

Adoption of Goals for FY 2004

The Board of Selectmen adopted 65 Town-wide policy goals for Fiscal Year 2004, in categories including [Community Development](#), [Affordable Housing](#); [Cape End Manor](#); [Wastewater](#); [Water](#); [MacMillan Pier and Harbor](#); [Fiscal management](#) and administration; [Open Space](#); [Public Safety](#); [Cape Cod National Seashore](#); and [Municipal Buildings & Facilities](#). In [FY 2003](#), the Board adopted 47 goals.

The **Provincetown Board of Selectmen** held a public hearing on Monday, June 23, 2003 at Provincetown Town Hall, and then and there adopted annual Town-wide policy goals for Fiscal Year 2004, as set forth below. The annual adoption of policy goals by the Board of Selectmen is a focal point for the Town Government, as these goals are translated into objectives to be achieved by the Town Administration in the coming fiscal year.
Mary-Jo Avellar, Chairman, Board of Selectmen

1. Community Development Plan

- 1.1. *Community Vision*: to develop a [Community Vision Statement](#), through the Executive Order 418 planning process, using a facilitator. The Visioning process is designed to support implementation of the [Local Comprehensive Plan](#) by building a community consensus around the measures required for its implementation and to identify those measures around which there is the greatest community support.
- 1.2. *Housing Element of the Community Development Plan*: to develop a CD plan element which addresses the location, type, and quantity of new [housing](#) units including housing for individuals and families across a broad range of incomes.
- 1.3. *Open Space/Resource Protection Element*: to develop a CD plan element which addresses the location, type, and quantity of [open space](#) to be protected including identification and prioritization of environmentally critical unprotected open space, land critical to sustaining surface and groundwater quality and quantity, and environmental resources.
- 1.4. *Transportation Element*: to develop a CD plan element which addresses the location and description of any improvements to [transportation](#), including matters of safety, access, congestion and transit, intermodal connections and environmental considerations; includes support for year-round shuttle service on the Outer Cape
- 1.5. *Economic Development Element*: to develop a CD plan element which addresses the location, type, and quantity of commercial and [economic development](#); includes consideration of year-round economic development which complements the Town's seasonal tourist economy
- 1.6. *Update Zoning By-laws, Subdivision Rules & Regulations, Sign By-law* through the Department of Community Development, LCP Implementation Committee, Planning Board, and memorandum of agreement with Barnstable County Commissioners
- 1.7. *Remove non-inclusive language from Town by-laws*. To conduct a thorough review of all [town by-laws, rules and regulations](#) to remove such non-inclusive heterosexist language as "spouse" wherever it appears.
- 1.8. *Conservation Agent*: explore the hiring of a Conservation Agent, including a shared position with Truro or services procured through Barnstable County.

2. Affordable Housing

- 2.1. *Increase the Percentage of Subsidized Housing Units in Provincetown*. Develop and implement strategies for increasing the percentage of subsidized housing units in Provincetown to at least 10%; establish further housing goals through the Housing element of the Community Development Plan
- 2.2. *Funding and Spending Plan for Affordable Housing Trust Fund*: to prepare for review by a Fall 2003 Special Town Meeting a proposed funding and spending plan for the Affordable Housing Trust Fund established under [Chapter 230 of the Acts of 2002](#).
- 2.3. *Affordable Year-round Rental Housing*: Develop and implement strategies for increasing the supply of affordable year-round rental housing units in Provincetown, including the property tax exemption under [Chapter 408 of the Acts of 2002](#).
- 2.4. *Affordable Housing Legislative Initiatives*: pursue [House Bill No. 3842](#) for increasing the Land Bank share for

affordable housing from 10% to 35%, restricted to the reuse and renovation of existing structures; for acceptance at May 2004 Election.

3. Open Space

3.1. *Update the Open Space Plan:* working with the Conservation Commission and the Open Space Committee, to update the Town's Open Space Plan, which must be renewed every five years.

