TOWN OF DUNSTABLE

SELECT BOARD

MEETING MATERIALS

SEPTEMBER 24, 2026

511 Main Street

Dunstable, MA 01827

NOTICE OF A PUBLIC MEETING POSTED IN ACCORDANCE WITH THE PROVISIONS OF MGL30A §18 - 25

TOWN OF DUNSTABLE

511 Main Street Dunstable, MA 01827
(978) 649-4514 dunstable-ma.gov

BOARD/COMMITTEE/COMMISSION:	Select Board
SUBMITTED TO TOWN CLERK:	*September 21, 2026 3:28 pm*
MEETING DATE/TIME:	September 24, 2026 9:00 am
LOCATION:	Dunstable Public Library

Note: All topic placement & times are estimated and may vary tremendously from projections

Topics the Chair Reasonably Anticipates will or could be Discussed	
1.	Meeting Called to Order
2.	Approval of Meeting Minutes from September 8, 2026*
3.	State Election 2026 Warrant*
4.	FY27 Goals and Priorities Review
5.	Items Not Reasonably Anticipated by the Chair
6.	Meeting Adjournment

***Votes likely to be taken**
(Note: This listing of matters reflects those reasonably anticipated by the chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.)

Additional Notes:

ITEM #3

MEETING MINUTES



Town of Dunstable
Select Board Meeting Minutes
September 08, 2026

In attendance: Select Board Chair Ron Mikol, Select Board Vice Chair Leah Basbanes, Select Board Member David Tully, III, and Town Administrator Jason Silva.

Call to Order
The meeting was called to order at 5:30 PM. Chair Mikol reviewed the agenda, which included public comments, approval of minutes, annual appointments, a conservation restriction, Safe Harbor status, meeting room technology upgrades, the FY2028 budget outlook, the Town Administrator's report, and topics not reasonably anticipated.

Public Comment
No public comments were offered.

Approval of Meeting Minutes from August 11, 2026*
The Board reviewed the minutes of the August 11, 2026 Select Board meeting. With no amendments proposed, on a **motion** by Leah Basbanes and **seconded** by David Tully, III, it was **voted to approve** the meeting minutes from August 11, 2026. **The vote was unanimous.**

Annual Appointments*
The Board considered the appointment of a Field Driver position.

During discussion, Board members briefly reviewed previous occupants of the position and confirmed the recommended appointment.

On a **motion** by Leah Basbanes and **seconded** by David Tully, III, it was **voted to approve** the meeting minutes from August 11, 2026. **The vote was unanimous.**

Conservation Restriction, 389 Thorndike Street and 60 Main Street, McLoon Property*
The Board considered approval of a revised conservation restriction affecting the McLoon Property.

TA Silva explained that the Board had previously approved the restriction; however, following legal review and state review, minor non-substantive wording changes had been made. Staff emphasized that:

DRAFT

- The conservation protections remain unchanged.
- Permitted and prohibited uses remain unchanged.
- No substantive alterations were made to the intent or effect of the restriction.

It was noted that the revisions likely originated during the state's review process and were subsequently reviewed by the Dunstable Rural Land Trust's attorney without objection.

On a **motion** by Leah Basbanes and **seconded** by David Tully, III, it was **voted** to approve the Conservation Restriction from the Dunstable Rural Land Trust to the Dunstable Conservation Commission for the property located at 389 Thorndike Street and 60 Main Street, known as the McLoon Property, recorded at the Middlesex North District Registry of Deeds, Book 33494, Page 91, in perpetuity and exclusively for conservation purposes. **The vote was unanimous.**

Safe Harbor Status/Housing Production Plan Certification*

Town Administrator Silva revisited the topic of obtaining Safe Harbor certification under the Town's Housing Production Plan (HPP).

Mr. Silva reported that after a previous Board discussion, he contacted the Executive Office of Housing and Livable Communities (EOHLC) for clarification regarding Dunstable's eligibility. The primary question relates to when affordable housing units become eligible for inclusion toward Safe Harbor certification requirements.
Discussion included:

• Whether eligibility begins upon issuance of a comprehensive permit or upon issuance of building permits.
• The timing of affordable units being recognized on the state's Subsidized Housing Inventory (SHI).
• The impact of the proposed MCO affordable housing project, which is expected to contribute 48 affordable units.

Mr. Silva explained that based on EOHLC guidance:

• Six affordable units would satisfy the 0.5% threshold and potentially qualify the Town for a one-year certification.
• Eleven affordable units would satisfy the 1% threshold and potentially qualify the Town for a two-year certification.
• The MCO project would exceed either threshold if deemed eligible.

