

**Board of Selectmen/Town Manager
Goals and Objectives
Calendar 2016 and Fiscal 2017 (July 1-June 30)
Adopted by the BOS on January 26, 2016**

Mission Statement: The Board of Selectmen and Town Manager provide executive leadership for the Town of Chatham. Together, we pursue collaborative processes, ethical, and professional procedures to insure that Town resources are directed to providing the best services possible to protect public safety, public assets and a special quality of life in Chatham.

Relating to the Board of Selectmen

Goal I. Protect and Enhance the Financial Health of the Town:	
<p><i>In collaboration with the Town Manager, Finance Director, and Finance Committee, create a budget for FY2017 in consideration of:</i></p> <ul style="list-style-type: none"> • Current year appropriations and service delivery in relation to policies, program priorities, and economic conditions; • Collective bargaining negotiation relating to salaries and benefits of Town employees to reflect local current economic and market conditions, and consider municipal reform opportunities relating to stabilizing or reducing operational and personnel costs; <p>Maintaining current service levels using new growth and allowable Prop 2½ while trying to offset tax increases by enhancing revenue sources and seeking operational efficiencies.</p>	
Objective	Action Item
Maintain fiscal discipline in municipal budgeting & operations	Work with Town Manager to develop a FY2017 budget that realistically meets Town needs & maintains fiscal discipline with no or minimal increases in the tax rate.
Work to address OPEB unfunded liabilities and seek measures to reduce OPEB liability.	Convene sub-committee and direct members to develop fiscally responsible and practical plan to address OPEB.
Develop a comprehensive understanding of the impact of sewer hook-ups on property owners.	
Work to reduce annual capital debt service cost to no more than 15% of the Annual Town budget.	
Investigate and report on options available to the Town on the property tax rate.	

**Board of Selectmen/Town Manager
Goals and Objectives
Calendar 2016 and Fiscal 2017 (July 1-June 30)
Adopted by the BOS on January 26, 2016**

Goal II. Protect and Enhance Future Use of Town Land/ Buildings/Facilities/Waterfront Public Access	
Objective	Action Item
Protect public access to waterfront property, and prioritize funding for acquisitions and/or infrastructure improvements.	Review 2011 Town Landing Plan and consider opportunities to address/repair/expand/ or acquire easements for enhanced public access to Town landings.
	Review of the South Coastal Harbor Plan and develop a Master Plan for 90 Bridge Street property.
	Revisit and offer for ATM approval plans for improved boating access and public use of Town-owned lands at Ryders Cove.
Provide policy direction relating to the review of available Town-owned properties for sale or reuse.	Schedule preliminary discussion on BOS agenda.
Direct repair/upgrade of Town facilities as needed and oversee implementation of major Town infrastructure improvements.	Evaluate program in place to maintain Town's sidewalks
	Evaluate program in place to maintain Town buildings
Goal III. Protect and Enhance the Professionalism and Effectiveness of the Town's Staff, Boards and Committees, and Enhance Effectiveness and Efficiency:	
<ul style="list-style-type: none"> • Via support of managerial practices, performance management, professional development, departmental reorganization including the consideration of streamlining, outsourcing, regionalization, and other efforts to improve service delivery; • Support professional management by encouraging Departments to seek new and innovative ways to deliver municipal services; Provide structured orientation and ongoing educational programs for new and current members of regulatory Boards. 	
Objective	Action Item
Work with Town Manager to maintain/enhance effectiveness and efficiency of Town departments.	Review the functions and services provided by one department annually.

**Board of Selectmen/Town Manager
Goals and Objectives
Calendar 2016 and Fiscal 2017 (July 1-June 30)
Adopted by the BOS on January 26, 2016**

Provide leadership and direction to non-regulatory Committees, Boards and Commissions.	BOS subcommittee to update the Committee Rules and Regulations Handbook and Code of Conduct for elected and appointed members of Town government.
	Review appointment and re-appointment procedures relating to charges/missions, initiatives, and composition.
Maintain open communication with the public and ensure compliance with Public Records Laws.	Establish Board member email addresses on Town server.
Goal IV. Protect the Environmental and Historic Quality of the Town by:	
<ul style="list-style-type: none"> Regularly monitoring and reviewing the (CWMP) wastewater plan at the policy level, encouraging continued discussion and planning for the next phase of expansion, and reviewing how potential future State/federal funding will affect CWMP; Ensuring the continuation of traditional uses of and access to Town-owned resources. 	
Objective	Action Item
As Water & Sewer Commissioners, review and recommend any changes to Article II Sewer Regulations and BOS Sewer Flow Policy; review policies and regulations.	Consider any changes to Article II for 2016 ATM
	Streamline approval process for applicants to Water & Sewer Commissioners to allow Town Staff vetting and approval of routine requests for increases sewer flow.
Work with Town Manager in the development of an Inter-municipal Agreement on Wastewater with the Town of Harwich.	Continue development of an Inter-municipal Agreement on Wastewater with the Town of Harwich.
Map out funding source and execute legal, legislative and PR plan to resolve objectionable portions of the USFWS CCP plan in a manner acceptable to the Town.	Continued efforts
Goal V. Emphasize Long-Term, Strategic Planning of Town Operations and Resources, and Service Delivery	
<ul style="list-style-type: none"> Where LCP action items have been assigned to Boards or Committees, require these Boards or Committees to include action item progress reports in their annual appearances before the Board of Selectmen. 	