3.2. *Land Bank Amendment:* pursue House Bill No. 3843 home rule petition to increase Land Bank funds for open space management from 3% to 10% for any Town-owned open spaces; for acceptance at May 2004 Election

3.3. *Management Plan for Clapps Pond Property:* develop and implement a management plan for 40-acre open space property under the care, custody, and control of the Conservation Commission

4. Historic Preservation

4.1. *Historic District Implementation:* working with the Historic District Commission to implement the [historic district by-law](#) approved by the 2003 Annual Town Meeting

4.2. *Historic Survey:* working with the Historic District Commission and the Historical Commission to complete the update of the inventory of Provincetown's historic properties.

5. Cape End Manor Nursing Home

5.1. *Determination of Need:* to obtain approval of the determination of need application filed by the Town with MDPH on January 2, 2003 to construct a new skilled nursing care facility.

5.2. *Future of Cape End Manor - Options:* working with the Cape End Manor Board of Directors, to undertake a study of options for the future of the Cape End Manor nursing home, and to present the results of said study to a special town meeting to be held during the Fall of 2003

5.3. *Cape End Manor Funding:* Pursue additional sources of funding to minimize annual deficit and optimize revenue, including a petition under FY 1998 Outside Section 233, and Medicaid Uncompensated Care Fund

6. Fiscal management and administration

6.1. *Fiscal Policy Plan:* Revise and update Ten-Year Fiscal Policy Plan, for review by Board of Selectmen prior to submission of FY 2005 budget request, to establish goals for future property tax levy increases; include a plan for building up the balance in the Stabilization Fund

6.2. *Property Tax Levy:* to set a limit of 2.5% on the increase for the FY 2005 property tax levy

6.3. *Budget Brainstorming:* undertake facilitated process with budget managers to identify, discuss, and weigh various ideas for addressing Town's fiscal issues; present results to the Selectmen by the Fall

6.4. *Cost of Goal Implementation:* develop estimates for the cost of implementing each goal adopted, and identify the proposed source of funding

6.5. *Grantsmanship:* develop and implement program of training and support for Town departments to meet identified funding needs through pursuit of outside grants from public and private sources

6.6. *Municipal-School Fiscal Summit* - invite the School Committee to participate in fiscal policy discussions to consider enrollment, required net school spending, Chapter 70 aid, SBA reimbursements, and other factors affecting the school budget

6.7. *Plan for Replenishing the Tourism Fund:* to develop and implement a three-year plan beginning FY 2005 for replenishing the [Tourism Fund](#) by the amount of \$243,549.

6.8. *ProvincetownGov University:* Develop and implement comprehensive professional development plan for Town staff, which addresses skill development, employees' relationship with the public, and retention/promotion of qualified personnel

6.9. *Voter Information:* continue to develop proposals for disseminating more voter information prior to town meetings

6.10. *Support for and Supervision of Town Manager:* review and renegotiate Town Manager's employment contract beginning November 2003, including performance appraisal instrument; establish annual goals, conduct mid-year and year-end reviews

6.11. *Support and training for volunteer boards:* develop program of support and training for volunteer boards,

including review of relevant laws, conflict-of-interest, etc.

6.12. *Group health coverage for domestic partners*: develop strategy to implement access to group health coverage to registered domestic partners of Town employees as is currently provided to spouses of Town employees

6.13. *Quarterly financial updates*: conduct quarterly updates with the Town Manager to update the Selectmen regarding budget and finance status

6.14. *Time management*: develop schedule of annual events including budget review, quarterly updates, etc.

6.15. *Tax title procedures*: establish procedures for managing properties obtained through tax title foreclosure, for the management and/or disposal of acquired property.

6.16. *John Arthur Henry Estate Fund*: provide input to the Selectmen on use of proceeds from the John A. Henry Trust Fund for underprivileged children in Provincetown.

7. Wastewater

7.1. *Sewer Phase I Construction*: Complete the [construction of the Phase I sewer project](#) with 20-year DBO vendor Metcalf & Eddy and assess final betterments on properties connecting to the sewer

7.2. *Sewer Phase II Facilities Planning*: continue facilities planning for Phase II of the sewer project;

7.3. *Septic System Management/Inspection Program*: implement the Town-wide program for on-site septic system management, with assistance from the Barnstable County Health Department

8. Water

8.1. *Water Management Permit* - continue to pursue water management permit from DEP, including new source identification through Outer Cape Water Management Study with USGS, CCNS, CCC, and Outer Cape towns; including creating a redundant water source

