

# Town of Plymouth

## Select Board FY26 Goals & Priorities

August 26, 2025



# Ensure a Safe and Healthy Community



1. Complete Community Wildfire Protection Plan
2. [Complete the Community Health Assessment and Health Improvement Plan](#)
3. Regulate the use of Electric Bikes and Scooters
4. Develop and implement the Quality of Life Task Force
5. Implement strategic plan for the Police Department- Outside audit of evidence
6. Complete Drug Recognition Program- mutual aid
7. Implement first phase of Downtown Camera Project
8. Develop a Family Reunification Plan
9. Strengthen Park Management Plan from pilot year
10. Implement multi-family inspection program
11. Analyze Cyanobacteria problem in Town
12. Improve communication and coordination with the Board of Health and Select Board

# Plymouth Community Health Assessment (CHA) Survey

*Community Health Assessments (CHAs) measure the health-related needs and strengths within a community*



If you live and/or work in Plymouth, this is an opportunity to share your valuable input on health in this community.

# Commit to Long-Term Financial Planning

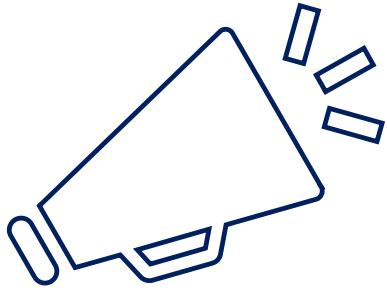


1. Prepare to implement the Supplemental Billing MGL for FY27
2. [Present the 5-year finance forecasting model](#)
3. Complete digitization of procurement processes and other finance functions
4. Review, research and develop a financial plan for all underutilized Trust Funds