DRAFT

Members of the Affordable Housing Committee had reviewed the issue and recommended submitting an application regardless of uncertainty, noting there would be no adverse consequence if the request were denied.
Board members agreed that seeking clarification through the application process was worthwhile, as a denial would provide definitive guidance on the Town's status.

A discussion occurred regarding the meaning of "Safe Harbor." Mr. Silva clarified that it relates to affordable housing regulations and may provide protections from certain Chapter 40B comprehensive permit applications when thresholds are met.

On a **motion** by Leah Basbanes and **seconded** by David Tully, III, it was **voted to approve** sending a letter requesting certification of the Dunstable Housing Production Plan and any related documents to the Executive Office of Housing and Livable Communities. **The vote was unanimous.**

Flat Screens in Town Hall Meeting Rooms*
The Board returned to a previously discussed proposal to install flat-screen displays in Town Hall meeting rooms.

The Town Administrator reported that:

- Sue Fayne had researched available options.
- Feedback had been gathered from neighboring communities and Town staff.
- One option involved "smart art" televisions capable of displaying artwork or photographs when not in use.
- Preliminary pricing indicated the project could likely be completed using available grant funding.

Board members discussed the possibility of displaying local artwork, photographs, or community images when the screens were not being used for presentations or meetings.

Additional discussion covered:

- The functionality of smart art displays.
- Whether the displays would appear as black screens when not in operation.
- Potential future use for viewing significant news or emergency events.
- Installation in the two primary Town Hall meeting rooms.

DRAFT

While Board members expressed interest in the smart art functionality, they did not wish to limit the purchase only to that specific product if comparable alternatives proved more practical.

Original Motion: To approve installation of Smart Art flat screens in Town Hall meeting rooms.

Following discussion, the motion was amended.

Amended Motion: On an amended **motion** by Leah Basbanes and **seconded** by David Tully, III, it was **voted to approve** the installation of flat-screen displays in the meeting rooms of Town Hall. **The vote was unanimous.**

FY28 Budget Update

Mr. Silva provided an early update regarding preparation of the Fiscal Year 2028 budget.

Key points included:

- Preliminary projections continue to indicate that an override may be necessary to maintain existing service levels.
- Budget forecasts remain in the early stages and require significant refinement.
- Multiple ideas and recommendations are being explored through budget working groups.
- Current projections have not materially changed since previous presentations.

Mr. Silva reported upcoming discussions regarding:

- Property and casualty insurance costs.
- Health insurance projections.
- Other major budget assumptions affecting future forecasts.

Regarding school assessments, it was reported that:

- Preliminary school budget projections for level services remain approximately an 8% increase.
- While lower than increases experienced in some prior years, the projected increase remains well above the revenue growth available under Proposition 2½.

DRAFT

Board members discussed the likelihood that an override request may ultimately be required should current trends continue. It was emphasized that discussions remain preliminary and no specific override amount has been determined.

Town Administrator Report

Mr. Silva provided updates on numerous ongoing initiatives and projects.

Union Building Project

- Proposals for the Union Building project were due that day.
- Six or seven proposals were received.
- The submissions had not yet been opened because a second observer was required for the opening process.
- An evaluation committee will be assembled.

Green Communities Grant

- The Town completed prior Green Communities projects in time to qualify for the next grant round.
- The grant application deadline is October 9.
- Staff intends to seek funding for the next phase of the Library HVAC project.
- Some local funding may be required as a match.

Municipal Citizens Academy

- The third year of the Municipal Citizens Academy recently began.
- Twelve residents have enrolled.

PFAS Mitigation Project

- Construction activities on Broad Street were expected to begin the following day.

Master Plan

- The completed Master Plan has been posted online.

Wood Boiler Project

- Contracting is complete.
- Required materials have been ordered.
- Work will be scheduled upon material delivery.

Swallow Union Building Shade Structure

- Construction of a new shade structure is underway.

DRAFT

- The project is slightly behind schedule but expected to be completed soon.

Town Center and Trail Planning

- Staff plans to organize a meeting with residents in the Hillcrest Street neighborhood regarding trail loop connections and related planning efforts.
- A second meeting of the Town Center Working Group is also being planned.

FY2027 Goals and Objectives

- Draft goals and objectives have been provided to the Select Board.
- Staff will coordinate future discussions with the Board and Chair.

Capital Planning Committee

- The committee is scheduled to meet the following week.
- Department heads are expected to attend and provide preliminary capital planning forecasts.
- Discussion will also include anticipated American Rescue Plan Act (ARPA) funding receipts and related planning considerations.

