

Town of Lunenburg Select Board

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RE: FY'25 Goals

Goal #1: Establish policies in collaboration with the Town Manager and Assistant Town Manager/HR Director to improve the quality of the Town as an employer, addressing the issues of recruitment, retention, and overall work environment by:

- **Objective I:** Creating a schedule for the Town Manager and Assistant Town Manager/HR Director to conduct regular listening sessions and staff meetings.
- **Objective II:** Implementing an Annual Climate Survey for regular feedback on job satisfaction, workplace environment, and communication with management.
- **Objective III:** Creating a town-wide employee recognition program to recognize and reward staff achievements and milestones through formal recognition programs and events to boost morale and encourage high performance.
- **Objective IV:** Encouraging professional development to support continuous learning and career growth through training programs, workshops, and educational opportunities to facilitate staff development.
- **Objective V:** Organizing annual off-site employee events.

Goal #2: Revamp the Select Board and Town Manager Goal-Setting Process

- **Objective I:** Establish a formal annual goal-setting process by creating a structured timeline that aligns with the fiscal planning cycle to ensure timely and effective setting and reviewing of goals.
- **Objective II:** Gather input from department heads and Town personnel, as well as elected and appointed Town bodies to collect insights and feedback to inform the goal-setting process.
- **Objective III:** Set measurable and transparent goals by implementing clear, quantifiable benchmarks for success, ensuring goals are transparent and progress can be regularly reviewed and communicated.
- **Objective IV:** Engage the public in goal-setting by utilizing public forums, surveys, and digital platforms to involve community members in the goal-setting process.

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Goal #3: Increase Transparency and Availability of Information to the Public

- **Objective I:** Ensure all public meetings are recorded for future reference, regardless of whether or not those meetings are broadcast.
- **Objective II:** Maintain up-to-date town data, financial reports, and project updates on the Town website, allowing residents to track progress and understand town operations.
- **Objective III:** Review policies regarding standards of public meeting agendas and minutes.
- **Objective IV:** Make Select Board meeting materials available online to provide advance access to the public.
- **Objective V:** Collaborate with PACC to create "Lunenburg 101" informational sessions designed to educate residents about municipal operations, services, and how they can get involved in local government, improving civic engagement and understanding.

Goal #4: Work through the Town Manager, Assistant Town Manager/HR Director and the department heads to initially create, to periodically review and to develop and secure plans, policies and procedures to keep current the following:

- **Objective I:** a complete and thorough Organization Chart of the entire Town personnel (excluding Schools), including defined areas for each department and any other subdivision(s) thereof.
- **Objective II:** a complete and thorough listing of each job title of each Town employee and a full job description of each.
- **Objective III:** a comprehensive and concise set of Standard Operating Procedures (SOPs) for each department consisting of (but not necessarily limited to) their recurring processes, daily/monthly/quarterly operations, the personnel and resources involved in those processes and escalation path for each.
- **Objective IV:** a list of technological resources critical to staff performance and their cyclical maintenance schedule.

The first order of business in this goal is for the Town Manager, Assistant Town Manager/HR Director and department heads to confer and establish a timeline for all to follow and schedule touch points not fewer than one per quarter at which the Select Board will hear progress on this goal and provide feedback.