

**Fiscal Year 2018
Town Wide Goals Progress Report
As of June 30, 2018**

GOAL 1: TOWN –WIDE: INCREASE THE YEAR ROUND POPULATION

Task 1A	When carrying out programs and tasks determine whether they advance or impede achieving this goal.
	<ol style="list-style-type: none"> 1. Winter Wednesdays is one example of programming aimed at making Provincetown a desirable place to live year-round, by making the winter more engaging. The Schools, Health, Library, & Grant Administrator join together to offer free activities to the community in February & March. 2. In reviewing the need for an expansion of the municipal sewer system, the Board of Health strongly advocates for it because it believes that is the only way the Town can support additional community housing and business expansion, both critical factors in increasing the year round population. 3. The Community Resource Navigator, a program of the Health Department, is designed to help people stay in their homes and remain residents of Provincetown to the extent possible given their needs and the current housing climate. Additionally, the biannual Navigator reports will be a useful advocacy resource for policymakers. 4. The Economic Development Permit process is another example of the program that focuses on increasing year round economic opportunities and workforce housing in Town. 5. Town-wide participation in Regional Age-Friendly baseline assessment and development of action plan through Healthy Aging Cape Cod is another program that will advance this goal. 6. In carrying out our analysis of the need for an increase and the subsequent determination in both the sewer and the water rates, the impact on cost of living for year round residents was the primary factor in the selection of the preferred options. 7. Year round population increased by one with library director hire.

Task 1B	Share Goals and encourage all boards and commissions to consider how individual polices and goals assist or impede the growth of our year round population.
	<ol style="list-style-type: none"> 1. We shared the Goals with the boards and commissions and thru staff liaisons encouraged they consider how their decisions impact the year round population. 2. Down Payment & Closing Cost: As part of the Community Housing Council’s Pathway to Ownership and with CPA funding assistance, in 2017, a new program was offered for Down Payment & Closing Cost Assistance. This offers \$10,000 in assistance for income eligible residents. 3 Provincetown residents completed the process to date. 3 applications pending. 2018 Town Meeting approved additional \$50,000 for the program. 3. The BOH has made increasing community connectedness and wellbeing one of its three public health issue areas. They see this as critical to creating a community that people want to live in. 4. Human Services/COA shares the Town goals w/ Human Services Committee so they can actively assess impact of decisions.

Task 1C	Work with UMass Dartmouth to develop population restoration performance measures.
1. In response to further discussions with the Select Board, this year's project with UMass Dartmouth shifted to the Housing Demand Analysis, which is currently underway.	

GOAL 2: HOUSING: PROMOTE POLICIES AND PROGRAMS THAT ENCOURAGE INCOME AND AGE DIVERSE YEAR ROUND HOUSING.

TASK 2A	Encourage staff, businesses, and the community at large to consider the impact on housing when making development decisions.
<ol style="list-style-type: none"> 1. Winslow Farms: through the Growth Management permitting process the CHC approved 2 growth management permits on 10/28/16 for 2 one-bedroom condos to be constructed as community housing. Construction was completed in December 2017. The Housing Specialist conducted the marketing, outreach, application & lottery process targeting households with income up to 150% Area Median Income. 6 applications were received by the due date and a lottery was conducted on 12/12/17. Occupancy occurred in February/March 2018. 2. Resales: Two resale opportunities of deed restricted ownership units were presented in 2017 with 1 completed and 1 withdrew. 3. UMass Dartmouth has begun a Housing Demand Analysis to be completed summer 2018. 4. Share Town housing goals with staff and community as needed 5. Community Development staff conducts pre-application meetings with project proponents and provides information on the ability to provide workforce housing through applicable mechanisms such as Economic Development Permits and the Accessory Dwelling Unit bylaw. 	

Task 2B	Support efforts of YRRHT to successfully close and bring Harbor Hill on line.
1. Harbor Hill: ongoing effort, procedurally approval of the transaction is in Land Court; once completed, it will return to Bankruptcy Court before closing. Architect/Engineering firm was hired and has assessment & design work for the renovations underway. The goal is to begin construction immediately upon ownership with gradual rent-up of units ASAP. Property Management RFP issued, no response, reissued one response, currently under review. Housing Specialist has been compiling a Notification List, which currently contains the names of 57 households.	

