stage and may be prepared to present an IMA for the Board’s consideration in June.</b></li> </ol> </li> <li>2) <b>Regional Cable Access</b> <ol style="list-style-type: none"> <li>a. <b>As the future of PEG funding becomes less clear, we’re seeing more interest in sharing resources. We’ve done this to some extent with Westford CAT and will explore doing more.</b></li> </ol> </li> <li>3) <b>Broader Regional Efforts – We know that Chelmsford will do a deep dive over the summer into possible areas for partnership whether directly like ACO or regional with other communities. We’ve expressed an interest in being part of that to the extent we can.</b></li> </ol>	<ol style="list-style-type: none"> <li>1) Aligned with conversations about the five-year budget which will commence in April/May once FY26 budget is finalized.</li> </ol>	<p>Town Manager</p>
<p><b>16</b></p>	<p>Conversations about reliable infrastructure and utility services in Tyngsborough.</p> <p><b>Upcoming Items:</b></p> <ol style="list-style-type: none"> <li>1) Follow up with National Grid to obtain their plans for maintaining the infrastructure in Tyngsborough and other action items from the productive meeting held in Tyngsborough.</li> </ol>		<p>Town Manager</p>



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