

Town of
Dunstable

SELECT BOARD

MEETING
MATERIALS



September 12, 2025

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 09, 2025 7:55 pm

MEETING DATE/TIME: September 12, 2025 10:00 am

LOCATION: Lawrence Library 15 Main St. Pepperell

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 Call to Order
2.	Review & Discuss FY25 Accomplishments
3.	Review & Discuss FY26 Goals & Objectives
4.	Review Financial Forecast
5.	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 # 2

FY 25

ACCOMPLISHMENTS





TOWN OF DUNSTABLE

FISCAL YEAR 2025

ACCOMPLISHMENTS

AND

FISCAL YEAR 2026

GOALS AND OBJECTIVES

Select Board
September 2025



WHY SET GOALS AND OBJECTIVES?



Clarifies direction and purpose



Helps guide decision-making



Sets benchmarks for measuring progress



Ensures alignment on vision and direction



Provides motivation and sense of accomplishment



Allows for ongoing evaluation of progress and performance





GOAL CATEGORIES



Planning
Initiatives



Citizen
Engagement,
Communication,
and Transparency



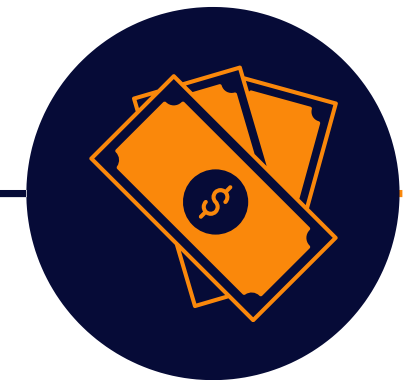
Employee
Engagement
and Team
Building



Infrastructure
and Capital
Planning



Service
Delivery and
Operational
Improvements



Long-term
Financial
Stability

EMPLOYEE ENGAGEMENT AND TEAM BUILDING

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

INFRASTRUCTURE AND CAPITAL PLANNING

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

PLANNING 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.

CITIZEN ENGAGEMENT, COMMUNICATION, AND TRANSPARENCY

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

LONG-TERM FINANCIAL STABILITY

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

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.





CITIZEN ENGAGEMENT, COMMUNICATION, AND TRANSPARENCY

FY25 Accomplishments

Support the development of new programs, activities, and community events.

The Recreation Commission and town officials have continued to place emphasis on expanding programs and events in Dunstable. In FY25, through grant funds the Town offered free exercise classes, senior programming, and hosted a Block Party at Town Hall. We also partnered with the Greater Lowell YMCA to offer free access to Camp Massapoag. In addition, senior programs have increased along with program participation.

Create a New Resident Guide to provide new residents information about Town services and resources.

The Town created a New Resident Guide in 2024 and will continue to update the guide as needed.

Host an annual ATM Briefing for residents to learn about the upcoming Town Meeting and Town Meeting Warrant.

The Town hosted a virtual briefing for Annual Town Meeting. It was well attended and the Town received positive feedback from participants. The plan is to continue hosting briefings of this kind, in addition to the Advisory Board's Warrant Hearing, annually.

Increase utilization of YouTube.

The Town has created additional content on YouTube including new video updates, the Municipal Minute, offering regular updates on Town projects and initiatives, monthly videos for the Making a Difference recognition program, and the Advisory Board decided to stream their meetings.



CITIZEN ENGAGEMENT, COMMUNICATION, AND TRANSPARENCY

FY26 Objectives

COFFEE HOURS

Expand upon existing coffee hours to include remote and evening options

STUDENT GOVERNMENT DAY

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

ACCESSIBILITY COMMISSION

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

WEBSITE

Design, refresh and migration of Town Website to updated platform

COMMS STRATEGY

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



EMPLOYEE ENGAGEMENT AND TEAM BUILDING

FY25 Accomplishments

WORK WITH DEPARTMENT HEADS TO SET DEPARTMENTAL GOALS AND OBJECTIVES

Working with the Town Administrator, Departments Heads under the Select Board established goals for FY25. They were reviewed at the mid-year point, and will be reviewed again during performance evaluations.