**Board of Selectmen/Town Manager
Goals and Objectives
Calendar 2016 and Fiscal 2017 (July 1-June 30)
Adopted by the BOS on January 26, 2016**

Objective	Action Item
Work with Planning Board, and community to provide direction on recommendations and produce an actionable plan for zoning bylaw revision and zoning district revisions along the Rte. 28 corridor.	Consider for 2016 ATM
Work with Design Engineers and MassDOT towards consensus design and implementation of the West Chatham roadway project (Rte. 28).	Continuing design review
Provide policy direction to initiate a Town-wide parking plan, including enforcement of parking regulations, possible shuttle, increased parking capacity, and possible paid parking.	Participate in Chamber/Merchant's Association Working Group
Work with Planning Board to prioritize objectives of Land Use section of the Local Comprehensive Plan (LCP).	Identify those objectives that can be completed in FY2016.
Take steps to ensure Town Meeting approval of recommended Charter revisions.	On 2016 ballot

END - Board of Selectmen

**Board of Selectmen/Town Manager
Goals and Objectives
Calendar 2016 and Fiscal 2017 (July 1-June 30)
Adopted by the BOS on January 26, 2016**

Relating to the Town Manager for Implementation

I. Protect and Enhance the Financial Health of the Town (FY2016):	STATUS – 12/1/2015
A. Maintain fiscal discipline in Town finances and continue to deliver annual operating budgets that meet Town needs, preserve the Town’s current AAA bond rating and limit growth in the tax rate.	<i>New</i>
B. Track capital needs proactively	<i>New</i>
C. Implement OPEB solutions as may be developed by sub-committee and approved by BOS and Town Meeting.	<i>New</i>
D. Continue fiscal policies that limit or reduce the Town payroll and tax rate while improving efficiencies in service delivery, such as bid-based outsourcing to private contractors.	<i>New</i>
E. Continue to work with MRSD financial team to ensure adequate support for District schools.	<i>New</i>
II. Protect and Enhance Future Use of Town Land/ Buildings/Facilities	STATUS – 12/1/2015
A. Review available Town-owned properties for sale or reuse, including Tax Title/Taking properties. Initiate Town-wide Facilities Plan with coordinated systems management.	<i>In progress</i>
B. Work with the BOS, Airport Manager and Airport Commission relating to Chatham Airport; oversee RFP process for skydiving vendor at CQX and bring to satisfactory conclusion.	<i>In progress (RFP received 11/30/15)</i>
C. Continue recent engagement with Airport Commission on activities at Chatham Airport.	<i>New</i>
D. Oversee implementation of Fire Station construction and any/all other infrastructure projects.	<i>In progress</i>
E. Evaluate ways Town could operate as a “green” community	<i>New</i>
III. Protect and Enhance the Professionalism and Effectiveness of the Town’s Staff, Boards and Committees, and Enhance Effectiveness and Efficiency:	STATUS – 12/1/2015
A. Continue to emphasize service and implement procedures to ensure high levels of productivity, accountability, and customer service.	<i>In progress</i>
B. Work to seek bi-lateral and regional partnerships to reduce expenses and/or improve service offerings/ delivery.	<i>In progress</i>

**Board of Selectmen/Town Manager
Goals and Objectives
Calendar 2016 and Fiscal 2017 (July 1-June 30)
Adopted by the BOS on January 26, 2016**

C. Enhance the use of technology for greater efficiencies and communication; more user-friendly website.	<i>In progress</i>
D. Work with Department Heads on performance management strategies, review functions and select one department for an annual review with the BOS.	<i>Pending</i>
E. Review BOS policies, general bylaws, and regulations for any needed updates.	<i>In progress</i>
F. Evaluate staffing levels, including seasonal & part-time employees, and take steps necessary, when appropriate, to hire, organize and maintain high-caliber municipal workforce.	<i>New</i>
G. Ensure Board member email addresses are added to Town server	<i>New</i>
H. Consider establishment of scheduled and routine "Ask the Manager" hour at Town Offices.	<i>New</i>
IV. Protect the Environmental and Historic Quality of the Town	STATUS – 12/1/2015
A. Continue to monitor and review the (CWMP) wastewater plan and Local Comprehensive Plan (LCP) implementation for the next phase of expansion and the funding required; review policies and regulations.	<i>Pending</i>
B. Work to negotiate agreement with Federal Government on usage of Monomoy Island that is favorable to our entire community.	<i>In progress</i>
C. Assist Board in evaluating impact of Eco-tourism (particularly sharks & seals) on Town.	<i>New</i>
V. Emphasize Long-Term, Strategic Planning of Town Operations and Resources, and Service Delivery	STATUS – 12/1/2015
A. In conjunction with BOS policy direction, provide recommendations for a Town-wide parking plan, including possible shuttle, increased parking capacity, and possible paid parking.	<i>In progress</i>
B. As directed by the BOS and working with Planning Board, and community, produce an actionable plan for recommended zoning bylaw revision and zoning district revisions along the Rte. 28 corridor.	<i>In progress</i>
C. Upon approval by MDOT, implement BOS direction for West Chatham/Rte. 28 road improvements.	<i>In progress</i>
D. Work with the BOS to encourage regular review and implementation of the Local Comprehensive Plan (LCP), and the Planning Board relating to zoning.	<i>Pending</i>
E. Oversee resolution of parking easement taking at the Fish Pier.	<i>In progress</i>

**Board of Selectmen/Town Manager
Goals and Objectives
Calendar 2016 and Fiscal 2017 (July 1-June 30)
Adopted by the BOS on January 26, 2016**

F. Take steps necessary in pursuit of additional annual all-alcohol license for North Chatham.	<i>New</i>
G. Assess potential to enhance Town's human services outreach programs.	<i>New</i>
H. Consider potential efficiencies of re-organization and merger of DPW and Park & Recreation Departments.	<i>New</i>

END – Town Manager