



# TOWN OF TYNGSBOROUGH

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

## FY 2026 SELECT BOARD VALUES & GOALS

**Approved**  
**August 18, 2025**

**Section 1. Values** - This section talks about the values that the Board is prioritizing. These values are expected to be at the forefront of the work that Town staff are doing and to drive policy review & development. (Examples: Transparency, Communication, Efficiency, etc.)

<b>Value</b>	<b>Description</b>
Collaboration	Seek ways to collaborate across all departments in order to more efficiently use resources - both human resources and fixed asset resources.
Fiscal Responsibility	Review existing funding sources to determine long-term viability with a focus on ensuring tax payers are considered in all financial decisions.
Communication	Continue to ensure proper communication with residents by enhancing current efforts, better utilizing existing resources like the Town's website, and explore new ways to ensure residents are being kept in the loop.
Safe Community	Ensure that decisions made and actions taken align around a goal for delivering positive public safety.
Efficiency	Continue to make efficiency a core element as a part of decision making, program planning, and budgeting.



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Innovation	In evaluating programs, policies, and procedures, ensure that the focus is on innovative approaches that maximize positive impact on residents and local businesses while operating within limited financial means.
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**Section 2. Long-Range Goals & Objectives** - This section talks about long-range goals/planning objectives that likely can't be achieved in one fiscal year but that could be measured by meeting specific milestones.

New for FY26

Continued from FY25

Long-Range Goal	Description	Timeline	Milestones
Utilizing tools like the Traffic Improvement Plan (TIP) transportation funding program & leveraging relationships with MassDOT, undertake efforts to address traffic safety issues along Middlesex Road.	Understanding that Middlesex Road is our main thoroughfare and the location of the highest concentration of motor vehicle accidents & traffic congestion, endeavor to work with the appropriate authorities to assess, identify, and work to remediate traffic and safety issues.	3-5 years	Gather traffic & accident data and identify other data that may be missing.  Using available data, identify challenges points & work with MassDOT, Tyngsborough PD, and other relevant stakeholders to explore and implement solutions to address the identified challenges.



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<p><b>Economic Development Prioritization</b></p>	<p>Seek to examine further opportunities for economic development in the southern portion of Middlesex Road.</p>	<p>1-2 years</p>	<p>Creation of a list of properties to be developed in a prioritized manner.</p> <ul style="list-style-type: none"> <li>- Identify ways the Town can support development on each parcel</li> <li>- Identify potential target uses/industries</li> <li>- Involve the newly formed Economic Development Advisory Council</li> </ul>
<p><b>Review the Community Preservation Program</b></p>	<p>Look at the existing CPC program and explore the potential future projects &amp; analyze the need to continue to fund CPC at 3%</p>	<p>1-2 years</p>	<p>Develop analysis of CPC since its adoption looking at funding spent by project, by category, by location &amp; identify potential future projects. Based on above, explore amendments to the CPC program including amending the contribution from 3% to 1%.</p>
<p><b>Refocus the Master Plan</b></p>	<p>The 2021 Master Plan has a wide variety of priorities that</p>	<p>1 year</p>	<p>Meet with the Master Plan Implementation Committee to</p>



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	<p>may have shifted in the last four years. The Town should examine the Master Plan and work collaboratively with other Boards/Committees to refocus priorities and ensure that everyone is working toward the same goals.</p>		<p>develop priorities for each department over a fixed period of time. For instance, set annual goals using the existing plan with input from departments, boards &amp; committees, and residents.</p> <p>Provide regular updates to the Select Board and community.</p>
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<p>Explore developing a Town Charter or other Governing Document</p>	<p>The Town of Tyngsborough operates on a mix of local bylaws, home rule petitions, and various state statutes. This mix of governing documents can be challenging to follow for your average resident and can lead to ambiguities. The Town would be well-served to develop a Town Charter or an organized governing document that compiles all of the Town's governing regulations in one place.</p>	<p>1-2 years</p>	<p>Determine whether the Board wishes to pursue a Town Charter which would consolidate everything into one charter and could include governance changes or if it would prefer to simply combine the various bylaws, statutes, and home rule petitions into one place for easier access.</p> <p>If a Town Charter is the preferred method:</p> <ul style="list-style-type: none"> <li>- Establish a Town Charter Review Committee</li> <li>- Identify funding sources like grants to hire consultant to organize process</li> <li>- Develop and engage in a comprehensive public engagement process that involves feedback</li> </ul>
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			from boards/committees, staff, and residents
Develop strategies for monitoring, engaging, and expanding where appropriate, the utilities that are important to the community.	The Select Board and Town Administration have a role to play in ensuring that residents and businesses have adequate access to critical utilities like water, sewer, internet, cellular service, electricity, and gas.	1 year	<p>Develop and retain relationships with governing bodies overseeing the delivery of critical utilities including:</p> <ul style="list-style-type: none"> <li>- Gas</li> <li>- Water</li> <li>- Electric</li> <li>- Sewer</li> <li>- Internet</li> <li>- Cellular</li> </ul> <p>Identify areas for improvement in critical utility delivery and advocate to appropriate venues for improvements.</p> <p>Ensure that access to utilities is not a hindrance to smart economic development growth.</p>
Develop long-term	Using the existing building	1-2 years	Update building inventory with