1

CREATE AN "OUTDOOR OFFICE" SPACE AT TOWN HALL

Through a MIIA grant, the Town purchased an outdoor office space for employees to utilize during the warmer weather for work or during breaks.

2

DEVELOP A REGULAR EMPLOYEE COMMUNICATION OR NEWSLETTER

The Town Administrator sends out monthly emails to staff with updates on projects, initiatives, while also calling out and celebrating anniversaries and birthdays of employees.

3

EMPLOYEE ENGAGEMENT AND TEAM BUILDING

FY26 Objectives



WORKSTATIONS

Improve workstations with ergonomic friendly and supportive furniture and equipment

TEAM BUILDING

Plan and execute team building exercise at Camp Massapoag

COMPENSATION

Implement updated compensation and classification plan



LONG-TERM FINANCIAL STABILITY

FY25 Accomplishments



**Created annual
mid-year and
year-end financial
reports for Select
and Advisory
Boards**



**Made adjustments
to the Town's
municipal fee
schedule**



**Adhered to the
Town's recently
adopted financial
policies**



**Developed budget
calendar to guide
and set the course
for the FY26
budget process**



LONG-TERM FINANCIAL STABILITY

FY26 Objectives



Develop and adopt an operating budget that is not reliant on a Proposition 2 1/2 override.



Create a policy for credit card handling, management, and usage.



