

Town of Lunenburg
Select Board Meeting Minutes
Town Hall, 17 Main Street and via Zoom
Tuesday, June 9, 2025

Members Present: Chair Caesar Nuzzolo, Vice-Chair Renee Emkey, Clerk Amanda Moore, Member Brian Lehtinen, and Member Glenn Mcleod

Members Absent: None

Also Present: Jennifer Warren, Town Manager

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Chair Caesar Nuzzolo called the meeting to order at 7:00 PM and led the Pledge of Allegiance. Chair Nuzzolo informed attendees that the meeting was being recorded and broadcast live and would be uploaded to YouTube after the meeting. He explained that the agenda listed topics that may be discussed, but not all items may be addressed, and other items not listed could be brought up as permitted by Open Meeting Law.

PUBLIC COMMENT: none

NEW BUSINESS

1. Consider the Farmer's Market Permit Application for Pony Shack Cider, Inc., submitted by Nathan McKinley (Dates of Famer's Market: June 13, 2025; July 11, 2025; August 8, 2025; September 12, 2025; and September 27, 2025)

Chair Caesar Nuzzolo invited Nathan McKinley (ZOOM) to join the meeting and discuss the request.

Mr. McKinley stated that they were invited to sell their hard cider at this year's farmer's market. To do that legally, they need to acquire a special license from the local licensing board which is the Select Board. They have done various farmer's markets over the years and they have had great experiences. It's a good way for them to connect with customers and to get their product out.

Clerk Renee Emkey asked if everything that needed to be submitted has been submitted. Town Manager Jennifer Warren-Dyment confirmed that they have received what is needed.

Clerk Emkey asked if they need to have a designated area for consumption. Mr. McKinley stated that they aren't doing any pouring other than samples so people are just sipping half an ounce to sample.

Town Manager Warren-Dyment stated that the sampling of wines was allowed at Farmer's Markets and that has recently been expanded to brewers and distillers.

Chair Caesar Nuzzolo moved to approve the Farmer's Market Permit Application for Pony Shack Cider, Inc., submitted by Nathan McKinley on June 13, 2025; July 11, 2025; August 8, 2025; September 12, 2025; and September 27, 2025. Seconded by Vice Chair Amanda Moore. Call for the vote: Five-aye. The motion passed unanimously (5-0-0).

FY26 Goals Workshop: Select Board and Town Manager Goal Setting

Chair Nuzzolo stated that they typically start by reviewing the previous year's goals. There weren't any set for the Town Manager because there was an interim. This year it makes sense to split the goals up. Chair Nuzzolo referred to a document in the Drive.

Select Board FY25 Goals

Chair Nuzzolo stated that he thinks they may have bit off more than they could chew but they did accomplish some items. Objective 1 was to create a schedule for the Town Manager and the Assistant Town Manager to conduct regular staff meetings and listening sessions. Chair Nuzzolo stated that goal was achieved and that is how they received a lot of feedback that went into the SEP. Objective 2 was to implement a client survey for regular feedback on job satisfaction, workplace environment and communication with management. That goal was also achieved. Objective 3 was to create a townwide employee recognition program to boost morale and achieve high performance. Chair Nuzzolo stated that this goal was achieved.

Town Manager Warren-Dyment referred to Objective 3 and stated that for clarity, the townwide recognition program was rolled out for this first year because it was in the SAP but it is not a townwide recognition program, it is for SAP employees. Chair Nuzzolo agreed.

Chair Nuzzolo stated Objective 4 is to encourage professional development to support continuous learning and career growth through training programs, workshops and educational opportunities to facilitate staff development.

Town Manager Warren-Dyment stated that if she were to look at the hierarchy of needs for personnel, she thinks that while those items are important, they don't rate as high as some of the other personnel needs. This objective is tied into the onboarding for staff. Most department heads take care of their own professional development through their associations.

Chair Nuzzolo stated that Objective 5 was to organize annual off site employee events. He was unsure if that was accomplished. Town Manager Warren-Dyment stated that they are unable to use taxpayer funds for the types of outings that other companies can but they are trying to create a culture where employees can get together onsite.

