

CHATHAM BOARD OF SELECTMEN
GOALS AND OBJECTIVES REVIEW AND APPROVAL
CALENDAR YEAR 2021 AND FISCAL YEAR 2022
NOVEMBER 24, 2020

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 ensure Town resources are directed to providing the best services possible to protect public safety, public assets and a special quality of life in Chatham

VALUE STATEMENTS:

- A. Protect and Enhance the Financial Health of the Town
- B. Protect and Enhance the Educational Excellence offered by the Town
- C. Protect and Enhance Future Use of Town Land/ Buildings/Facilities
- D. Protect and Enhance the Professionalism and Effectiveness of the Town's Staff, Boards and Committees
- E. Protect the Environmental Quality of the Town
- F. Support Demographic Diversity by Addressing the Unique Needs of Younger and Senior Populations
- G. Enhance Relationships and Communications
- H. Emphasize Long-Term, Strategic Planning
- I. Enhance Effectiveness and Efficiency

GOAL CATEGORIES FOR CY2021/FY2022:

- I. Financial
- II. Infrastructure
- III. Social Infrastructure
- IV. Intragovernmental Review; Town Staff and Boards
- V. Environmental and Historic Quality of the Town
- VI. Long Term Planning
- VII. Legal
- VIII. Communication/Intergovernmental Relations

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| GOAL CATEGORY | OBJECTIVE | ACTION ITEMS/TASKS | STATUS |
|----------------------|---|---|--|
| Financial | Monitor and address COVID-19 impacts on Town operations, businesses, and residents. | Schedule biweekly updates on local receipts and tax collections and COVID-19 expenses from Finance Director as part of COVID-19 updates on the Board's agendas beginning December 8, 2020 . | Last update on 5/18/21; tax collections included in Monthly Reports |
| | | Schedule quarterly updates from the Chatham Chamber of Commerce and Merchants Association on impacts to businesses with informational updates on available assistance resources in late December 2020, late February 2021, late May 2021, and late August 2021 . | Scheduled for 8/24/2021 |
| | | Provide a resource to residents in need by tasking staff with development of database of available assistance programs for posting to website by December 31, 2020 . | Done -Posted on the Website under COVID |
| | Identify cost sharing regional partnerships on issues such as housing, coastal resiliency, dredging, environmental equality, and quality of life while maintaining the Town's unique identity | Direct the Town Manager to schedule joint meetings with neighboring Select Boards to discuss opportunities by June 30, 2021 . | PENDING for regional; Focused on Chatham specific items and grants |
| | Explore opportunities for additional revenue sources. | Schedule a discussion on paid parking downtown on a Board agenda by January 30, 2020. | PENDING PRIORITIZED 7/13/21 |
| GOAL CATEGORY | OBJECTIVE | ACTION ITEMS/TASKS | STATUS |
| Infrastructure | Advance Council on Aging facility project to conclusion. | Schedule update from Rick Pomroy on estimated budget and any COVID-19 impacts to design for project in December 2020 . | Done - 1610 Main Street Project; <i>Next steps TBD</i> |
| | | Support an Annual Town Meeting article which may consider sequencing - funding design only, OR design and construction funding of a new Council on Aging facility by close of 2021 Annual Town Meeting warrant on March 23, 2021 . | Done - 1610 Main Street Project; <i>Next steps TBD</i> PRIORITIZED 7/13/21 |
| | Advance Eldredge Garage Property project to conclusion. | Schedule update from staff and project team on structural analysis of garage and preliminary designs by December 31, 2020 . | 1/19/21 - Initial Report; Staff will request a SB Agenda item for Sept. 2020 seeking direction for next steps. PRIORITIZED 7/13/21 |
| | | Support an Annual Town Meeting article seeking engineering and construction funding for the project by close of 2021 Annual Town Meeting warrant on March 23, 2021. | PENDING |