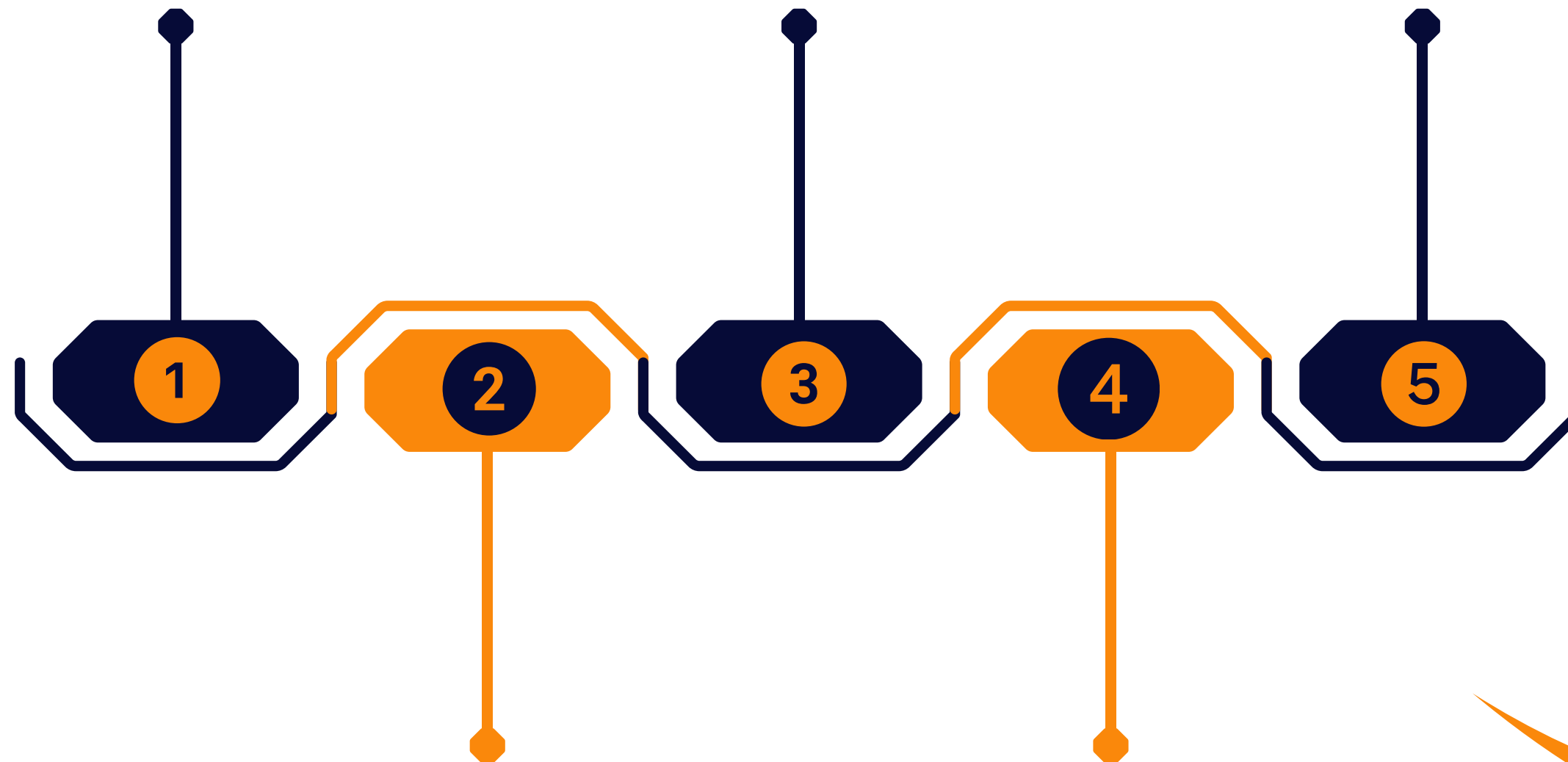
INFRASTRUCTURE AND CAPITAL PLANNING

FY25 Accomplishments

Created and funded the CIP Stabilization Fund with \$50,000 of the Town's certified free cash.

Town created, maintained, and executed its annual capital improvement planning process.

Public Safety Building Committee has re-grouped to support the development of a short- and long-term plan to help direct capital investments and planning.



Supported the implementation of capital improvement projects funded through CPC, grants, earmarks, and general fund.

The restoration of the exterior of the Union Building has begun and an RFQ has been issued for the interior design of the building.





INFRASTRUCTURE AND CAPITAL PLANNING

FY26 Objectives



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



Advance feasibility and design of the Town Center Trail Loop project



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



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



Complete conversion of street lights to LED



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



SERVICE DELIVERY AND OPERATIONAL IMPROVEMENTS

FY25 Accomplishments

Continue to work and support the new Treasurer/Collector transition with training opportunities and support.

Allowing permit applicants to pay through our permit software, PermitLink, has improved the user experience, reduced confusion, and resulted in more efficient operational success.

Supported the hiring, onboarding, and transition of the new Cemetery Superintendent and Senior Services and Recreation Program Director.

Harper's payroll has a module that makes paystubs available online rather than having to print and mail paystubs to employees. We have transitioned to this portal called Employee Forward.

SERVICE DELIVERY AND OPERATIONAL IMPROVEMENTS

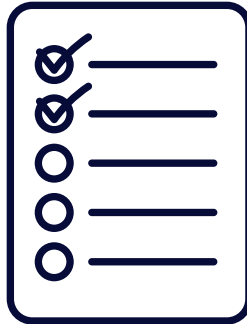
FY26 Objectives



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

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

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



PLANNING INITIATIVES

FY25 Accomplishments

Work with developers of MUD District and 41 Lowell Street to advance projects

The Town has continued to work with MCO Associates to move the MUD District Chapter 40B project forward. The project is currently being reviewed by the Zoning Board of Appeals. The Brattle Farm project has been issued its Letter of Eligibility from the Executive Office of Housing and Livable Communities. Their next step is to file for a comprehensive permit with the ZBA.

Support the work of the newly formed Economic Development, Land Use, and Master Plan Implementation Committees

All three of these committees continue their work and town officials continue to play a supportive role.