Chair Nuzzolo stated he recommends carrying over Goal 2 which was to revamp the goal setting process which they did not get to. Objective 1 is to establish a goal setting process with a structured timeline. Objective 2 is to gather input from department heads and town personnel to collect feedback to inform the goal setting process. Objective 3 is to set measurable and transparent goals by identifying clear quantifiable benchmarks for success. Objective 4 is to engage the public in goal setting by utilizing public forums, surveys and digital platforms to involve the community in goal setting process.

Town Manager Warren-Dyment stated that her contract is very specific as to the timing of goals and so if they look at the timelines, they are up against some very busy timelines on the Select Board calendar. She stated she is wondering what the value is of doing the work to conduct a survey since they do hear regularly from constituents.

Vice Chair Moore stated that at the time they created this they were in a different climate as to hearing from the community and what they wanted the Select Board to focus on. Chair Nuzzolo agreed that things have really changed.

Chair Nuzzolo stated Goal 3 is to increase transparency and available information to the public. Objective 1 is to ensure all public meetings are recorded.

Town Manager Warren-Dyment stated that there are some Boards who no longer want to be in a hybrid environment, they want in-person only and some of the boards are very small and it is not likely to be recorded. Vice Chair Moore stated she is completely against not recording meetings. Clerk Emkey stated they can still use ZOOM to record the meeting. Chair Nuzzolo stated he would like more information on the which boards are moving away from hybrid.

Chair Nuzzolo stated that Objective 2 is to maintain up to date town data, financial reports and project updates on the town website allowing residents to track progress.

Vice Chair Moore stated that it was an interesting year with an interim town manager and other personnel issues. They have made a lot of progress on a lot of things. Town Manager Warren-Dyment stated that she thinks Lunenburg provides a lot of information on the website but the website itself presents challenges in finding the information. In 2025 they are going to be striving to put more on there for the public.

Chair Nuzzolo stated that Objective 3 is to review policies regarding standardized public meeting agendas and minutes. Chair Nuzzolo stated that they did not get to this but they are looking for standardized minutes across all boards and committees. Vice Chair Moore stated that having a template for agendas and minutes would be helpful for new people coming on.

Member Brian Lehtinen stated that when he first became the Clerk on the Municipal Building Design Committee, he didn't have any direction and was left to look online to figure things out.

Chair Nuzzolo stated that Objective 4 is to make Select Board meeting materials available online in advance of the meetings. Town Manager Warren-Dyment disagreed and stated it becomes unclear what information is part of the meeting pack and what is background information.

Chair Nuzzolo stated that Objective 5 is to create informational session designed to educate the residents about municipal operations, services and how they can get involved in local government. The common theme is to put more information out there and engage more.

Chair Nuzzolo stated they plan to 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. Objective No. 1 is to do a

complete and thorough organization chart for town personnel for each department. Objective No. 2 is to create a thorough listing of each job title and job description for each employee. Objective No. 3 is to have a comprehensive and concise set of Standard Operating Procedures (SOPs) for each department consisting of recurring processes, daily/monthly/quarterly operations, the personnel and the resources involved in those processes. Objective No. 4 is to have a list of technological resources critical to staff performance.

Town Manager Warren-Dyment stated that they do have those and Vice Chair Moore stated that was just SAP, she doesn't believe they have town wide job descriptions.

Chair Nuzzolo stated that the intent of this was to effectively onboard because there have been staff onboarded without having SOPs and things in place. Town Manager Warren-Dyment stated that they probably won't get SOPs for several years with the exception of police and fire.

Vice Chair Moore stated that they need to start writing things down because as they continue to lose people, they don't know how things are done.

Member Glenn McLeod stated that this also ties into having an appropriate recruiting program and why it is so important to hire good employees who will address issues without a handbook.

Town Manager Goals

Chair Nuzzolo directed the Board to review the draft document for Town Manager Goals. There are a lot of variation as to what other towns do. Some are bare bones and some are very specific. He doesn't think that they need separate documents for the Town Manager and the Select Board.

Chair Nuzzolo referred to FY27 – Budget goal #2 is disposition of municipal properties and goal #3 is to review Select Board policies and procedures.