# Forecasting our Finances

| EXPENSE                                     |                       |                       |                       |                       |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   | 2020 Final            | 2021 Final            | 2022 TM BUDGET        | 2023                  | 2024                  | 2025                  | 2026                  |
| <b>TOWN AND SCHOOL BUDGETS</b>              |                       |                       |                       |                       |                       |                       |                       |
| Total Budget Town (Pre-Adjustment)          | \$ 47,889,429         | \$ 51,286,323         | \$ 52,697,628         | \$ 55,648,008         | \$ 58,404,919         | \$ 60,600,873         | \$ 62,883,681         |
| Town Budget Adjustment (from input sheet)   |                       |                       |                       | \$ -                  | \$ (292,025)          | \$ (303,004)          | \$ (314,418)          |
| Town Cumulative Adjustments                 |                       |                       |                       | \$ -                  | \$ (292,025)          | \$ (595,029)          | \$ (909,447)          |
| <b>Total Town</b>                           | <b>\$ 47,889,429</b>  | <b>\$ 51,286,323</b>  | <b>\$ 52,697,628</b>  | <b>\$ 55,648,008</b>  | <b>\$ 58,112,894</b>  | <b>\$ 60,005,844</b>  | <b>\$ 61,974,234</b>  |
| Total Budget School (Pre-Adjustment)        | \$ 100,220,185        | \$ 104,082,663        | \$ 105,495,363        | \$ 109,341,203        | \$ 113,168,145        | \$ 117,129,030        | \$ 121,228,546        |
| School Budget Adjustment (from input sheet) |                       |                       |                       | \$ -                  | \$ (565,841)          | \$ (585,645)          | \$ (606,143)          |
| School Cumulative Adjustments               |                       |                       |                       | \$ -                  | \$ (565,841)          | \$ (1,151,486)        | \$ (1,757,629)        |
| <b>Total School</b>                         | <b>\$ 100,220,185</b> | <b>\$ 104,082,663</b> | <b>\$ 105,495,363</b> | <b>\$ 109,341,203</b> | <b>\$ 112,602,304</b> | <b>\$ 115,977,544</b> | <b>\$ 119,470,918</b> |
| <b>Total Budget Town &amp; School</b>       | <b>\$ 148,109,614</b> | <b>\$ 155,368,986</b> | <b>\$ 158,192,991</b> | <b>\$ 164,989,211</b> | <b>\$ 170,715,198</b> | <b>\$ 175,983,388</b> | <b>\$ 181,445,151</b> |
| FIXED COSTS SCHOOL & TOWN                   | \$ 64,141,469         | \$ 64,229,053         | \$ 68,202,717         | \$ 75,049,386         | \$ 79,419,056         | \$ 83,082,165         | \$ 86,918,415         |
| COMMUNITY DEBT SCHOOL & TOWN                | \$ 18,097,215         | \$ 16,427,166         | \$ 16,225,186         | \$ 16,168,174         | \$ 16,813,701         | \$ 16,835,049         | \$ 16,907,251         |
| GENERAL ARTICLES                            | \$ 1,000,000          | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ 1,000,000          | \$ -                  |
| OFF BUDGET EXPENDITURES                     | \$ 12,281,160         | \$ 11,765,328         | \$ 11,809,993         | \$ 13,315,666         | \$ 14,200,341         | \$ 15,157,635         | \$ 16,193,354         |
| <b>TOTAL GENERAL FUND EXPENSES</b>          | <b>\$ 243,629,458</b> | <b>\$ 247,790,533</b> | <b>\$ 254,430,887</b> | <b>\$ 269,522,437</b> | <b>\$ 281,148,296</b> | <b>\$ 292,058,237</b> | <b>\$ 301,464,171</b> |
| <b>REVENUE USING TAX RATES INPUT</b>        |                       |                       |                       |                       |                       |                       |                       |
|   | 2020                  | 2021 Final            | 2022                  | 2023                  | 2024                  | 2025                  | 2026                  |
| Property Taxes Raised                       | \$ 183,463,298        | \$ 190,395,743        | \$ 194,046,808        | \$ 205,295,163        | \$ 217,511,558        | \$ 225,621,975        | \$ 234,174,399        |
| All Other Funding Sources                   | \$ 60,066,865         | \$ 57,394,789         | \$ 60,384,079         | \$ 64,227,274         | \$ 63,636,738         | \$ 66,436,262         | \$ 67,289,772         |
| <b>TOTAL AVAILABLE FUNDS</b>                | <b>\$ 243,530,163</b> | <b>\$ 247,790,532</b> | <b>\$ 254,430,887</b> | <b>\$ 269,522,437</b> | <b>\$ 281,148,296</b> | <b>\$ 292,058,237</b> | <b>\$ 301,464,171</b> |
| Tax Rate                                    | \$ 16.35              | \$ 16.16              | \$ 15.43              | \$ 16.32              | \$ 17.04              | \$ 17.43              | \$ 17.86              |
| <b>BOTTOM LINE USING TAX RATES INPUT</b>    |                       |                       |                       |                       |                       |                       |                       |
|   | 2020 Final            | 2021 Final            | 2022                  | 2023                  | 2024                  | 2025                  | 2026                  |
| Total Revenue Using Tax Rate Input          | \$ 183,463,298        | \$ 190,395,743        | \$ 194,046,808        | \$ 205,295,163        | \$ 217,511,558        | \$ 225,621,975        | \$ 234,174,399        |
| All Other Funding Sources                   | \$ 60,066,865         | \$ 57,394,789         | \$ 60,384,079         | \$ 64,227,274         | \$ 63,636,738         | \$ 66,436,262         | \$ 67,289,772         |
| Total Budget (Not Enterprise Funds)         | \$ 243,629,458        | \$ 247,790,533        | \$ 254,430,887        | \$ 269,522,437        | \$ 281,148,296        | \$ 292,058,237        | \$ 301,464,171        |
| <b>Net Income</b>                           | <b>\$ (99,295)</b>    | <b>\$ (1)</b>         | <b>\$ -</b>           |
| Tax Rate Input                              | \$ 16.35              | \$ 16.16              | \$ 15.43              | \$ 16.32              | \$ 17.04              | \$ 17.43              | \$ 17.86              |
| Tax Rate For Balanced Budget                | \$ 16.36              | \$ 16.16              | \$ 15.43              | \$ 16.32              | \$ 17.04              | \$ 17.43              | \$ 17.86              |

# Communicate and Engage with the Public



1. Develop and implement a FY26 comprehensive Communications Plan
2. Continue to improve the town website to ensure information is easily accessible
3. Simplify complex information and provide proactive and consistent updates
4. Share and highlight town stories to celebrate local achievements
5. Conduct public outreach via two-way communication  
*(Community Conversations)*

## TOWN COMMUNICATIONS

### Overview

The Town Communications Coordinator manages town-wide communication functions, including leveraging social media, news media, and print media. The Communications Coordinator is the primary contact for news media, and facilitates media interviews with other town officials.