Work with NMCOG, and representatives from the Conservation and Recreation Commissions, and Select Board to complete the update of the Town's Open Space and Recreation Plan

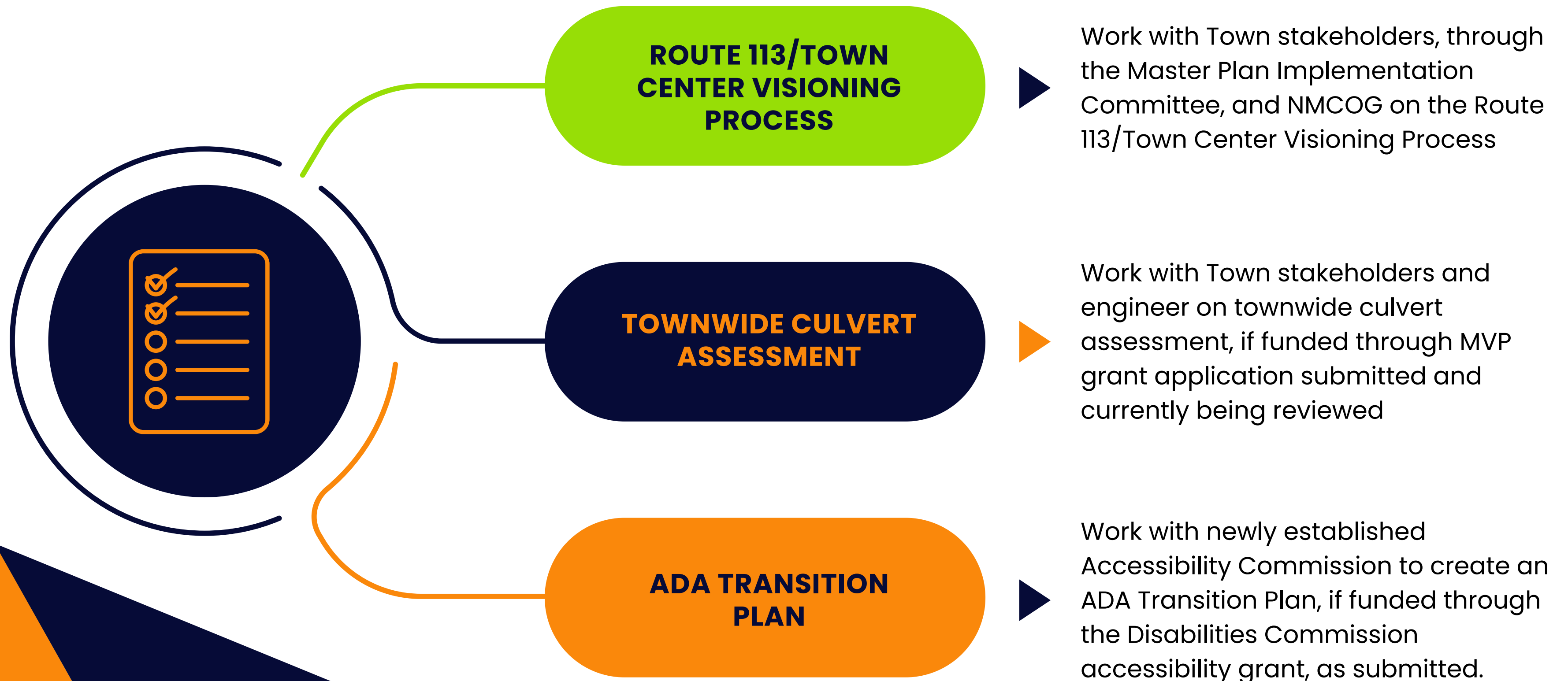
The Town has received a 3-year extension of its current OSRP and we continue to work with NMCOG to finalize the comprehensive update to the Plan. We have established a working group, held 2 public meetings, and conducted stakeholder interviews and a resident survey to help inform the updated plan.

Work with the Town's consultant to advance Municipal Aggregation planning efforts.

The Town has successfully established and rolled out a municipal aggregation program called Dunstable Community Power. The current rates are lower than National Grid's basic service rates, thus saving residents money and offering more options.

PLANNING INITIATIVES

FY26 Objectives



CARRYOVER GOALS AND OBJECTIVES

As part of the Town's annual goal setting process, many completed or ongoing objectives carryover from year to year.

CITIZEN ENGAGEMENT, COMMUNICATION, AND TRANSPARENCY

FY24

Create and maintain a Communication Strategy for Town.

FY24

Develop a program and curriculum for a Resident Boot Camp to inform and educate residents about municipal operations and how departments function.

