



# MEMO

TO: Board of Selectmen

From: David Panagore, Town Manager

Re: Implementation of the Strategic Plan and Town Wide Goals FY2019

Date: May 15, 2018

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This year, our goal is to present a better Strategic Plan to achieve the Town Wide Goals. Working with the staff to create the plan, the process resulted in the attached document which we feel is an organized and well thought out Strategic Plan.

Below are the first steps of turning 16 goals into six goals, then organizing objectives under each goal, and then laying out the Operational Plan to accomplish the objectives. These first steps do not include the tactical approach to achieve each goal, as that is the responsibility of each department to create. Each department will develop departmental tasks with the Town Manager's Office to implement the operational plan.

Please note that all the items that were in the FY18 Town Wide Goals & Tasks are still included in this document. They are just re-organized and updated for FY19. Town senior staff has met several times since the fall to review our current goals and tasks and have all substantially contributed to this document. In particular, I would like to give credit to the hard work of Nina McCormack from the Tourism department whose background in strategic planning has been instrumental in preparing this document.

As we move forward through the document, you will notice that the goals are now one or two words. It is important to keep the goals simple. A simple way to define the terms are:

A **goal** is a broad primary outcome.

A **strategy** is the approach you take to achieve a **goal**.

An **objective** is a measurable step you take to achieve a **strategy**.

A **tactic** is a tool you use in pursuing an **objective** associated with a **strategy**.

Definition of Strategic Planning:

**Strategic planning** is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.

Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals (**Objectives**), and mobilizing resources to execute the actions (**Tactical**). A strategy describes how the ends (goals) will be achieved by the means (resources). The senior leadership of an organization is generally tasked with determining strategy. Strategy can be planned (intended) or can be observed as a pattern of activity (emergent) as the organization adapts to its environment or competes.

Strategy includes processes of formulation and implementation and strategic planning helps coordinate both. However, strategic planning is analytical in nature (i.e., it involves "finding the dots"); strategy formation itself involves synthesis (i.e., "connecting the dots") via strategic thinking. As such, strategic planning occurs around the strategy formation activity.

It is important to remember that a Strategic Plan is a living-breathing document, which means that it can change as the environment and needs of the community change. To that end, we are also looking at the Plan in terms of 1-year, 3-year and 5-years for implementation. After the Board of Selectmen completes their initial review, we can then work with the staff to divide the objectives into a proposed 1, 3, and 5 year areas. The document will then be returned to the Select Board for final discussion and authorization.

It is important to note that objectives that we plan to be executed within year one or year two, may have to move to year three or four due to unforeseen circumstances. It is important to be flexible and remain in communication when making changes to the plan.

Once the plan is adopted, regular updates will be provided to the Board of Selectmen.

Responsibilities for implementation:

**Approval of the Plan – Select Board**

**Coordinating the Process – Town Manager and administrative support as needed**

**Goals - All**

**Objectives - All**

**Operational Plan – Town Manager**

**Tactical Plan –Departments Heads**

## Goals and Objectives

Town Wide Goals:

1. **Housing**
2. **Built and Natural Environment**
3. **Economic Development**
4. **Civic Engagement**
5. **Financial Stability**
6. **Government and Operations**

*(Note: The items in blue are new objectives proposed by the staff for FY19.)*

### **Goal 1 – Housing**

*Develop and manage decent, safe, year-round housing for low and middle income households, in accordance with the needs of the Town.*

#### **Objectives:**

- Promote policies and programs that encourage year round housing with income and age diversity
- Enforce policies that create housing opportunities while maintaining Town Charter
- **Increase affordable and community housing.**

### **Goal 2 – Built and Natural Environment**

*The surrounding or conditions in which a person, animal, or plant lives or operates.*

*Infrastructure - The basic physical and organizational structures and facilities (e.g., buildings, roads, and power supplies) needed for the operation of a society or enterprise.*

#### **Objectives:**

- Promote policies and programs that protect and sustain the natural environment, and our community's way of life.
- Promote efforts to improve our streetscapes and intersections for safety and convenience of pedestrians, bicycles, and vehicles.
- Support efforts to bring forward a local comprehensive plan for the use of all Town owned land.
- **Continue research and bring forth a proposal for expanding the municipal sewer system.**
- **Implement core elements of the Hazard Mitigation plan and Arcadis report in order to improve our community's resiliency to Coastal Inundation and the effects of climate change.**
- **Continue conversation across relevant Boards and Departments and research on expanding municipal sewer system and partnering with other towns to address wastewater infrastructure issues.**