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<p>maintenance plan for all Town Buildings using existing Building Inventory. Included in this goal, identify future growth needs of each building, if any.</p>	<p>inventory developed by the Town Manager in 2023, develop regular maintenance plans and status updates on the buildings.</p>		<p>condition, use, and status of each Town-owned building.</p> <ul style="list-style-type: none"> <li>- For buildings in use, develop comprehensive maintenance plans</li> <li>- For buildings not in use, work with stakeholders to identify future use and/or disposition of buildings.</li> </ul>
<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>	<p>Work with Human Resources and Departments to develop strong recruitment and retention plans that look at aspects of recruitment beyond just compensation. Ensure those aspects are focused on when it comes time for budgeting and contract negotiation. Also ensure that key roles have proper transition plans in place and succession planning.</p>	<p>1 year</p>	<p>Develop a department by department (by category) recruitment plan.</p> <p>Continue efforts to review existing CBAs and continuously assess market to ensure that our benefits match the industry standard for retention.</p> <p>Work with senior leadership to ensure succession planning and transition planning are in place</p>



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			at all times to ensure smooth transitions in planned or unplanned departures.
Continue to identify ways to collaborate with our neighbors to deliver efficient and cost effective services through regional agreements or programs.	As a part of the Town's review of finances and planning for future budgets, ensure that we're using tax dollars as effectively as possible by identifying ways to collaborate with other municipalities with a focus on ensuring that service quality is not lost.	1-2 years	Identify existing opportunities for regional collaboration. <ul style="list-style-type: none"> <li>- Discuss with stakeholders early including department heads, staff, and residents.</li> </ul> Look at areas for possible regional collaboration that don't already exist.

**Section 3.** Short-Term Goals - These are goals that can be completed in the fiscal year and whose success can be easily measured.

Short-Range Goal	Description
Advance Fire Department HQ project to Town Meeting for consideration as early as May 2026	Using the schematic design and cost estimates from Phase I which is expected to be completed by January, develop a public awareness campaign and strategy to advance the question of full design and construction funding to Town Meeting as soon as



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	May 2026.
Sherburne House	<p>Examine ways that the Sherburne House could be used by organizations within the Town.</p> <ul style="list-style-type: none"> <li>- Also identify potential funding sources for maintenance costs both in the short-term and in the long-term for sustainable efforts.</li> <li>- Subject to funding, identify prioritized work plan necessary to use and maintain the building.</li> </ul>
Recreation Building on Westford Road	<p>Develop and propose plans for the old recreation building and storage buildings on the site.</p> <ul style="list-style-type: none"> <li>- Look at potential sale, lease, or demolition of the existing building &amp; downstream impacts exploring the shifting of storage</li> </ul>
Develop a Traffic Control Plan for the portion of Middlesex Road where Nature's Remedy & Yellow House Cannabis are located.	<p>Develop a traffic management plan that helps manage the flow of traffic, prevents accidents, and ensures the safety of all users. Consider establishment of a task force to develop the plan.</p>
Website Improvements - Communication	<ol style="list-style-type: none"> <li>1) Ensure clear organization for "Government" features of the website including departments, boards &amp; committees, elections, and contact the board.</li> <li>2) Establish a "Discover Tyngsborough" tab on the website which would be a spot for "things to do, events calendar, shops, eat &amp; drink, etc."</li> </ol>



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<p>Identify 2 processes across Town Government that can be reviewed and modified with a focus on creating efficiencies and improving resident experience.</p>	<p>Working with the Select Board and Department Heads, identify two (2) internal processes and review and modify as appropriate to enhance the resident experience and create efficiencies.</p>
<p>Develop a Comprehensive 5-year plan for budgeting that incorporates 5-year staffing plans with a focus on Police, Fire, and DPW</p>	<p>Produce a 5-year budget forecast that projects out our five year financial baseline and allows the Board to work with the Finance Committee and Town Administration to play with different scenarios around staffing and funding priorities. This should have a focus on staffing levels within Police, Fire, and DPW.</p>
<p>Develop a clear &amp; concise 5-year capital plan for equipment and infrastructure with a focus on vehicle assets and other capital assets with regular replacement schedules.</p>	<p>Utilizing the CAMC process and incorporating financial data from the 5 year budget forecast, create a solid 5-year capital plan that prioritizes years 1-5 based on need and funding availability to deliver a strong model for future capital expenses that look at planned needs &amp; preparing for the future.</p>
<p>Develop &amp; streamline grant seeking, management, and reporting programs.</p>	<p>Utilizing existing infrastructure for grant tracking, develop annual grant seeking training &amp; guidance for departments including a comprehensive catalog of available grant opportunities. Continue to develop strong management &amp; reporting procedures with a focus on efficiency.</p>