### Media Inquiries

For media inquiries, email [Casey.Kennedy, Communications Coordinator](mailto:Casey.Kennedy@plymouthma.gov).

### Plymouth: On The Move Quarterly Magazine

Happy summer! Welcome to Issue 4 of Plymouth: On The Move, the Town's Quarterly Magazine!

In this issue, we highlight the Select Board's accomplished FY25 goals and priorities, share exciting upcoming summer events, and provide a helpful FY25 Government and Election calendar, along with departmental updates!



To have future editions of *On The Move* delivered straight to your inbox, [subscribe today!](#)

To view past issues, view the [On The Move Quarterly Magazine archive](#).

### Contact Us

#### Casey Kennedy

Communications Coordinator  
[Contact Casey Kennedy](mailto:Casey.Kennedy@plymouthma.gov)  
Phone: 508-322-3452  
[More Information](#)

### News Flash

#### Introducing Issue 4 of Plymouth On The Move!

In this issue of Plymouth: On The Move, we highlight the Select Board's accomplished FY25 goals and priorities, share exciting upcoming summer events, and provide a helpful FY25 Government and Election calendar, along with departmental updates!

[Read on... >](#)

#### Water Service Update – Federal Furnace Rd

The repair clamp on the Federal Furnace Rd water main was replaced this afternoon, temporarily shutting off water service. Service has now been restored. If affected, please run your tap for about a minute to clear any discoloration.

[Read on... >](#)

#### Roadway Resurfacing Project Begins Tomorrow

Starting Wednesday, August 20th, the Town of Plymouth will begin resurfacing work on: Davenport Rd (excluding cul-de-sac); October Ln, Carolyn Dr (#2-27); Fresh Pond Cir, Cottonball Trl, Fox Rd, and Rexford Rd.

[Read on... >](#)

[VIEW ALL](#)

## Plymouth: On The Move Quarterly Magazine



### [Issue 4: July 1, 2025](#)



### [Issue 3: April 1, 2025](#)



### [Issue 2: January 1, 2025](#)



### [Issue 1: October 19, 2024](#)



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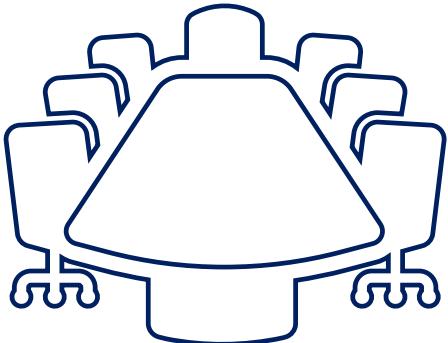
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## Communications

TRENDING PROJECTS AND HIGHLIGHTS

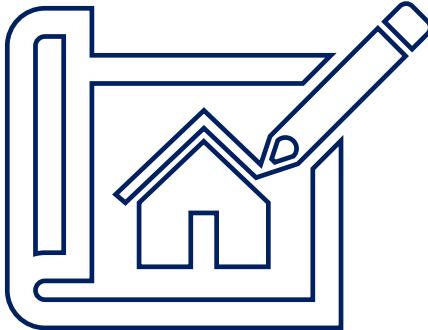


# Ensure a Vibrant Economic Development Business Center



1. Develop a downtown economic development plan
2. Pursue the acquisition of the DCR property on Water Street and the State Pier
3. Complete the Master Plan and monitor opportunities at the Holtec property
4. Explore the need to add a staff position to assist in the permitting and regulatory process
5. Develop a town-wide guide to permitting
6. Develop a more streamlined process for businesses to navigate town regulations
7. Develop a process to submit Business Certificates online
8. Pursue the improvement of the Bert's property
9. Complete and begin implementation (e.g. Zoning By-laws) of the Town's Master Plan

# Improve Town Infrastructure



1. Complete and begin implementation [Forges Field Master Plan](#)
2. Complete and begin implementation [Hedges Pond Master Plan](#)
3. Complete the construction of the Route 80 Cemetery Project
4. Develop and implement a plan for Memorial Hall
5. Plan for a new Bourne Road Station
6. Continue the progressive roadway program
7. Develop a comprehensive Cyber Incident Response Plan
8. Develop a comprehensive wastewater management plan (CWMP)
9. Begin the Police Headquarters and/or unified Public Safety Complex Feasibility Study
10. Begin the permitting process for West Plymouth drinking water well
11. Complete the design for DPW Administration Building

# TAKE THE SURVEY:

The Town of Plymouth is in the process of creating master plans to guide future development of Forges Field Park & Hedges Pond Recreation Area over the next 20+ years. Your input will help the Town identify and prioritize renovations, additions, and other improvements to these parks to serve the residents of Plymouth more effectively in the years to come.