Topics Not Reasonably Anticipated by the Chair
A Board member raised the current vacancy on the Advisory Board/Finance Committee and asked whether any applications had been received. Mr. Silva reported that no recent interest had been received.
The Board agreed to publicize the vacancy again, noting that budget season provides an excellent opportunity for interested residents to become involved in municipal finance and budget discussions.

On a motion by Vice Chair Basbanes and seconded by Mr. Tully, it was voted to adjourn at 6:05pm.

Respectfully submitted,

Sue Fayne
Executive Assistant

DRAFT

ITEM #4

STATE ELECTION WARRANT



COMMONWEALTH OF MASSACHUSETTS
WILLIAM FRANCIS GALVIN
SECRETARY OF THE COMMONWEALTH

WARRANT FOR 2026 STATE ELECTION

SS.

To the Constables of the City/Town of DUNSTABLE

GREETINGS:

In the name of the Commonwealth, you are hereby required to notify and warn the inhabitants of said city or town who are qualified to vote in ELECTIONS to vote at:

WARD 0 / PRECINCTS 1
Ward / Precincts

DUNSTABLE FREE LIBRARY, 588 MAIN STREET, DUNSTABLE
Polling Location

On **TUESDAY, THE THIRD DAY OF NOVEMBER, 2026,** from 7:00 A.M. to 8:00 P.M. for the following purpose:

To cast their votes in the State Election for the candidates for the following offices and questions:

SENATOR IN CONGRESS	For this Commonwealth
GOVERNOR and LIEUTENANT GOVERNOR	For this Commonwealth
ATTORNEY GENERAL	For this Commonwealth
SECRETARY OF STATE	For this Commonwealth
TREASURER	For this Commonwealth
AUDITOR	For this Commonwealth
REPRESENTATIVE IN CONGRESS	THIRD DISTRICT
COUNCILLOR	FIFTH DISTRICT
SENATOR IN GENERAL COURT	FIRST MIDDLESEX DISTRICT
REPRESENTATIVE IN GENERAL COURT	FIRST MIDDLESEX DISTRICT
DISTRICT ATTORNEY	NORTHERN DISTRICT
REGISTER OF PROBATE	MIDDLESEX COUNTY
REGIONAL SCHOOL COMMITTEE	GREATER LOWELL

QUESTION 1: LAW PROPOSED BY INITIATIVE PETITION

Do you approve of a law summarized below, on which no vote was taken by the Senate or the House of Representatives before May 6, 2026?

SUMMARY

This proposed law would make most records held by the Legislature and the Office of the Governor public records under the Massachusetts Public Records Law. This proposed law would exempt documents related to the development of public policy and communications between legislators and their constituents, if those communications are reasonably related to a constituent's request for assistance in obtaining government-provided benefits or services or interacting with a government agency.

A YES VOTE would make most records held by the Legislature and the Office of the Governor public records under the Massachusetts Public Records Law.

A NO VOTE would make no change to the Massachusetts Public Records Law.

QUESTION 2: LAW PROPOSED BY INITIATIVE PETITION

Do you approve of a law summarized below, on which no vote was taken by the Senate or the House of Representatives before May 6, 2026?

SUMMARY

This proposed law would specify that employees of the Committee for Public Counsel Services ("CPCS") are permitted to engage in collective bargaining with their employer. It would also require CPCS, after executing a collective bargaining agreement, to request the appropriation necessary to fund such agreement from the Governor.

A YES VOTE would specify that Committee for Public Counsel Services employees may form a union to collectively bargain with their employer.

A NO VOTE would make no change to the law governing labor relations for Committee for Public Counsel Service employees.

QUESTION 3: LAW PROPOSED BY INITIATIVE PETITION

Do you approve of a law summarized below, on which no vote was taken by the Senate or the House of Representatives before May 6, 2026?

SUMMARY

This proposed law would eliminate political party primaries for state elections and instead establish a system where there would be a single, all-party primary in which all candidates, regardless of their party affiliation, would be listed on one ballot, and voters could vote for any candidate on the ballot. The two candidates receiving the most votes in the primary would advance to the general election ballot.

This proposed law would require candidates for governor and lieutenant governor to run and be listed jointly on the ballot in the primary.

This proposed law would provide political party status to any group whose candidates for any statewide office received at least 3% of the ballots cast in the state primary.

A YES VOTE would eliminate separate party primaries for state elections and require a single primary in which all candidates appear on one ballot, voters could vote for any candidate, and the top two candidates would advance to the general election.

A NO VOTE would make no change to the laws governing primary elections.