Task 2C	Adopt and implement a development strategy for the VFW site.
1. At town forum was conducted on 2/3/18, one of the four topics was Housing Development on the VFW site. The two break-out sessions for this topic were the most attended and led to passionate conversations about community vision and options for the sites. Although our Town submission for a Housing Production Planning grant was unsuccessful, the State has directed Mass Housing	

Partnership to provide in-kind services for the project. The April 2018 annual town meeting approved \$75,000 for a development consultant to assist with project.

2. The current Police Station site on Bradford Street has been added to the VFW housing development project.

Task 2D	Identify and analyze the potential of other town owned properties for housing (e.g. Fire House #2)
--------------------	---

1. The existing facility study of 2015 still needs review and may require an update. In 2016, memos were prepared by the Building Official regarding potential for housing development for Fire House #2 and Jerome Smith for tiny homes. A plan for removal and storage of the material in Firehouse #2 is needed. With the new staff planner on board, a grant application in for a housing production plan and the UMass Housing Demand Analysis underway, staff plans to focus as time is available to focus on other opportunities beyond Harbor Hill in the coming year. Potential focus of Project Administrator.

Task 2E	Review YRRH legislation for possible improvements, board composition, expansion of authority for for-sale products (rent to town project)
--------------------	--

1. No action taken.

Task 2F	Continue joint P/T effort to create workforce housing at the North Truro Air Force.
--------------------	--

1. This initiative was discussed at the joint meeting of the Truro and Provincetown Boards and agreed that the issue would be raised with the new Superintendent. State officials and Congressman's office have both been contacted and both expressed a willingness to assist. Truro is properly in the lead on this project and we await their decision to set up the follow up meeting thru Senator Cyr's Office.

Task 2G	Develop and Issue Housing Playbook 3rd edition
--------------------	---

1. In progress. Slated for Fall 2019. Current plan is for an update and pursuant to ULI TAP recommendation an online version.

Task 2H	Develop guidelines and investigate opportunities for seasonal worker housing and incorporate into the Housing Playbook.
--------------------	--

1. Community Development staff continuously encourages work force housing when meeting with developers.
2. See above Task 2G

Task 2I	Support expansion efforts of the Housing Authority's expansion efforts.
1. Housing Authority's potential expansion effort has been on hold until a new executive director was appointed. Over the last several months, Town staff have supported the Housing Authority with navigating the State bureaucracy as they transition between executive directors. The new executive director was recently appointed on April 9, 2018.	

GOAL 3: ECONOMIC DEVELOPMENT 1: PROMOTE POLICIES THAT ENCOURAGE THE DEVELOPMENT OF YEAR ROUND BUSINESS AND JOBS WHILE MAINTAINING COMMUNITY CHARACTER

Task 3A	Hold two round tables and continue the review of growth management and related by-laws, its historical impact, operation in light of current goals and recommend appropriate changes if any.
1. Held multiple joint meetings of the Select Board with the Water and Sewer Board in January and February. Implemented the recommended changes.	

Task 3B	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.
<ol style="list-style-type: none"> 1. Completed Tourism Economy Report CY'17 to support. 2. A Baseline Assessment of Economic Conditions was completed by UMass Dartmouth in 2017. 3. An RFP was issued in May for an initial phase in developing an economic development plan. Camion Associates was selected prior to the end of the fiscal year and work on a report that will review current conditions, provide recommendations on an initial framework and lay out the next steps is currently underway. 	

Task 3C	Implement the new branding strategy and marketing plan.
<ol style="list-style-type: none"> 1. In August of 2017 rebranding was presented by the Red Thread Productions, the contracted Communications Agency. The strategy was implemented in September 2017. In October 2017, the BoS voted to not use the new logo and return to using the previous Tourism logo. A Visitor Survey was conducted in February 2018, and results were delivered March. A RFP for a new Tourism website was posted with a due date of April 23, 2018. 2. Media space buying began April 2018 and continues, including a shift to on line social media including Facebook & Instagram 	

Task 3D	Support 400th anniversary efforts
<ol style="list-style-type: none"> 1. Launched the Provincetown 400 Facebook page and contributed to posting and increasing followers to create awareness. 2. The Provincetown 400 went through organizational changes during FY'18 and is now a Task Force within PMPM. 3. PMPM is formally communicating with Boards and organizations, including Town departments to support their initiatives. 4. A Tourism Marketing Grant of \$75,000 from the Tourism Fund was provided to Provincetown 400, accumulating over five fiscal 	

years 2015-2019.