## FORGES FIELD



<https://www.surveymonkey.com/r/ForgesMP>

## HEDGES POND



<https://www.surveymonkey.com/r/HedgesMP>

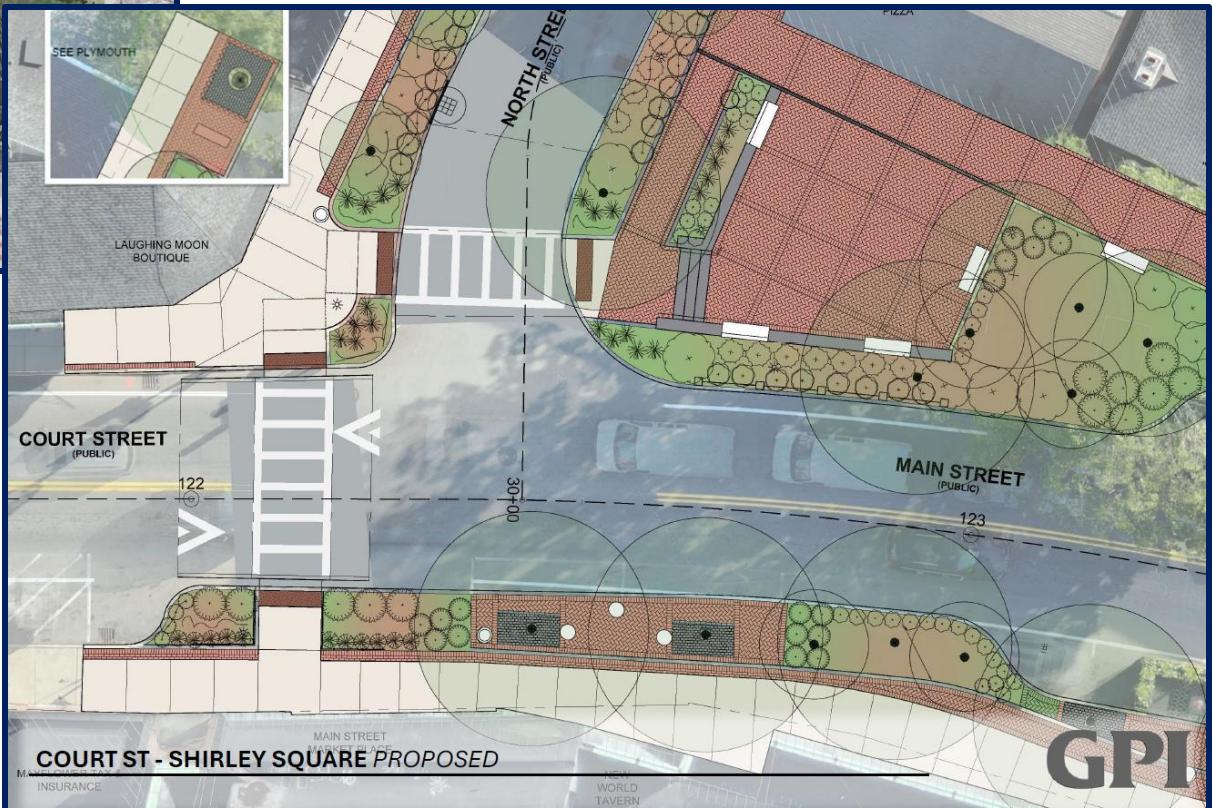
# Protect the Environment



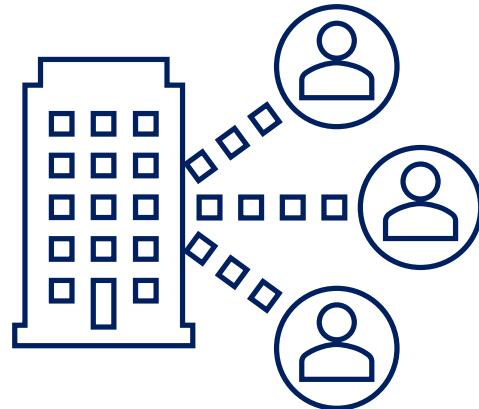
1. Begin implementation of a transfer station “Swap Shop” Program
2. Develop a municipal solar program
3. Complete improvements of the Full Sail Property
4. Expand and provide more accessible EV charging locations
5. Complete Town Brook restoration
6. [Begin construction of the Downtown Resiliency Project](#)
7. Develop a tree planting initiative in urban heat island areas
8. Continue to pursue the acquisition of open space parcels
9. Review and streamline the process for donating parcels for open space purposes
10. Establish a Land Acquisition Account – Chapter 61



# Downtown Resiliency Project

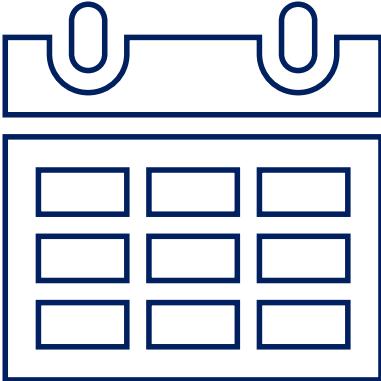


# Strengthen the Town's Workforce



1. Explore the feasibility of a 4-day work week
2. Develop an employee wellness and training program
3. Develop co-op programs with educational institutions
4. Digitize Personnel Records
5. Develop a plan to recruit and retain police officers
6. Complete Classification and Compensation study

# Create an Efficient Town Government



1. Continue to modernize and re-organize town functions/departments
2. Revise Fire department policies and procedures
3. Develop a nuisance by-law and identify blighted properties
4. Develop a plan to meet Mass GIS mapping requirements
5. Develop a tracking tool for town articles, Select Board goals and tasks
6. Codify Zoning By-laws
7. Establish a Historical Commission
8. Beginning the process of developing a town wide historic preservation plan