QUESTION 4: LAW PROPOSED BY INITIATIVE PETITION

Do you approve of a law summarized below, on which no vote was taken by the Senate or the House of Representatives before May 6, 2026?

SUMMARY

This proposed law would permit eligible individuals to register to vote or update their voter registration address on Election Day.

An individual who is eligible to vote could register to vote on Election Day by going to the polling place in the precinct where they live during voting hours and presenting proof of residency and signing a written oath. Proof of residency could be a valid photo identification, or documentation showing the individual's name and the address where the individual resides, such as a current utility bill, bank statement, government check, residential lease, wireless telephone statement, paycheck, current student fee statement or other document from a post-secondary school, or another government document or correspondence. The written oath would require the individual to certify that they are a citizen of the United States, are at least 18 years old, are not legally prohibited from voting, and have not and will not vote in the same election

at another location. The oath would require the individual to acknowledge that providing false information is a felony punishable by not more than 5 years imprisonment or a fine of not more than $10,000, or both.

If an individual did not present proof of residency, they would be allowed to cast a provisional ballot, which would be counted only if the individual returned to provide the required information before the close of polls for a municipal election; within two days after a state primary; or within six days after a state election.

Individuals who register to vote on Election Day would be registered to vote in future elections as well as in the election taking place that day.

Individuals who are already registered to vote would not be able to change their political party affiliation on Election Day.

The proposed law would take effect on January 1, 2028.

A YES VOTE would permit eligible citizens to register to vote or to update their voter registration address at their polling place on Election Day.

A NO VOTE would make no change to the laws governing voter registration.

QUESTION 5: LAW PROPOSED BY INITIATIVE PETITION

Do you approve of a law summarized below, on which no vote was taken by the Senate or the House of Representatives before May 6, 2026?

SUMMARY

This proposed law would change the limit on how much revenue the state can collect in a given year. The proposal would limit state revenue in a given year to the net amount of state revenue from the year before, increased by a rate equal to the average growth of wages and salaries in Massachusetts over the most recent three years. If revenue collected by the state in a given year exceeds the limit, the excess amount would be refunded to taxpayers the following year. The proposed law would include all revenue from the surtax on incomes over $1 million when calculating the revenue limit and when determining whether state revenue exceeds the limit.

The provisions of the proposed law would all be effective as of July 1, 2027.

The proposed law states that, if any of its parts were declared invalid, the other parts would stay in effect.

A YES VOTE would change the limit on state revenue collection, tying it to prior year collections plus average wage and salary growth, and provide for a rebate of revenue exceeding that limit.

A NO VOTE would make no change in the law relative to state revenue collection.

QUESTION 6: LAW PROPOSED BY INITIATIVE PETITION

Do you approve of a law summarized below, on which no vote was taken by the Senate or the House of Representatives before May 6, 2026?

SUMMARY

This proposed law would establish a Nature for All Fund that, subject to appropriation by the Legislature, would receive 50% of state taxes collected from the sale and use of sporting goods, recreational vehicles, and golf courses for the first year of its operation. After July 1, 2028, the Nature for All Fund would begin receiving, subject to appropriation by the Legislature, 100% of state taxes collected on the sale and use of sporting goods, recreational vehicles, and golf courses. The sales tax revenue received by the Nature for All Fund would exclude sales tax revenue transferred to the Massachusetts Bay Transportation Authority State and Local Contribution Fund and the School Modernization and Reconstruction Trust Fund. The proposed law would allow the state Executive Office of Energy and Environmental Affairs to spend the money in the Nature for All Fund for natural resource conservation.

The proposed law would allow public and private donations to the Nature for All Fund. The proposed law would prevent the state comptroller from transferring surplus funds in the Nature for All Fund at the end of the fiscal year. It would also allow state agencies, municipalities, public charities involved in natural resource conservation, tribal governments, and other regional public entities to receive money from the Nature for All Fund.

Natural resource conservation would include the conservation or restoration of land to protect drinking water, streams, rivers, lakes, coasts, farms, forests, connectivity between open spaces, and lands and natural resources of indigenous cultural significance. Natural resource conservation would also include the creation, improvement, and management of parks, trails, greenspaces or outdoor recreation access.

The proposed law would establish a 15-member Nature for All Board that consists of five state officials and ten members of the public appointed by the Governor. The proposed law would require the ten members of the public to include representatives of underserved communities and indigenous peoples and at least one person with expertise or experience in natural resource conservation. The proposed law would allow the state Executive Office of Energy and Environmental Affairs to spend money from the Nature for All Fund to hire staff to manage the fund. The proposed law would also require the Nature for All Board to establish rules about how the money in the Nature for All Fund should be spent, including rules regarding alignment with environmental justice principles, access to and restoration of lands and natural resources of indigenous cultural significance, promotion of affordable housing development, and other matters regarding spending and bond issuance.