Clerk Emkey stated number 1 should be the budget. She narrowed it to focus on the process and timeline and how it can be improved. The timing has worked against them in the past. Some are appropriate for the Town Manager and some for the Select Board.

Member Lehtinen stated he doesn't think it's strictly FY27 and he had some action specific ideas.

Town Manager Warren-Dyment suggested 'Prepare FY27 budget and develop multi-year financial forecast'. Vice Chair Moore stated that they aren't preparing the budget, they should focus on the timeline.

Clerk Emkey stated a change to their bylaw town meeting which would switch to postcards instead of mailing the big warrant books. They can make the books available, people can come pick them up, they can mail it, etc., but get the postcards out and make the warrant book available online. Not waiting for printing saves 3 weeks.

Town Manager Warren-Dyment stated they aren't developing the budget, they are reviewing the process, collaborating with other boards and advising.

Member Lehtinen stated he had an action item to develop scenarios for potential overrides.

Town Manager Warren-Dyment stated that the town received a 'community compact financial best practices grant' in which the division of local services partnered with the town to provide those services under the grant to develop a new financial policies document. It was completed around the departure of the last town manager. The policies should be reviewed by the Finance Committee and then adopted by the Select Board.

Vice Chair Moore asked if there is a timeline and Town Manager Warren-Dyment stated that deadline has passed.

Chair Nuzzolo moved it down to Goal No. 3 and then put review Select Board policies and procedures as Objective No. 1.

Chair Nuzzolo stated that the new Objective No. 1 for the budget is collaborate with staff, Finance Committee and School Committee to formalize a comprehensive budget plan through scheduled tri-board meetings.

Town Manager Warren-Dyment stated that a Compensation Classification study and a market analysis is typically \$20,000 and they don't have the funding for that right now. They are expensive and they take awhile. Member Lehtinen stated he feels that should be part of this process to determine what positions still need to be filled. Clerk Moore stated that this has been discussed previously.

Town Manager Warren-Dyment stated that her draft outline for the tri-board is a backwards calendar from January. They wouldn't have a balanced budget by January because they wouldn't have revenue figures and any unknowns coming in the spring, but they would know staff needs, each department would have presented their budgets and they would have the tri-boards engaging on what areas they would like to see in this budget. Town Manager Warren-Dyment stated that essentially by the time they get to December and start to hear what the state is saying about revenue. It's a lot more work for the department heads in the fall but it's shifting their timeline by the time their normal presentations would have occurred to Finance Committee in February/March.

Clerk Emkey stated that they don't have a standardized type of format for presenting either preliminary or final budget. Town Manager Warren-Dyment stated that this is absolutely on her list of goals.

Member Lehtinen stated that they need to define who is in the tri-board.

Chair Nuzzolo revised Objective 1 to include: (including Select Board, Finance Committee and School Committee)

Clerk Emkey stated that they have to have a mutual agreement that the department head presentations will be completed by December. Town Manager Warren-Dymont agreed.

Objective No. 2 - Explore town/school operational and budgetary collaboration and efficiencies including consolidation of departments, joint purchasing and consolidation of vendors, multi-year timeline with initial year determining which areas are feasible and reasonable.

Objective No. 3 – Revise the operating capital budget submission forms and presentations to provide consistency across departments and transparency to the public will begin to be used throughout FY26 budgeting process.

Objective No. 4 – Work with the Finance Committee, Select Board, staff and other stakeholders to complete the review of and modify all necessary draft financial policies. Goal is the adoption by the Select Board prior to the annual 2026 town meeting.

Chair Nuzzolo jumped back to the Select Board Goals document and under Objective No. 2 added prepare and present for FY27 the potential of town and school prop 2½ overrides.

Town Manager Warren-Dymont suggested making an Objective between No. 2 and No. 3 so No. 2 is an evaluation of the information and analysis of that information to determine what is the plan of the Select Board. And then No. 3 would become whatever that plan is.

Town Manager Warren-Dymont suggested wording to read as: evaluate the data information presented at the tri board meetings in order to develop a Select Board recommendation to town meeting on the FY27 budget including but not limited to protentional budgets, level funding or override(s).