5. Bas Relief: The restoration effort of the Bas Relief and surrounding park is underway; the schematic design is in progress with construction to begin the fall of 2018.
6. Reconstruction of the seawall, sidewalk and guardrail the Pilgrim Park Rotary by the MassDOT is now complete, and MassDot is now working through their process to the transfer title to the park and roadway

Task 3E	Support Provincetown Marina efforts to obtain federal and state approval necessary to implement the harbor walk.
--------------------	---

1. The Community Development has participated in preliminary meetings discussing the viability of Provincetown Marina's plans.
2. Staff has met several times with the owner's development team to review alternative concepts for the harborwalk as they seek approval from the Army Corps. The Harbor Plan Amendment provides an update on this project and recommends alternatives to address Army Corp concerns for eelgrass.

Task 3F	Establish a Broadband Working Group to assist with the Broadband initiative effort.
--------------------	--

1. Have engaged MASS IT to assist with identifying other communities that have formed a Broadband Committee and undergone a similar effort. Efforts to support state legislator's and the County efforts this year have not borne fruit. As part of FY19 strategies, we will shift to a locally driven discussion and determination of effort and game plan this coming fall.

Task 3G	Continue to support local aqua-culture efforts including improvement to shell fish nursery program.
--------------------	--

1. Economic Development Committee & BOS awarded 4 out of 9 economic development grants to shellfish endeavors for a various equipment and seed.
2. Funding to expand the shellfish nursery at Bennett Pier was approved at special town meeting. Expanded west end grant permitting in process.

Task 3H	Retain staff and/or consulting thru Community Development Partners to support this goal and these tasks.
--------------------	---

1. CDP and town staff met on 9/5/17 to discuss economic development and opportunities for collaboration. Best course of action appears to be supporting a CDP office in Provincetown at Creative Commons, 46 Bradford Street.

GOAL 4: ECONOMIC DEVELOPEMT 2: PURSUE PUBLIC PRIVATE PARTNERSHIPS WHEREVER POSSIBLE.

Task 4A	Pursue public private partnership wherever possible.
	<ol style="list-style-type: none"> 1. The Town and PMPM have been working collaboratively on their adjacent projects for the Bas Relief and PMPM's funicular. Share Town goals with COA Board, staff and Friends of the Provincetown COA (fundraising organization) to encourage partnerships 2. Library receives funding from private donors and will continue annual appeal that contributes to this revenue. 3. Town received an Opportunity Zone designation from the Governor, which was subsequently approved by the U.S. Treasury, currently we are awaiting the IRs regulations governing how the process will work. This program provides for substantial reductions in the capital gains tax on private sector investment in public projects.

GOAL 5: LAND USE 1: PROMOTE POLICIES THAT PROMOTE HOUSING AND ECONOMIC OPPORTUNITIES, WHILE MAINTAINING COMMUNITY CHARTER.

Task 5A	Investigate zoning changes to allow food trucks in certain locations and/or at certain times
	<ol style="list-style-type: none"> 1. The Planning Department conducted a survey on food trucks, and the survey was presented to the Planning Board. Discussions on potential changes to the zoning bylaws are ongoing.

Task 5B	Investigate zoning changes to appropriately regulate locations for recreational and medical marijuana facilities
	<ol style="list-style-type: none"> 1. Zoning changes to accommodate adult-use marijuana establishments were passed at the April 2018 Town Meeting. Community Development staff is evaluating other regulatory changes necessary to ensure a smooth implementation of marijuana establishments.

Task 5C	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.
	<ol style="list-style-type: none"> 1. A number of zoning changes were passed at the April 2018 Town Meeting to clarify language and remove conflicts from the zoning bylaws. These changes include provisions to consistently define restaurant seats in the zoning bylaws and applicable health regulations, provisions to ease compliance with FEMA regulations during administration of the Town's Scale Bylaw, and a reorganization/redefinition of commercial accommodation uses to better align with actual uses existing in the Town.

GOAL 6: LAND USE 2: SUPPORT EFFORT TO BRING FORWARD A LOCAL COMPREHENSIVE PLAN

Task 6A	Adopt Local Comprehensive Plan at April 2019 Town Meeting
1. Community Development staff led by our Planner Jeff Ribeiro has developed a project schedule to complete the LCP for the April 2019 Town Meeting. Public engagement and planning activities have resumed.	