The proposed law would require the state Executive Office of Energy and Environmental Affairs to submit an annual report to various state committees regarding the funds spent to buy or improve land in cities and towns containing environmental justice populations.

The proposed law would take effect on July 1, 2027.

A YES VOTE would create a fund that could be utilized for natural resource conservation that would receive some state taxes collected on the sale and use of sporting goods and recreational vehicles, and the use of golf courses.

A NO VOTE would not create this natural resource conservation fund or change how sales and use taxes are spent.

QUESTION 7: LAW PROPOSED BY INITIATIVE PETITION

Do you approve of a law summarized below, on which no vote was taken by the Senate or the House of Representatives before May 6, 2026?

SUMMARY

This proposed law would allow single-family homes to be built in a residentially zoned area as long as the land on which it is to be constructed is at least 5,000 square feet, has at least 50 feet of land bordering the street, road, or public way that it faces, and has access to public sewer and water services.

The proposed law would allow cities and towns to reasonably regulate certain aspects of those single-family homes, including their height, distance from neighboring buildings, open space, parking requirements, and whether they can be rented out on a short-term basis. The proposed law would also allow the Executive Office of Housing and Livable Communities to issue guidance or regulations to administer the proposed law.

A YES VOTE would allow single-family homes to be built on lots of 5,000 square feet or more in residential areas, subject to reasonable local regulation of certain aspects of those homes.

A NO VOTE would make no change to the law relative to building single-family homes.

QUESTION 8: LAW PROPOSED BY INITIATIVE PETITION

Do you approve of a law summarized below, on which no vote was taken by the Senate or the House of Representatives before May 6, 2026?

SUMMARY

The proposed law would change the type and amount of marijuana that may legally be possessed in Massachusetts by repealing the laws that legalize, regulate, and tax the retail sale of adult recreational use marijuana in Massachusetts. The proposed law would also permit persons 21 years of age and older to possess 1 ounce or less of marijuana including no more than 5 grams in the form of concentrate, and to gift or transfer to another person 21 years of age and older 1 ounce or less of marijuana including no more than 5 grams in the form of concentrate. The proposed law would also impose a civil penalty of $100 and forfeiture of the marijuana for the possession of marijuana between the weight of 1 and 2 ounces.

For persons 21 years of age and younger, the proposed law would make the possession of 2 ounces or less of marijuana a civil infraction subject to a $100 fine, forfeiture of the marijuana, completion of a drug awareness program and community service, and notification to their parents or legal guardian of the offense and penalties.

The proposed law would allow currently licensed adult recreational marijuana businesses to apply on an expedited basis to become a licensed medical marijuana dispensary and to sell their remaining inventory of adult recreational marijuana to medical marijuana dispensaries. The proposed law would retain the Cannabis Control Commission but modify its authority so it would regulate only the medical marijuana market.

The proposed law states that, if any of its parts were declared invalid, the other parts would stay in effect.

The proposed law would take effect on January 1, 2028.

A YES VOTE would prohibit the legalization, regulation, and taxation of the retail sale of adult recreational use marijuana, and change the penalties for possession of marijuana.

A NO VOTE would make no change to the law relative to marijuana.

QUESTION 9: REFERENDUM ON AN EXISTING LAW

Do you approve of a law summarized below, which was approved by the House of Representatives on July 18, 2024 by a vote of 124 to 33, and approved by the Senate on July 18, 2024 by a vote of 35 to 5?

SUMMARY

This law makes a number of changes to Massachusetts laws governing firearms.

The law adds school administrators and licensed healthcare providers as parties permitted to ask a court to issue an Extreme Risk Protection Order – requiring an individual to surrender or relinquish their firearm licenses, permits, and firearms - if an individual is a present danger to self or others. The law also provides that, when issuing an Harassment Prevention Order, a court may also order the surrender of firearms licenses, permits, and firearms.

The law imposes penalties for possessing, creating, and transferring untraceable “ghost gun” firearms and requires all firearms except antiques and relics, including unfinished frames and receivers that can be readily made into a finished product, to have serial numbers. The law includes privately-made guns like 3D-printed guns within the provisions governing untraceable “ghost gun” firearms.