(new) Objective No. 3 – Engage with the PEC and School Committee on potential modifications to the PEC agreements (health insurance)

Chair Nuzzolo stated that Objective No. 1 is a huge undertaking and there will be a lot taken care of under that one.

Clerk Emkey suggested adding language regarding outsourcing. Town Manager Warren-Dymont stated she thinks it could go into Objective No. 1. Member Glenn McLeod asked for examples of what could be outsourced. Town Manager Warrant-Dymont stated Nashoba Regional Boards of Health who take care of the health insurance agents, public health nurse. Other communities who don't outsource would have their own. Town Manager Warren-Dymont suggested also adding intermunicipal agreements under Objective No. 1. 'Identifying areas where outsourcing and/or intermunicipal agreements may be beneficial.'

Town Manager Goals No. 2 – Employee Experience

Objective No. 1 – Work with town staff, labor council, Select Board, Bylaws Committee and other stakeholders to review the salary administration plan bylaw and draft amendments to the same, including those that modernize the bylaw and aid in the recruitment and retention of town employees. The target date for presentation of the proposed changes is the 2025 Special Town Meeting with an additional opportunity for further review and consideration of proposals that may require a longer lead time at the 2026 annual town meeting.

Town Manager Warren-Dyment stated that they should get the bigger problematic elements dealt with at the fall special meeting. It is already on the Assistant Town Manager's desk to start engaging and collecting feedback from staff as far as what their feedback is on the SAP.

Objective No. 2 – Work with staff to identify weaknesses in the Town's orientation and onboarding practices. Create and update orientation materials package and process with a rollout date of January 1, 2026. Develop an onboarding program for departments that do not have a formalized program. Begin to roll out onboarding/training as developed with formalized program developed by June 30, 2026.

Vice Chair Moore stated that this is great but this is not likely to be done by that date.

Town Manager Warren-Dyment stated that they need to beef up their orientation and that onboarding is going to take some time. It's a multi-year goal.

Chair Nuzzolo suggested the wording to including "begin to develop" regarding the onboarding.

Town Manager Warren-Dyment stated that she thinks what they have heard from employees during engagement is the lack of a real onboarding. They are going to make tangible and concrete steps for the onboarding program but it probably won't be ready by June 30, 2026.

Objective No. 3 - Items to be carried over from the Select Board FY25 goals, implement client survey and town wide employee recognition program.

Vice Chair Moore stated that they started the policy for the client survey.

Town Manager Warren-Dyment stated that they came to the determination that they couldn't do a town wide employee recognition program. Employees are not being motivated by \$200 but there are employees who are motivated by having their name on a plaque and receiving special recognition. A bylaw would need to be removed and replaced with a policy so then it won't need to be bargained.

Municipal Property

Objective No. 1 – TC Passios, coordinate with various departments on the partial decommissioning of the TC Passios building. To be completed prior to heating season. Work with various stakeholders to develop a short-term 10-year plan for the building issues to consider are current and future use of the building, group repair and asbestos remediation.

Town Manager Warren-Dyment stated the Facilities Manager is already working on this and he is pretty sure he can complete this before the heating season. There was money allocated for the roof repair but now they are doing something different and so at town meeting they have to get the funding moved to another area of the building. Town Manager Warren-Dyment stated they can't just walk away from the building without addressing some of the infrastructure needs.

Member McLeod stated that there are concerns with having this large building with so many needs. The asbestos remediation has always been an issue that has to be handled and he is wondering why that expense hasn't been taken on. There are many issues that need to be addressed prior to spending so much on a new building and rehabbing Town Hall.

Chair Nuzzolo added the following wording to Objection No. 1 "in addition to the decommissioning work, collaborate with various stakeholders to develop a 10-year plan for the building including current and future use of the building, roof repair (special town meeting), asbestos remediation, partial demolition and understanding and controlling operating costs after the decommissioning.

Objective No. 2 – 925 Mass Ave

Complete the sale within the fiscal year. This project was brought close to the finish line by previous town manager. Certain due diligence had been undertaken. Completion of the process where legal counsel is required.