Task 6B	Have a robust community outreach process for the development of the LCP.
1. A robust public process to advance the LCP has been developed and is currently underway. The process will include community events, focus groups, a survey and a media campaign.	

GOAL 7: LAND USE 3: PROMOTE EFFORTS TO IMPROVE OUR STREETSCAPES AND INTERSECTIONS FOR SAFETY AND CONVENIENCE OF PEDESTRIANS, BICYCLES AND VEHICLES.

Task 7A	Determine preferred option through Town for the Cape Rail Trail and adopt the Outer Cape Bicycle & Pedestrians Master Plan
1. The Outer Cape Bike and Pedestrian Committee is taking the lead working with Barnstable County to determine a path forward to extend the Cape Rail Trail. The project is ongoing. 2. The Outer Cape Bicycle and Pedestrian Master Plan was adopted by the BOS at the October 24th, 2017 Traffic Hearing. 3. Bike Climbing lanes on Bradford Street -- Spring 2018 4. Crosswalk added to Conwell Street – Spring 2018 5. Repainted crosswalks on Bradford Street to create High visibility– Spring 2018	

Task 7B	Adopt a Complete Street Policy
1. DPW has reviewed the proposed policy and provided comments to Community Development, staff is currently reviewing and the project is moving forward, no timeframe set.	

GOAL 8: EDUCATION: SUPPORT EFFORTS TO ACHIEVE EDUCATIONAL EXCELLENCE AND INCREASE STUDENT POPULATION

Task 8A	Support Efforts of the School Committee & Superintendent to establish a Charter High School.
1. Support efforts as requested by School Committee & Superintendent	

Task 8B	Investigate how to make early childhood education and WeeCare more affordable and accessible.
1. Town Meeting authorized funding for Pre-K (\$120,000), Pre-School (\$100,000) and Wee Care (\$88,000) for Town Resident Families and Town Employee Families and each was authorized as a proposition 2 ½ override at the subsequent Town Wide election. School Department’s first year of implementation begins with the Sept 2018 School Year.	

GOAL 9: SUPPORT STRONG FINANCIAL POLICIES AND INTERNAL CONTROLS TO IMPROVE FINANCIAL TRANSPARENCY AND MAINTAIN PROVINCETOWN ON A SECURE STABLE FINANCIAL BASIS.

Task 9A	Assess the financial health of the water and wastewater systems, and take corrective action as needed.
1. Over the past year, town staff and consultants undertook a comprehensive review. During the fall, town staff presented and the Water & Sewer Board recommend and the Select Board approved a rate adjustment schedule for the next 10 years to stabilize both Enterprise funds for the foreseeable future.	

Task 9B	Advocate for the passage and prepare for the anticipated implementation of expanded rooms tax to cover all rental properties in Spring 2018, including but not limited to staffing, collection, allocation and communication.
1. Legislation pending at the Statehouse, next step reconciliation between the Senate and House enacted bills. Town advocated strongly for passage.	

GOAL 10: PROMOTE POLICIES THAT PROPERLY ALLOCATE REVENUES TO EXPENSES AND SUPPORT INCREASING THE YEAR ROUND POPULATION.

Task 10A	Improve bond rating by one rating grade.
1. Standard and Poors (S&P) conducted an unsolicited review of the Town’s bond rating. In their report dated April 10, 2018, S&P Global Ratings raised its long-term rating and underlying rating (SPUR) on the Town’s general obligation (GO) debt one notch to AA+ from AA.	

Task 10B	By October, staff to present a 10 year Financial Forecast, including operating budget and capital improvements.
1. A ten year financial forecast including the operating budget and CIP was presented by staff on October 11, 2017	

Task 10C	In conjunction with Finance Committee undertake a review of health insurance program costs and options.
1. The Town Hired Cook & Company in January 2018 to review the Town’s health insurance needs and investigate options. Insurance quotes will be obtained from MIIA and the GIC.	
2. On track & scheduled for completion September 2018	

Task 10D	Migrate to the MUNIS mainframe for all operations, including payroll, purchase orders, examine other in-housing opportunities.
1. Implementation of Tyler Forms, Dashboard and General Billing is complete. Tyler Content Manager, Utility Billing, Payroll and PO’s are in process. With the exception of Payroll which takes 18 months to complete, we expect to complete implementation by the end of the fiscal year. Additionally four finance department team members attended the MUNIS conference in Boston in April 2018.	