The law changes firearms licensing requirements to: (1) allow local licensing authorities to request prior license and permit information from the state, as well as access petitions for involuntary mental health commitments denied by a court in addition to prior involuntary commitments, as a part of their review of applications for licenses to carry firearms, firearm ID cards, and licenses to sell firearms; (2) require an individual to be 21 years of age to own semiautomatic rifles or shotguns; (3) add the possibility of incarceration of up to six months for a second offense of failing to report a firearm

loss or theft; and (4) enable 12-15 year olds to apply for a self-defense spray permit with parental permission, and 15 to 18 year olds to apply independently.

The law allows local firearm licensing authorities to transfer the responsibility to inspect firearm dealers to the State Police. The law requires local licensing authorities to attend statewide training regarding those inspections. It requires dealers to confiscate expired or suspended licenses and report them to the state and to local licensing authorities.

The law changes the definition of "machine gun" to include bump stocks, trigger cranks, Glock switches and auto sears among the devices whose possession and use are subject to penalties. It expands the definition of "silencer" to include the parts used to construct a silencer.

The law clarifies how to determine whether a firearm is an assault-style weapon and the circumstances under which a person may continue to possess assault-style weapons and large capacity feeding devices they already own.

The law requires the state Firearm Control Advisory Board and the state Secretary of Public Safety and Security to review and update the rosters of prohibited assault-style firearms, approved firearms, and approved firearms sold for target shooting.

The law clarifies requirements relating to the carry and transport of firearms in motor vehicles and ATVs. It prohibits the carrying of firearms in government buildings, polling locations, and schools, with certain exceptions.

The law expands data compilation and reporting requirements to and from the state, and creates a publicly-accessible dashboard of anonymized aggregate firearm data, along with a commission to study that data.

The law requires the State Police to provide training and a test for new applicants for licenses to carry or Firearm ID cards.

The law establishes two special legislative commissions – one to examine funding for violence prevention services, and one to study emerging firearms technology.

The law criminalizes discharging a firearm and striking a building in use.

A YES VOTE would keep in place the law, which increases the regulation of firearms, including ghost guns, machine guns, and assault-style weapons.

A NO VOTE would repeal this law.

Hereof fail not and make return of this warrant with your doings thereon at the time and place of said voting.

Given under our hands this _____ day of _____, 2026.
(month)

_____ _____

_____ _____

_____ _____

City Council or Selectmen of: _____
(City or Town)

_____
(Indicate method of service of warrant)

_____ _____, 2026.
Constable (month and day)

ITEM #5

FY2027 GOALS & PRIORITIES

Priorities

Direction

Measurable

Town of Dunstable

FY2026 ACCOMPLISHMENTS

AND

FY2027 GOALS AND OBJECTIVES

Presented by **Jason Silva, Town Administrator**

September 2026

PURPOSE

- Clarifies direction and purpose
- Ensures alignment on vision and direction
- Helps guide decision-making
- Provides motivation and sense of accomplisment
- Sets benchmarks for measuring progress
- Allows for ongoing evaluation of progress and performance

GOAL CATEGORIES

1



Community Engagement, Communications and Transparency

Increase and improve the availability of information to the public and identify new ways to communicate and engage residents in local government.

2



Employee Engagement and Organizational Development

Engage employees to build a strong team, positive work environment, and culture where employees are recognized for their performance and motivated to work together.

3



Long-Term Financial Stability

Develop policies and practices to ensure the Town's long-term financial stability.

4



Infrastructure and Capital Planning

Manage and plan capital investments and improvements ensuring proper maintenance, care, and stewardship of public assets.

5



Service Delivery and Operational Improvements

Identify ways to continually improve the delivery of municipal services and operations by encouraging creative thinking and data-driven decision making.

6



Planning, Grants and Strategic Initiatives

Pursue methods and programs to assist the community to plan for its future while respecting its past and maintaining the character of the community.

COMMUNITY ENGAGEMENT, COMMUNICATIONS AND TRANSPARENCY

FY26 PROGRESS REPORT

1

Expand upon existing coffee hours to include remote and evening office hours

Completed but with limited success. Far more interest/higher resident turnout during the daytime hours at Farmhouse Café.



2

Work with GDRSD to consider the establishment of Student Government Day with students and town officials

Not completed. Continue to pursue this initiative in FY27.



3

Work with the Select Board to create, establish, and appoint the newly created Accessibility Commission

Completed. The Commission is fully functioning, has met several times, and working on several initiatives to improve accessibility in Town.



4

Design Refresh & Migration of Town Website to updated platform

In progress. Expected to be completed in November of 2026.



5

Refine communications strategy to adopt consistent design and more strategic communications schedule

In progress. Needs to be adhered to more consistently.