Town Manager Warren-Dyment stated that there has been substantial work on this property. There was a decision at some point in the process to go the RFP route. She would like to explore that before it is put out to auction. She stated that she gets calls at the office, there are people interested in this property.

Clerk Emkey asked what the assessed value is. Town Manager Warren-Dyment stated is \$184k

Objective No. 3 - Tax Title

The Town has final judgment on a number of properties. The treasurer/collector has been working on putting together a tax title option. Goal to be completed prior to end of fiscal year.

Town Manager Warren-Dyment stated that a number of properties have a lot of interest. They should not be in the business of being landlord.

Chair Nuzzolo stated that he is going to remove 925 Mass Avenue and replace it with the Brooks House. Clerk Emkey stated they should also remove TC Passios.

Member McLeod stated that from the outside watching the process it seemed like it was too large of a project for the Board to hand off to people and then go off on other business. As a citizen watching, it was difficult to read the room. The goal is to have something that the community is excited to have but there was not enough skin in the game by the Board. Member McLeod stated that he didn't want to sound critical or challenge them because he had sympathy for the Municipal Building Design Committee. There is nothing about the project that he liked. There needed to be more buy in. The School Committee utilizes subcommittees so if

they don't have a quorum they can still go into subcommittee and get into the nuts and bolts of it. The more you use committees the more it removes from the citizens, there was no connection. Chair Nuzzolo stated he hears what he is saying and that Lou Franco and Tom Alonzo had spearheaded the tax investigation.

Objective No. 2 – Evaluate the charge and composition of the Municipal Building Design Committee.

Town Manager Warren-Dyment stated the Facilities Director should be an ad hoc on this. He should be at every meeting. There are points where the Finance Director should also be brought in.

Town Manager Warren-Dyment asked if it make sense to bring the entirety of the School Committee into the conversation instead of just one representative.

Goal No. 3 – Review Select Board policies and procedures.

Objective No. 1 – Review and assist the finalizing of the draft of financial policies.

Objective No. 2 – Review the town's special event policy and make planning and holding community events easier.

Objective No. 3 – Review the town's appointment/reappoint policy.

Vice Chair Moore stated that they need to ask people to be interviewed formally.

Objective No. 4 – Revamp the Town Manager and Select Board goals process.

Vice Chair Moore stated that the evaluation timeline could also be in the process. Town Manager Warren-Dyment suggested adding the words 'and evaluation'.

Clerk Emkey stated that she has two more policies. The first one is to establish a regular schedule for evaluating fees.

Objective No. 5 – Periodic review of fee schedule.

Clerk Emkey stated that the other policy refers to going back to letting them provide postcards with QR codes and electronic copies for the town warrant instead of mailing booklets to every house.

Chair Nuzzolo suggested that they put that under the Budget. The wording would be to consider the feasibility and cost efficiencies of providing digitizing the annual town report and moving towards alternative notifications for the town meeting warrant.

Chair Nuzzolo referred back to the onboarding under Goal No. 2, Objective No. 2.

Town Manager Warren-Dyment stated that they always need to be expanding on ways that make it easier for town meeting voters to understand what they are voting on and why. Vice Chair Moore stated she is a firm believer that people should be involved beforehand.

Member McCleod stated that he would be in favor of having a short video to get information out there.

Town Manager Warren-Dyment stated that it didn't happen this year but Town Manager can provide a budget message that is anywhere between 2 pages of text to 20 pages of text. It is typically done earlier in the process but it lays out what the status of things are.

Member McLeod asked if the Bylaws Committee has been established. Chair Nuzzolo stated that he has been sworn in and they will start meetings soon

MINUTES/WARRANTS/ACTION ITEMS:

Minutes: There were no minutes.

WARRANTS:

There were no Warrants

ACTION ITEMS: Clerk Emkey asked Town Manager Warren-Dyment to look into how much ARPA money is left this year.

ADJOURN:

Member Brian Lehtinen moved to adjourn the meeting at 9:03pm. Seconded by Vice Chair Amanda Moore. Call for the vote: Five-aye. The motion passed unanimously (5-0-0).

Respectfully Submitted,

Leanna Harris

Minute Clerk

These Minutes were reviewed and approved by the Select Board on Tuesday June 16, 2026