Task 10E	Undertake a comprehensive review of five budgets, (1) Airport, (2) Parking, (3) Library, (4) Water, (5) Wastewater and (6) PPC.
1. A comprehensive review of the five budgets listed was completed and presented with the ten year financial forecast in October, and included as an outside section in the Operating Budget.	
2. Pier Corp is migrating to an online version of QuickBooks with access provided to Assistant Town Manager for Finance and Administration and Town Treasurer and is now using the same auditing firm as the Town.	

INFRASTRUCTURE: SUPPORT EFFORTS TO IMPORVE RESIDENTIAL QUALITY OF LIFE AND TOURIST EXPERIENCE

Task 11A	Implement the Shade Tree by-law.
1. Completed, The Tree Warden has created a tree advisory group which has been working on Provincetown’s first tree manual and is slated to be released this spring. The manual outlines how the tree bylaw may require coordination with the Community Development Department, list recommended trees, outline memorial tree procedure, and outlines prohibited activities.	

Task 11B	Support implementation of the Outer Cape Bicycle & Pedestrian Master Plan
	<ol style="list-style-type: none"> 1. Ongoing. 2. Bike Climbing lanes on Bradford Street – Spring 2018 3. Crosswalk added to Conwell Street – Spring 2018 4. Repainted crosswalks on Bradford Street to create High visibility– Spring 2018
Task 11C	Implement recommended changes as identified in the Provincetown Parking Pedestrian and Circulation Study of 2015.
	<ol style="list-style-type: none"> 1. Ongoing. Working on getting Shank Painter Road on the State’s FY23 Transportation Improvement Program.
Task 11D	Support efforts to implement Harbor Walk along Provincetown Marina Pier
	<ol style="list-style-type: none"> 1. Staff is continuing to support the owner’s redevelopment team to review alternative concepts for the harborwalk that could be permissible with Army Corps. The Harbor Plan Amendment provides an update on this project and recommends alternatives to address Army Corp concerns for eelgrass
Task 11E	Investigate opportunities for installing public restrooms in the East End.
	<ol style="list-style-type: none"> 1. Ongoing, Community Development office will need to review and enforce previous EDP and monitor Chapter 91 special condition compliance permits that requires private establishments to provide public restrooms. 2. Other alternatives that have been identified are placing porta-potties at Suzanne’s Garden and/or Fire House #5.
Task 11F	Maintain Unaccounted for water (UAC) by one half, and work towards an eventual goal of achieving 10% or less UAC
	<ol style="list-style-type: none"> 1. On-going, the Town reported on its 2017 Annual Statistical Report (ASR) an Unaccounted for Water rate of 9.9%. This is a 7% drop from the previous year.
Task 11G	Undertake staff research and hold BoS Roundtable on the potential expansion of the wastewater system.
	<ol style="list-style-type: none"> 1. Completed, Round table discussion was held at recent Town Forum and a contract with AECOM to further investigate expansion of the wastewater treatment facility has been executed. A report from AECOM and a financing plan is in mid- August which will as well include the results of our recent online sewer survey.
Task 11H	Work with all Town bodies to support efforts to prepare public spaces, including the Bas Relief and First Pilgrim Park, for the 400th anniversary of the Pilgrim Landing

1. Bas Relief: The restoration effort of the Bas Relief and surrounding park is underway; the schematic design is in progress with construction to begin the fall of 2018.
2. Collaborate with DPW, other Town Departments on VMCC building improvement plans as relevant
3. Town senior staff are participating in Provincetown 400 Taskforce.
4. Captain Johns Boats will test run multiple daily trips during the 2018 season. This is to determine what schedule could allow for multiple stops and connecting service to the Boston boats.
5. **Reconstruction of the seawall, sidewalk and guardrail the Pilgrim Park Rotary by the MassDOT is now complete, and MassDot is now working through their process to the transfer title.**

Task 11I	Continue to seek and implement solutions to the Ryder St outfall pipe
<ol style="list-style-type: none"> 1. The Town will seek FEMA funding when the next Pre-Disaster Grant Mitigation program is announced. These funding opportunities only become available after a storm disaster which may occur from the March 2018 winter storm. 	