### **Goal 3 - Economic Development:**

*Economic development is the process by which a community improves the business, employment, and overall economic and social well-being of its people. Economic development has a direct relationship with the environment and environmental issues.*

**Objectives:**

- Support and increase the year round population.
- Promote policies that encourage the development of year round business and jobs while maintaining community character.
- Foster and sustain programs that create economic opportunities, while maintaining Town character.
- Support efforts to improve residential quality of life and the tourism market sector to enhance the visitor experience.
- Improved Broad Band accessibility and form a Town Manager Broad Band Advisory Group.
- Review Human Services grants and options for moderating increases.

**Goal 4 - Civic Engagement**

*Civic Engagement - Civic engagement can take many forms—from individual volunteerism, community engagement efforts, organizational involvement and government work such as electoral participation. These engagements may include directly addressing a problem through personal work, community based, or work through the institutions of representative democracy.*

**Objectives:**

- Develop and sustain existing programs that foster community education on issues of public concern
- Increase volunteer participation on Town committees and in public life (local nonprofits, etc.)
- Improve regular reporting progress of the Strategic Plan and projects to the community
- Using the Town Library as a resource, continue to invite and encourage community engagement through outreach and programing

**Goal 5 – Financial Stability**

*Financial Stability - A stable financial system. Financial stability is a state in which the financial system is resistant to economic fluctuations and is fit to smoothly fulfil its basic functions: budgeting and oversight of funds and management of risks. Stability is the ability to withstand a temporary problem, such as a decrease in revenue, lack of capital or loss of a key employee or funding source.*

**Objectives:**

- Enforce strong financial policies and internal controls to improve transparency and to continue Provincetown on a secure and stable financial path.
- Create initiatives that properly allocate revenues and expenses to support and increase the year-round population.

**Goal 6 – Government and Operations**

Government - A government is the system or group of people governing an organized community. In the case of its broad associative definition, government normally consists of legislature, executive, and judiciary. Government is a means by which public policies are developed, as well as a mechanism for enforcing the public policies. Every local government has a charter, a statement of its governing principles and operations.

Administrative - relating to the running of a business, organization, etc.

**Objectives:**

- Pursue public/public partnerships with state and federal government to advance Town Wide goals.
- Pursue public/private partnerships whenever possible.
- Implement policies that foster community education on issues of public concern.
- Implement policies and programs that support year-round activity.
- Improve regular reporting progress of the Strategic Plan and projects to the community.
- Hold monthly/quarterly roundtables.
- Support efforts to achieve educational excellence and increase student population.
- Support organizational excellence:
  - Improve “customer service” relations
  - Staff education
  - Employee sustainability
  - 3<sup>rd</sup> Party credibility (accolades)

(Continued)

## Operational Plan

### Goal 1 – Housing

- Encourage staff, businesses, and the community at large to consider the impact on housing when making development decisions
- Support efforts of Year Round Residential Housing Trust (YRRHT) to successfully close and bring Harbor Hill on line
- Adopt and implement a development strategy for the VFW site
- Identify and analyze the potential of other town owned properties for housing (e.g. Fire House #2)
- Review YRRHT legislation for possible improvements, Board composition, expansion of authority for for-sale products (rent to town project)
- Continue joint Provincetown/Truro efforts to create workforce housing at the North Truro Air Force
- Develop and issue Housing Playbook, 3rd edition
- Develop guidelines and investigate opportunities for seasonal worker housing and incorporate into the Housing Playbook
- Support efforts of the Housing Authority's expansion efforts

