Select Board Ongoing Goals: 2025–2026 with Status Updates

Goal Area	Objective	Status Update
Good Governance	Improve communication and coordination among town boards and committees	Holding joint meetings to promote collaboration and public awareness; public comment sign-up sheet in place
	Provide training and resources for volunteers (Open Meeting Law, Conflict of Interest)	Offered training to newly and previously elected officials on Open Meeting and Conflict of Interest laws
	Explore creation of Marblehead's first Town Charter	Charter initiative launched; adoption goal set for Town Meeting 2026
	Evaluate inefficiencies and align resources across departments	Working with BOH, R&P, Cemetery, Schools, and DPW on shared maintenance, trash pickup, and capital planning
Communications & Public Engagement	Promote effective, transparent communication with the public	Website redesign underway; includes training for departments to manage content and landing pages
	Enhance community engagement and inclusion (surveys, forums, diverse outreach)	Increased social media presence and public engagement at meetings
	Encourage and recognize volunteer participation	Highlighting volunteer impact through public meetings and communications

Communications & Public Engagement (contin'd)	Facilitate open discussion of town's financial condition	Meeting packets and Town Administrator updates regularly posted; exploring newsletter publication
	Streamline and communicate improvements to constituent services	Website to become central hub for forms, updates, and improved access to services
	Highlight internal successes, staff contributions, and upcoming changes	Town Administrator updates posted; plan to launch monthly digest or newsletter
	Expand civic education and outreach programs	Exploring programs tied to new website, community forums, and increased online content
Finance & Budgeting	Diversify revenue to reduce reliance on property taxes	Ongoing discussion of local receipts and state/federal grant opportunities
	Ensure long-term financial stability and strong credit ratings	Modernization of finance department in progress
	Identify cost-saving opportunities and increase efficiency in service delivery	Staff reorganization plan underway to better allocate limited resources
	Conduct an Enterprise Risk Management (ERM) assessment	To be integrated with Finance and Capital Planning in FY26
	Negotiate collective bargaining agreements aligned with fiscal goals	Active CBAs under review to ensure compatibility with long-term fiscal outlook
	Develop 3-year override proposal	Developing to address deficit and service expectations

Capital Planning & Investment	Maintain public buildings and facilities through strategic capital planning	TA coordinating delivery of 10-year Capital Plan (FY22–FY26 baseline)
	Strengthen oversight and stewardship of town-owned properties and natural resources	Developing more robust facilities management strategy
	Preserve historic sites and implement Tree and Harbor Plans	Continued implementation of Harbor Plan and Tree Management Plan
	Address accessibility needs town-wide	Capital projects reviewed for ADA compliance and access upgrades
	Implement Complete Streets policy	Ongoing review of project alignment with policy; opportunities identified
	Support and coordinate with Capital Planning Committee	Monthly collaboration with committee to vet and prioritize projects
Community Quality of Life	Enhance access to open space and update Open Space & Recreation Plan	In early planning phase; potential collaboration with Planning and R&P
	Improve and expand rail trail system	Major improvement plan in progress: Seaview to Bessom St. ($10–15M)
	Preserve green and recreational space throughout town	Ongoing—integrated with capital and open space planning
	Achieve Green Community designation	Status under review with goal to apply in FY26
	Advance diversity, equity, and inclusion; condemn racism and antisemitism	Public statements and policy commitments made; programs under development

Workforce & Human Resources	Address municipal workforce shortages; recruit and retain top talent	Evaluating compensation strategy and benefits; considering sign-on incentives
	Establish succession planning and leadership development	Department head training and mentoring being incorporated into HR strategy
	Evaluate compensation and benefits for competitiveness	Proposal to adjust salaries from 50th to 75th percentile under consideration
	Promote department head training and incentives	Encouraging leadership development and supporting continuing education
Community Development & Economic Growth	Support a stable business district and promote tourism	Engaging with Salem Harbor cruises and business owners for collaboration
	Expand housing diversity and mixed-income options	Coffin School reuse study and RFP underway with stakeholder engagement
	Advance reuse planning for the former Coffin School site	Internal meetings and public engagement ongoing this fiscal year
	Communicate with state to mitigate penalties of non-compliance	Active coordination with state agencies
	Revisit Pleasant Street plan	Reviewing and modifying initial plan to better reflect current needs