Task 11J	Implement FY17 CIP, including Province Road <u>road work</u>, Police Station <u>design and construction</u>, and Shank Painter <u>road work design efforts</u>
<ol style="list-style-type: none"> 1. Province Road– Construction is scheduled to begin May 2018. 2. Police Station – An OPM has been hired and design contract was executed with Flansburgh Architects in May 2018, design work currently underway. 3. Shank Painter Road – On-going design and public outreach process 	

ENVIRONMENT: PROMOTE POLICIES AND PROGRAMS THAT PROTECT AND SUSTAIN THE NATURAL ENVIRONMENT, AND OUR COMMUNITY’S WAY OF LIFE.

Task 12A	Implement the Hazard Mitigation Plan. Seek grants to increase our resiliency to the impacts of climate change.
<ol style="list-style-type: none"> 1. Town meeting voted and the article passed the ballot to fund \$200,000 for beach nourishment at the Ryder St./Gosnold beach to address the identified inundation pathway. This project includes additional public outreach for a comprehensive management plan for the beaches 2. Discussion regarding the viability of the Library being designated as a warming station if Library get a generator 3. April 2018’s ATM voted to accept the creation of Emergency Management Staff. 4. Submitted a grant proposal on May 11th to Coastal Zone Management’s (CZM) Municipal Vulnerability Preparedness Program (MVP) to help the Town fund resiliency planning efforts ,and we received a grant for \$27,500 in early June. 	

Task 12B	Work with the Open Space Committee to identify potential properties for purchase and protection.
1. Ongoing.	

Task 12C	Work with the Conservation Commission to promote awareness and appropriate recreational use of the Town owned and Conservation Trust- owned conservation areas.
1. Working with our AmeriCorps service member, we have prepared pamphlets and trail maps for each of the Town- and Trust-owned properties. They are under review by the Provincetown Conservation Trust. We will soon post them to the Town website and are seeking funding to have them printed for distribution.	

Task 12D	Seek grant funding to improve the Town’s energy efficiency.
1. This past year, the Town, through the Recycling and Renewable Energy Committee, and in conjunction with Truro, Wellfleet, and Eastham, received a Solarize Mass marketing grant to promote the installation of solar PV panels on residential and commercial properties. Provincetown residents and businesses have contracted for the installation of 51 kW of solar energy production. Over the past year, we have worked with Cape Light Compact to update our Green Communities reporting, which made us eligible to apply for a competitive grant towards the cost of the boiler replacement at the fire station. That grant decision is still pending.	

Task 12E	Achieve 100% sustainable energy sourcing, and promote bylaws and policies, impacting climate change.
1. The installation of solar panels at VMCC and Knowles Crossing is moving forward.	

Task 12F	Support Harbor Committee effort to update the Harbor Plan.
1. Draft Harbor Plan Amendment is scheduled for public hearing May 14. Submission to the state for approval will be the next step. 2. This Plan addresses an inconsistency between the State Chapter 91 requirements and the Towns 1996 Harbor Overlay District.	

GOVERNMENT & ADMINISTRATION 1: PURSUE PUBLIC-PUBLIC PARTNERSHIPS WITH STATE AND FEDERAL GOVERNMENT TO ADVANCE TOWN WIDE GOALS.

Task 13A	Meet with Truro Board of Selectmen in the fall and develop a list of joint initiatives.
	<ol style="list-style-type: none"> 1. Provincetown, Truro and, Wellfleet Health and Conservation agents meet monthly to discuss ways the departments can regionalize and share resources. The first project is a program on pesticide use to be held May 2, 2018. 2. Joint meeting with Truro held March 20, 2018 and a list of priorities were developed. 3. May 21st, Truro, Wellfleet, Eastham, Orleans, Chatham and the CCNS Superintended have been invited to a collaboration meeting.

Task 13B	Work with Cape and Western Massachusetts communities to develop and advocate for programs and laws that address the issues of the seasonal community
	<ol style="list-style-type: none"> 1. Ongoing. 2. Town staff coordinated a joint letter of Town Managers to the State advocating for passage of a short term rental tax including recommended provisions.

GOVERNMENT & ADMINISTRATION2: IMPLEMENT POLICIES AND PROGRAMS THAT SUPPORT YEAR ROUND ACTIVITY.

Task 14A	Work with UMass to establish Performance Metrics
	<ol style="list-style-type: none"> 1. Mary Aicardi of the Collins Center worked with administration and staff to develop a performance metrics process. The process was implemented and is in process for FY18.