### Goal 2 – Built and Natural Environment

- Continue reviewing existing land use regulations to ensure they align with current practice, alleviate conflicts, improve clarity and overall align with these goals and adopted plans
- Adopt Local Comprehensive Plan at April 2019 Town Meeting with a robust public process
- Implement the Hazard Mitigation Plan. Seek grants to increase our reliance to the impacts of climate change.
- Continue to support local aqua-culture efforts including improvement to shell fish nursery program
- Determine preferred option through Town for the Cape Rail Trail and adopt the Outer Cape Bicycle & Predestination Master Plan and support implementation
- Adopt a Complete Street Policy Implement the Shade Tree by-law
- Implement appropriate traffic and circulation changes as recommended by the 2015 Parking/Pedestrian Study.
- Support efforts to implement Harbor Walk along Provincetown Marina Pier
- Investigate opportunities for installing public restrooms in the East End
- Maintain unaccounted for water (UAC) by one half, and work towards an eventual goal of achieving 10% or less UAC
- Work with all Town bodies to support efforts to prepare public spaces, including the Bas Relief and First Pilgrim Park, for the 400<sup>th</sup> Anniversary of the Pilgrim Landing
- Continue to seek and implement solutions to the Ryder Street outfall pipe
- Finalize research and bring forward for consideration waste water system expansion options.
- Implement FY18 CIP, including Ships Way road work, Police Station design and construction, and Shank Painter road work design efforts
- Work with the Open Space Committee to identify potential properties for purchase and protection

- Work with the Conservation Commission to promote awareness and appropriate recreational use of the Town owned and Conservation Trust- owned conservation areas.
- Seek grant funding to improve the Town’s energy efficiency.
- Achieve 100% sustainable energy sourcing, and promote bylaws and policies, impacting climate change
- Support Harbor Committee effort to update the Harbor Plan

### **Goal 3 – Economic Development**

- Upon issuance of the growth management report, hold a round table to review growth management and related By-laws, its impact and operation in light of current goals, and adopt appropriate changes if any
- Develop and adopt an Economic Development Plan that analyzes market data, establishes market sectors, identifies opportunities and develops policy goals prioritizing year round population growth
- Support 400<sup>th</sup> commemoration efforts through the tourism department
- Support Provincetown Marina efforts to obtain federal and state approval necessary to implement the harbor walk
- Continue to support local aqua-culture efforts including improvement to shellfish nursery program
- Investigate zoning changes to allow food trucks in certain locations and/or at certain times
- Implement zoning and other regulatory changes necessary for anticipated recreational and medical marijuana facilities
- Establish a Broadband Working Group to assist with the Broadband initiative effort
- Review the parking and transportation systems for potential bus, ferry and parking improvements

### **Goal 4 – Community Engagement**

- Share vision and solicit input at every opportunity
- Foster collaboration between Boards with overlapping jurisdictions so that they can communicate and share vision
- Undertake a Forum on issues pending before upcoming Town Meetings
- Communications – Undertake a robust community engagement process in advance of the Town Meeting including but not limited to: Town Forum; Town Times; Town Talk – Facebook, radio and (new) PTV programs
- Prepare and publish quarterly progress reports on Town Projects
- Prepare and publish semi-annual reporting (Fall and Spring) on the Strategic Plan

### **Goal 5 – Financial Stability**

- Implement the anticipated expanded rooms tax to cover all rental properties in 2019, including but not limited to staffing, collection, allocation and communication
- Improve bond rating by one rating grade
- Each October, the Select Board will hold a roundtable where staff will present the 10 year Financial Forecast, including operating budget, segregated funds (1) Airport, (2) Parking, (3) Library, (4) Water, (5) Wastewater and (6) PPC and all capital improvements, and the Select Board can provide budget guidance

- Review and implement appropriate recommendations of the health insurance program study
- Migrate to the MUNIS mainframe for all operations, including payroll, purchase orders, and examine other in-housing opportunities
- Successfully renew outstanding agreements (Cable and Airport Contracts)

#### **Goal 6 – Government and Operations**

- Develop first draft of the Emergency Management Plan
- Pursue public/private partnership wherever possible
- Support efforts of the School Committee and Superintendent to establish a Charter High School
- Meet with Truro Board of Selectmen each fall to develop and implement a list of joint initiatives
- Work with Cape and Western Massachusetts communities to develop and advocate for programs and laws that address the issues of the seasonal community
- Work with UMass- Dartmouth to establish community level metrics
- Work with UMass-Boston (Collins Institute) on department level performance metrics
- Departmental organization and operations review, including but not limited to, human resource functions, procurement and the Pier Corp.