COMMUNITY ENGAGEMENT, COMMUNICATIONS AND TRANSPARENCY

FY27 Objectives

- Develop an annual communications plan that establishes a strategic schedule for Town communications, identifies appropriate communication channels, and ensures consistent outreach across all platforms.
- Continue and enhance resident engagement initiatives, including the Resident Newsletter, community forums, office hours, resident surveys, and other opportunities.
- Improve the accessibility of information on the Town website through the website update for frequently requested information and services.
- Develop an annual “State of the Town” report highlighting finances, major projects, grants, accomplishments, challenges, and upcoming priorities. 
- Develop a “What We Heard / What We Did” initiative to report how resident feedback has informed Town actions, priorities, or decisions. 
- Consider the addition of new methods of communication with residents like TikTok, X (Twitter), and others.
- Work with GDRSD to consider the establishment of Student Government Day with students and town officials.

EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL DEVELOPMENT

FY26 PROGRESS REPORT

1

Improve workstations with ergonomic friendly and supportive furniture and equipment

Completed with MIIA Wellness Grant funds.

2

Plan and execute team building exercise at Camp Massapoag

Completed and plan to build on this in FY27.

3

Implement updated compensation and classification plan

Completed.

EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL DEVELOPMENT

FY27 OBJECTIVES

1. Continue structured annual performance evaluation process for department heads, incorporating departmental and individual goals where appropriate.
2. Develop an annual employee training and professional development program based on identified needs and interests.
3. Continue employee engagement, recognition, and team-building initiatives to strengthen organizational culture and staff collaboration.
4. Identify opportunities for succession planning and cross-training for municipal functions where institutional knowledge or responsibility is concentrated among limited staff.

LONG-TERM FINANCIAL STABILITY

FY27 OBJECTIVES

- Maintain and further develop the Town's multi-year financial forecast, incorporating projected revenues, expenditures, capital obligations, debt, reserves, and major financial risks.
- Continue reducing reliance on Free Cash and other non-recurring revenues to support recurring operating expenses, consistent with adopted financial policies.
- Continue improving the annual budget document and financial reporting to provide residents and policymakers with clearer information regarding revenues, expenditures, trends, assumptions, and long-term impacts.
- Establish annual Town and departmental budget priorities prior to development of the operating budget.
- Conduct a Select Board financial planning session/goals and objectives retreat focused on long-range priorities, financial challenges, and policy choices.
- "What Does It Cost?" Initiative – calculate annual cost of Town services per household - police, fire/EMS, library, Highway, general government, schools, debt, etc. as a budget communication tool.



INFRASTRUCTURE AND CAPITAL PLANNING

FY26 PROGRESS REPORT

1

Complete design and construction of the Town Hall "chimney" structure

Design completed but project not complete. The project was bid and low bidder was significantly higher than available funds. We are now working with the architect to value engineer the project and consider re-bidding.

2

Advance the feasibility and design of the Town Center Trail Loop project

In progress. The Town secured a MassTrails to advance this work.

3

Apply for a Green Communities Grant to support weatherization improvements in public buildings

Completed and received. Weatherization and LED conversion projects have been completed at Town Hall, Highway Garage, and Library.

4

Work with the Parks Commission to advance the field stabilization design and construction, and master planning process at Larter Field

In progress. Larter Field Master Plan is complete. Field stabilization design is still in progress but nearing completion.

5

Complete conversation of street lights to LED

Completed through partnering with Groton Electric Light.

6

Continue to work with regional Energy Manager to advance sustainability and resilience projects

Completed.

INFRASTRUCTURE AND CAPITAL PLANNING

FY27 OBJECTIVES

- Maintain and annually update a comprehensive 3–5 year Capital Improvement Plan, including anticipated funding sources, project schedules, and prioritization.
- Execute and monitor FY27 capital projects, with routine reporting regarding schedule, budget, funding, and project status.
- Continue advancing the Union Building rehabilitation project consistent with available funding and established project priorities.
- Continue advancing all Town Center focused projects including Main Street sidewalk design, Route 113 redesign, Town Center Community Path, Town Center Visioning Initiatives.
- Advance priority infrastructure initiatives, including Woodward's Mill Dam, Joint Grass Brook, PFAS mitigation, completion of library HVAC improvements, public safety facility improvements, and other projects identified through the CIP.
- Continue pursuing outside funding opportunities to reduce reliance on property taxation and local borrowing for infrastructure investments.

SERVICE DELIVERY AND OPERATIONAL IMPROVEMENT

FY26 PROGRESS REPORT

1



Expand use of Microsoft 365 and PermitLink to more fully utilize its capabilities and improve operational efficiency

In progress. Some progress made, but more is anticipated in FY27.