Task 14AI	UMass Collins Institute on department level performance metrics
	<ol style="list-style-type: none"> 1. A staff meeting was held in July 2017 where Mary Aicardi of the Collins Center conducted a workshop on employee performance and goal development. The department level performance metrics was implemented and is currently in process for FY18.

Task 14AII	UMass Dartmouth on community level metrics & decision making
	<ol style="list-style-type: none"> 1. See Task 1C. FY18 project shifted to Housing Analysis.

Task 14B	Successfully negotiate a Town Manager contract
1. Completed.	

Task 14C	Successfully renew outstanding agreements
1. Lower Cape Ambulance –complete.	

Task 14CIII	Cable Contract
1. Have engaged Town Counsel to assist with the process, which was outlined in a memo from the MIS Director to the Town Manager dated March 5, 2018. At their meeting on March 12, 2018, BOS authorized the Town Manager to serve as agent for negotiations. Work set to begin on schedule fall 2018	

Task 14CIV	Airport Contract
1. Airport Contract – Contract has been extended. CLA has been hired to review all costs of running the municipal airport and apportion under the proposed contract; currently allocating cost and review is in process.	

Task 14D	Review our parking and transportation systems for potential bus, ferry and parking improvements,
1. April 2018 ATM approved funds to upgrade system and additional personnel	
2. Spring 2018 – Kiosks and Booth’s credit card processing systems were updated.	

Task 14E	Departmental organization and operations review, including but not limited to human resource functions, procurement and the Pier Corp.
1. HR functions will shift to Payroll/Benefits office once MUNIS payroll implementation is complete. Procurement policies will be reviewed and finalized in conjunction with implementation of the MUNIS PO module. Additionally staff is attending procurement training.	

Task 14F	Develop first draft of the Emergency Management Plan
1. In progress – Police and Health have drafted portions of a comprehensive Emergency Management Plan	
2. Additionally, the Local Emergency Planning Committee has completed many emergency incident related protocols to be incorporated in the comprehensive Emergency Management Plan.	
3. April 2018 ATM, approved the additional of personal to help coordinate Emergency Management for the Town	

GOAL 15: CIVIC ENGAGEMENT: DEVELOP PROGRAMS THAT FOSTER COMMUNITY EDUCATION ON ISSUES OF PUBLIC CONCERN

Task 15A	Share vision and solicit input at every turn.
<ol style="list-style-type: none"> 1. The regional pesticide forum is a result of questions from the public on property owner’s rights and responsibilities regarding the use of pesticides. 2. The Health Department has launched a successful Facebook page sharing information about matters of public and environmental health 3. The Health Department continues to offer programs that foster community education on issues of public concern, and to support our local businesses like Winter Wednesdays, Fats Oils and Grease (FOG), Hidden Hazards in the Arts, Hoarding: On to Recovery 4. Ongoing, active involvement in Regional and Town Age-Friendly planning. 5. Continue to offer wide variety of community education programs at the Senior Center providing information regarding pertinent issues, including wellness and maintaining/improving quality of life. 6. Town hall staff continued the outreach efforts for Town Meeting and public issues, including a Town Issues Forum, Town Meeting forum, and issuing the Town Meeting Times. 7. The Local Comprehensive Plan update process is being designed to provide robust public engagement and education activities throughout all stages of the project. 	

Task 15B	Foster collaboration between board with overlapping jurisdictions so that they can communicate and share vision.
<ol style="list-style-type: none"> 1. Board of Health and Water and Sewer Board continue to meet semi-regularly to discuss matters of overlapping jurisdictions. 2. Continue to partner with Truro COA to promote interest and attendance at Senior Centers by co-hosting programs 3. Police, Recreation and the School worked together to host a Bike Rodeo to teach children about bike safety. 	

Task 15C – 15III	Continue to implement FY16-17 public outreach and improve; Fall Town Forum; Town Meeting Times; Town Meeting Prep Forum and Town Talk.
<ol style="list-style-type: none"> 1. The Town forum was held in February 2018. Four topics were presented (Marijuana, tiny homes, charter changes and sewer expansion) and a presentation was given by the School Superintendent. 2. Two Town Meeting prep forums were held for the 2018 STM & ATM. One at Town Hall and one at Seashore Point. 	