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| | PFAS Investigation/Mitigation Insure adequate drinking water supply to meet demand, | Direct Town Manager to engage a suitable consultant to try to identify the source of PFAS detected in Wells #4, 5, 8 using ground water modeling and any other advisable technologies. | PRIORITIZED 7/13/21 |
| | | Support a Special Town Meeting article Fall 2021 for the construction of Wells #10 & 11 and the engineering, design, and permitting for Wells #5 & 8 for removal of PFAS and iron & manganese. | PRIORITIZED 7/13/21 |
| | Prioritize Capital projects. | Schedule a BOS agenda item to prioritize Capital projects by December 31, 2020 . | 12/29/20 and 1/23/21; next review in early fall |
| GOAL CATEGORY | OBJECTIVE | ACTION ITEMS/TASKS | STATUS |
| Social Infrastructure | Increase the inventory of affordable and attainable housing units in Chatham | Oversee the development of an Annual Town Meeting article which creates an Attainable Housing Trust Fund that can accept public funds, private funds, and donations by January 8, 2021 . | Done - ATM 2021 pending Home Rule Petition |
| | | Direct Town Counsel to file Special Legislation allowing the Town to use CPA housing funds for attainable housing projects by December 31, 2020 . | Done - ATM 2021 pending Home Rule Petition |
| | | Oversee the development of an Annual Town Meeting Article which alters the make-up/composition of the existing Affordable Housing Trust Fund Board of Trustees by January 8, 2021 . | With Previous ATM 2021 item; pending Home Rule Petition |
| | | Schedule update/recommendation from staff & consultant by December 31, 2020 on the use of Town-owned or other parcels for affordable and/or attainable housing including discussion on development funding. | 9/17/20; 1/28/21/ Initial Review Complete; On-going PRIORITIZED 7/13/21 |

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| | Support efforts to maintain Chatham Elementary School | Work with Monomoy Regional School Committee to amend the Regional Agreement. | PRIORITIZED 7/13/21 |
| | Implement selected Chatham 365 Task Force recommendations | Review Board prioritized recommendations from April 2020 by December 31, 2020 for possible inclusion in FY2022 budget. | Done for FY2022; on-going |
| | Attract academic research facility/collaboration to Town. | Reconnect with institutions previously contacted to assess interest and timeline for site visits, next steps by April 2021 . | 1/21/20 Site Visit; on-going |
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| Intragovernmental Review; Town Staff & Boards | Complete Waterways Bylaw Review/Revision | Authorize the Waterways Advisory Committee to resume remote meetings and direct Chair and staff liaison to deliver a progress report to the Board no later than February 23, 2021 . | PENDING PRIORITIZED 7/13/21 |
| | Seek to have CG Station Chatham re-designated as a Surf Station and retain 42' Near-Shore Motor Life Boats | Schedule roundtable discussion with Senator Markey, representatives of the First CG District, Town officials, and the public in Chatham. | PRIORITIZED 7/13/21 |
| | Strengthen Board policies and practices related to committees. | In early April 2021 , identify committees with multiple vacancies and schedule dedicated agenda items throughout April 2021 BOS meetings to discuss the work of those committees in order to educate the public and promote service. Create e-brochure and promotional materials to aid in recruitment. | PENDING |
| | | Implement training for Chairmen and Vice Chairmen on using Microsoft Teams and in how to run a remote meeting in January 2021 . | Done |
| | Create a more efficient Board meeting. | Review measures implemented (consent agenda, public comment periods) implemented in August 18, 2020 in February 2021 for possible revision. | Done - updated 6/29/21 |

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| Enviro & Historic Quality of Town | Achieve a greater understanding of Chatham's short-term rental market and its impact on the community. | Schedule a dedicated Board meeting to include but not limited to discussion of the number of short-term housing units in Town, the number and types of complaints regarding short-term rentals received, the impact of the short-term rental tax on local receipts, & a review of measures taken by other municipalities to mitigate negative impacts on neighborhoods (bylaws, regulations, local registry, inspections, etc.). | PENDING |
| | Work with neighboring towns on regional approaches and long term strategies to address shark/seal safety and enhance Town as a safe seaside community. | Direct Town Manager to continue working with staff, neighboring towns, and regional agencies to develop public education and safety programs for summer 2021 implementation , and longer-term strategies for BOS consideration. | PENDING |
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| Long Term Planning | Monitor and evaluate coastal resiliency and climate response programs for regional impacts. | Direct Town Manager to work with staff, neighboring towns, and regional agencies to identify initiatives/programs to increase the Town's coastal resiliency for BOS policy consideration. | PENDING for regional; Focused on Chatham specific items and grants |
| | Oversee long term plan for Stage Harbor use. | Task the South Coastal Harbor Plan Committee to consider impacts of Fools Break and dredging activity for the (planned) 2022 update of the South Coastal Harbor Plan. | On-going -Initial discussion at 1/25/21 meeting |
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| Legal | Resolve the Monomoy boundary dispute with the USF&WS. | Schedule an update from Jeff Pike in January 2021 . | MOU 3/9/21 |

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| Comm./Intergov. Relations | Expand opportunities for public feedback on projects. | By June 30, 2021 create a policy requiring staff to report on a quarterly basis projects scheduled to begin in the following 3 months and include criteria which, if met, would require the scheduling of a public forum in advance of the start of the project. | PENDING |
| | Expand community outreach on accomplishments/project status - establish social media presence. | Direct Town Manager to develop social media policy for Town by February 2022 and budget for social media archiving program in FY2022 budget. | Voted in FY2022 budget and 6/22/2021 |