FY24

Consider additional presence on social media (TikTok) and develop ongoing, regular communications.

FY24

Through an active recruitment strategy, seek to increase resident participation to as close to a 100% fill rate as possible for board/committee positions.

FY24

Support the development and ongoing publication of the Select Board's Resident Newsletter.

FY24

Organize and schedule Town Administrator in-person and remote open office hours.

FY24

Plan and execute an annual Volunteer Appreciation event.

FY24

Develop and publicize a Resident Survey.

FY24

Create and implement a schedule for ongoing maintenance and regular updates to the Town website.

FY25

Develop Town Hall On-the-Go initiative.

CARRYOVER GOALS AND OBJECTIVES

As part of the Town’s annual goal setting process, many completed or ongoing objectives carryover from year to year.

EMPLOYEE ENGAGEMENT AND TEAM BUILDING

- FY24** Create training opportunities for Department Heads and other Town employees by working with them to identify areas of interest and desired development.
- FY24** Survey staff to help identify subject matter they would like to learn more about and would benefit from to inform trainings and professional development opportunities.
- FY24** Maintain employee recognition programs.
- FY24** Continue regular, monthly department head meetings.
- FY24** Implement regular, annual performance reviews.

- FY24** Develop and deliver ongoing training to Department Heads on website content creation and ongoing maintenance.
- FY25** Create more opportunities for informal employee get-togethers.

LONG-TERM FINANCIAL STABILITY

- FY24** Organize a financial summit and/or Select Board retreat
- FY24** Continue to build upon the existing financial forecast
- FY24** Continue to develop a more complete and comprehensive budget document

CARRYOVER GOALS AND OBJECTIVES

As part of the Town’s annual goal setting process, many completed or ongoing objectives carryover from year to year.

LONG-TERM FINANCIAL STABILITY

FY24

Begin the budget process earlier and align our local process with the School District

INFRASTRUCTURE AND CAPITAL PLANNING

FY24

Work with the Conservation Commission, Road Commission and Engineers to oversee the completion of initial, priority repairs to Woodward's Dam

FY24

Work with the Town Engineer, Conservation Commission, and Road Commission to finalize a plan to repair/replace/fund Joint Grassbrook culvert

FY24

Oversee and manage the repair of the bandstand

FY24

Continue to work with neighboring towns and state and federal officials to develop and execute a plan to mitigation PFAS at the high school

SERVICE DELIVERY AND OPERATIONAL IMPROVEMENTS

FY24

Seek out opportunities for interdepartmental collaborations, cross-training, and back-up staffing options.

FY24

Identify areas of improvement to elevate the resident experience in-person and online.

FY24

Begin the development of a "playbook" for the town containing office procedures, work flow, systems, and policies.

FY24

Continue to work and support the new Treasurer/Collector transition with training opportunities and support.

FY25

Work with departments to improve operation and maintenance planning for municipal facilities.

CARRYOVER GOALS AND OBJECTIVES

As part of the Town's annual goal setting process, many completed or ongoing objectives carryover from year to year.

PLANNING INITIATIVES

FY24

Agressively seek out grant opportunities

FY24

Complete the cybersecurity grant training program

FY24

Ensure compliance and proper reporting for the Town's MS4 Stormwater Permit

FY24

Participate in the Regional Digital Equity Grant Project being led by the City of Lowell and apply for grant funding

GRANTS AND EARMARKS

In FY25, 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		\$730,077
LAND Grant		\$406,870
EOEEA Planning Assistance Grant		\$20,000
Community Compact Grant		\$50,000
Fire Safety Grant		\$12,407
Massachusetts Cultural Council		\$2,500
MIIA Wellness Grant		\$1,300

Number of Grants		15
Greater Lowell Health Alliance		\$3,000
Library, Police and Fire Earmarks		\$120,000
MHP 40B Technical Assistance Grant		\$15,000
Regional EECBG Grant		\$39,000
Regional Housing Services Grant		\$20,000
NMCOG DLTA Grants		\$40,000

*The regional EECBG Grant received is an estimate based on the total amount of the grant and the number of communities participating. The Regional Housing Service Grant benefits the region but the funding listed reflects the actual amount allocated to the Town of Dunstable.