9. Investigate adding town-own buildings onto the National Register of Historic Places

## Town of Plymouth GIS Data



Layers

- Trails
- Buildings
- Parks
- Town Owned Land
- Massachusetts Parcels
- Zoning Overlays
- Zoning
- State Parks (MassGIS)
- Fire Response Areas
- Fire Hydrants
- Town Boundary

Search by address or ...

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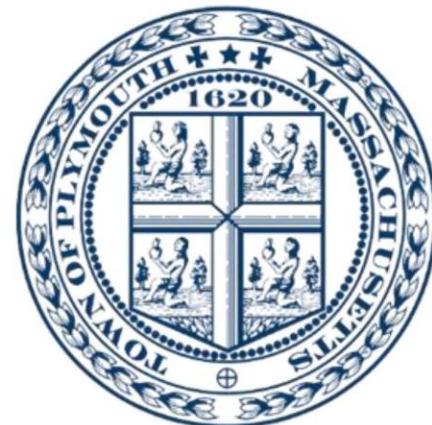
# Long Term Goals



1. Automate and digitize Town Hall operations and records away from paper-based products
2. [Continue to update all Town by-laws and policies](#)
3. Provide leadership training(s) to enhance & develop optimal leadership skills
4. Identify well locations in South Plymouth
5. Align common goals and strengthen relationships with Boards and Committees
6. Explore consolidation possibilities with the School Department
7. Identify parcels for future municipal needs
8. Look into the feasibility of adopting a Compact Neighborhood (Tiny House) bylaw

# Town of Plymouth

Executive Office of the  
Select Board and Town Manager



## Policies & Procedures

Revision Date: September 1, 2025

Anticipated Review Date: September 1, 2028

# Long Term Goals (continued)



9. Begin the analysis of accepting private roads as a public way
10. Coordinate with School Department on possible future uses of Hedge School
11. Create an inventory of town owned land and how its held
12. Explore options for examining facilities maintenance in town buildings
13. Develop a strategy to improve affordable housing options for all generations
14. Examine a staffing model for the Department of Planning and Development
15. Appoint a liaison to the COPC Legislative Oversight Sub-Committee