8.2. *Water Quantity*: Reduce annual pumpage and the number of days on which the permitted annual average is exceeded; reduce unaccounted for water; reduce water consumption through conservation

8.3. *Water Quality*: improve the quality of Town water, to reduce the number of days each year that water is tainted

8.4. *Truro Intermunicipal Water Agreement*: to reexamine the intermunicipal water agreement with the Truro Board of Selectmen

8.5. *Water Conservation Efforts*: to develop and implement public outreach and education program for water conservation; including Chamber and PBG

9. Provincetown Harbor and MacMillan Pier

9.1. *Harbor Plan Amendments*: working with the Harbor Committee and affected parties, to prepare for adoption by the April 2004 Annual Town Meeting amendments to the [Municipal Harbor Plan](#) for Provincetown Harbor, which must be renewed every five years.

9.2. *Chapter 91 Amnesty Program*: obtain state approval for the Harbor Plan amendment to establish a Chapter 91 licensing amnesty program for property owners who filed license applications with DEP Waterways by October 4, 1996.

9.3. *Mooring Plan*: update the mooring plan for Provincetown Harbor through the Marine Superintendent and Harbor Committee

9.4. *MacMillan Pier: Transition to Public Pier Corporation*: Finalize sub-lease between PROFISH and the [Pier Corporation](#); finalize main lease agreement and service agreement between the Town and the Pier Corporation;

9.5. *Storm Drainage Master Plan*: develop and implement best management practice for storm drain maintenance dredging, including pursuing grant from CZM for stormwater remediation to reduce street runoff and improve water quality

9.6. *Beach Nourishment Plan*: to develop an organized strategy for both maintenance dredging and beach nourishment, including scheduling of projects and identification of funds; provide representation to Barnstable County Dredge

10. Public Safety

10.1. *Community-Oriented Policing*: develop and implement plan for rededication to the philosophy of Community-Oriented Policing to empower police officers to address community needs in partnership with local government and the community; include monitoring implementation of dog and noise by-law amendments

10.2. *Ensuring the Safety of Licensed Establishments*: continue community education and outreach programs to

[ensure the safety of licensed establishments](#), including public announcements about fire exits, code compliance, not exceeding occupancy limits, and promoting the installation of sprinklers

10.3. *No Place for Hate*: continue to implement programs through the [COP Plan to Overcome Hate Incidents](#), including outreach with the school department

10.4. *Street/Sidewalk/Drainage Master Plan*: develop master plan for streets, sidewalks, and drainage in Provincetown, including developing plan to address vegetation encroachments on existing sidewalks.

10.5. *Parking*: develop policies that are consistent with maintaining or increasing the number of available [parking](#) spaces; develop town-wide plan to better allocate our scarce parking resources among residents and visitors, including consideration of "resident only" and time limits on meters throughout town; increase parking revenues.

11. Cape Cod National Seashore

11.1. *Seashore Cooperative Ventures*. Continue to pursue cooperative ventures between the Town and Cape Cod National Seashore, including transportation, satellite parking, water; and affordable housing; with monthly updates.

12. Use and Reuse of Town-owned Properties

12.1. *Library at Heritage Museum*: undertake the construction phase of the [library project](#); continue capital fund-raising campaign for \$1+ million

12.2. *Dog Run*: to identify and develop a location for a dog run, looking at Town and CCNS properties

12.3. *Non-profit Animal Shelter*: to identify the proposed site for the non-profit animal shelter authorized by Article 63 of the April 1, 2002 Annual Town Meeting

12.4. *Managing Community Events on Town-owned Property*: develop policies and procedures for managing community events on Town-owned property, including review of fee structures for non-profit and for-profit uses.

12.5. *Reuse of Town Properties*: develop plans for reuse of Town properties which may become surplus, including 100 Alden Street (current Cape End Manor), 330 Commercial Street (current Library), former Fire Houses, and the PHS Annex.

12.6. *Report on Town Facilities*: Semi-annual report on the condition of all town facilities

12.7. *Solid Waste and Recycling*: increase Town's percentage of solid waste recycled

12.8. *Skate Park*: construct the skate park at Jerome Smith Road Parking Lot for the summer of 2003

12.9. *Cemeteries*: develop plan for upgrade of all cemeteries

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