2



Continue to work with the Town of Tyngsborough on a partnership to improve emergency response/ambulance service.

Not an option any longer. The Town is now working to identify and quantify options for Board's consideration.

3



Work with new Treasurer/Collector to review shared model, report from Collins Center, and identify improvements

In progress.

SERVICE DELIVERY AND OPERATIONAL IMPROVEMENT

FY27 Objectives

- Review frequently used Town services and transactions to identify opportunities for web forms, online payments, clearer instructions, simplified processes, and improved website content.
- Develop an Organizational Playbook documenting administrative processes, responsibilities, workflows, timelines, and institutional knowledge, beginning with high-priority processes.
- Expand the use of Microsoft 365 and other existing technology to improve project management, document sharing, internal collaboration, workflow management, and organizational knowledge retention.
- Develop a centralized work plan/project-management system for major projects, responsible parties, milestones, deadlines, funding sources and requirements, and current status.
- Identify additional opportunities for interdepartmental collaboration, cross-training, and shared services.
- Create operations and maintenance plan for Select Board controlled buildings.
- Develop an annual organizational work plan connecting Select Board priorities, Town Administrator goals, departmental objectives, major projects, capital investments, and grant-funded initiatives, with periodic progress reporting throughout the fiscal year.
- Develop a municipal performance dashboard identifying meaningful financial, operational, capital, and service indicators and report results to the Select Board and public.

PLANNING, GRANTS AND STRATEGIC INITIATIVES



Work with Town stakeholders, through the Master Plan Implementation Committee, and NMCOG on the Route 113/Town Center Visioning Process

This work continues and will continue for several years.



Work with Town stakeholders and engineer on townwide culvert assessment, if funded through MVP grant application submitted and currently being reviewed

Applied for MVP grant but the Town was unsuccessful in securing the grant.



Work with newly established Accessibility Commission to create an ADA Transition Plan, if funded through the Disabilities Commission accessibility grant, as submitted.

Applied for the grant but the Town was unsuccessful in securing the grant. We have once again applied and await the award announcement in October.

FY26 PROGRESS REPORT

PLANNING, GRANTS AND STRATEGIC INITIATIVES

FY27 Objectives

Develop an annual grant strategy identifying priority funding opportunities aligned with the Town's capital plan, Master Plan, financial needs, and organizational priorities.

Produce an annual Grant Impact Report summarizing grants and outside funding secured and highlighting projects and local costs avoided or leveraged through those resources.

Continue implementation of existing plans through coordination with the relevant committees, Select Board, NMCOG, Town boards and departments.

Advance implementation of the Municipal Vulnerability Preparedness planning process and pursue identified resilience initiatives and funding opportunities.

Continue advancing affordable housing and MCO development project consistent with Town plans and policies.

GRANTS AND EARMARKS

In FY26, the Town has continued to aggressively seek out grant opportunities to support capital investments and address community needs. The Town received 14 grant awards and earmarks. We also received a cybersecurity training grant from EOTSS.

Total Grant Amounts	**$1,296,217**
Complete Streets Grant	**$120,000**
Digital Equity Grant	**$41,600**
FY26 Budget Earmarks	**$75,000**
AgeSpan Grant	**$5,000**
Green Communities Grant	**$148,601**
Housing Works	**$475,000**
MassTrails Grant	**$64,000**

Number of Grants	**14**
Massachusetts Cultural Council	**$35,000**
MIIA Wellness Grant	**$2,493**
FEMA Firefighter Assistance Grant	**$285,000**
Firefighter Safety Equipment Grant	**$10,523**
NMCOG DLTA	**$34,000**
LEAP Grant	**Tech Assist**
Speed Feedback Sign Grant	**Free Signage**

CAPITAL PROJECTS AND PURCHASES

- PFAS Mitigation Project - Phase 2
- Police Cruiser
- Town Common Bandstand Renovation
- Town Hall HVAC
- Library HVAC
- Town Hall, Library, Highway LED Conversions
- Town Hall, Library, Highway Weatherization
- Joint Grass Brook Design (cont)
- Highway Sander/Spreader
- Police Department Taser Replacements
- Town Website Update (ongoing)
- Fire Department Mobile Radios
- Speed Feedback Sign
- Union Building Exterior Restoration
- Highway Superintendent Truck
- Computer Replacements
- Woodward’s Mill Dam (ongoing)
- Meeting Room Technology Upgrades
- LED Street Light Conversions
- Street Paving