ADDITIONAL GRANT APPLICATIONS

These are grants that have been applied for by the Town but have not been notified if we will be awarded funds.

Grant Program	Amount Requested
ADA Improvement Planning Grant	\$150,000
Culvert Replacement Grant	\$400,000
T-Mobile Hometown Grant	\$50,000
Digital Equity Grant	\$59,600
One Stop for Growth – Housing Works	\$475,000
MassTrails	\$80,000
Municipal Vulnerability Preparedness	\$253,997
PARC	\$100,000
TOTAL	\$1,568,597

CAPITAL PROJECTS AND PURCHASES

PFAS Mitigation Project – Phase 1

Police Cruiser

Town Common Bandstand Renovation

Police Department Gutter Repair

Police Department Windows and Doors

Fire Department PPE

Fire Department Portable Radios

Joint Grass Brook Design

Highway Sander/Spreader

Cemetery Lawnmower

Cemetery Truck

Larter Field Wells Repair

Larter Field Tennis and Pickleball Courts

Union Building Exterior Restoration

Library Fascia, Soffits, Window Trim, Door, Gutters

Town Hall HVAC

Electric Vehicle for Patriot RECC

Town Hall Lighting Improvements

Freightliner Plow Truck

Street Paving

ITEM # 4

FY 26 GOALS & OBJECTIVES



Year	Dunstable - FY26 Goals and Objectives	July	August	September	October	November	December	January	February	March	April	May	June
	Citizen Engagement/Communications and Transparency												
FY24	Create a Communication Strategy for Town. To the maximum extent possible, plan out content in advance, identify communication methods, and schedule using technology and communication channels available to the town, ensuring increased communications through a variety of channels to reach all demographics of the community.												
FY24	Consider additional presence on social media (TikTok) and develop ongoing, regular communications.												
FY24	Support the development and ongoing publication of the Select Board's Resident Newsletter.												
FY24	Plan and execute an annual Volunteer Appreciation event.												
FY24	Create and implement a schedule for ongoing maintenance and regular updates to the Town website.												
FY24	Develop a program and curriculum for a Resident Boot Camp to inform and educate residents about municipal operations and how departments function.												
FY24	Through an active recruitment strategy, seek to increase resident participation to as close to a 100% fill rate as possible for board/committee positions.												
FY24	Organize and schedule Town Administrator in-person and remote open office hours.												
FY24	Develop and publicize a Resident Survey.												
FY25	Develop Town Hall On-the-Go initiative.												
FY25	Support the development of new programs, activities, and community events.												
FY25	Create a New Resident Guide to provide new residents information about Town services and resources.												
FY25	Host an annual ATM Briefing for residents to learn about the upcoming Town Meeting and Town Meeting Warrant.												
FY25	Increase utilization of YouTube.												
FY26	Expand upon existing coffee hours to include remote and evening office hours												
FY26	Work with GDRSD to consider the establishment of Student Government Day with students and town officials												
FY26	Work with the Select Board to create, establish, and appoint the newly created Accessibility Commission												
FY26	Design Refresh & Migration of Town Website to updated platform												
FY26	Refine communications strategy to adopt consistent design and more strategic communications schedule												
	Employee Engagement and Team Building												
FY24	Create training opportunities for Department Heads & and other Town employees by working with them to identify areas of interest and desired development.												
FY24	Survey staff to help identify subject matter they would like to learn more about and would benefit from to inform trainings and professional development opportunities offered to employees.												
FY24	Create and support ongoing opportunities for staff volunteer projects.												
FY24	Maintain employee recognition programs.												
FY24	Plan and execute an annual all staff activity.												
FY24	Continue regular, monthly department head meetings.												
FY24	Implement regular, annual performance reviews.												
FY24	Develop and deliver ongoing training to Department Heads on website content creation and ongoing maintenance.												
FY25	Work with department heads to set departmental goals and objectives												

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[illegible]

ITEM # 5

FINANCIAL FORECAST

