



FY 2021 BOARD OF SELECTMEN MISSION & GOALS

Town of Yarmouth

The mission of the Town of Yarmouth is to provide high quality, efficient and cost-effective municipal services to ensure the safety, education and well-being of the community.

The Board of Selectmen, as the chief policy makers for the Town of Yarmouth, with support of the Town Administrator, will provide leadership to achieve the mission of the Town. The Board will recommend budgets and adopt specific goals and objectives directing the Town Administration, and will evaluate the performance of the Town's staff in achieving its goals and objectives.

Proposed FY 2021 Goals

- 1. Expand economic growth, development and redevelopment efforts to increase year-round employment, tourism and quality of life**

2020 Key Actions as presented to the Board

- a. Drive-in Site
 - i. Scope of the Engineering Work on the River Walk Park is being defined to match available funds.
 - ii. Next Steps
- b. Expand Year-round Economy
 - i. ATM 2020 vote to authorize borrowing for wastewater will significantly assist the efforts of expanding to a year round economy.
 - ii. Next Steps
- c. Improve Local Permit Process
 - i. Permitting guide and electronic portal have been generated and presently are being utilized by the community.
 - ii. Covid-19 process highlights the ability of staff to respond quickly to the regulated market to facilitate commerce.
 - iii. Next Steps

- d. Generate Additional Affordable Housing Units
 - i. Completion of the Yarmouth Commons unit and a recently acquisition of Yarmouth Gardens for a future housing project has increased units by over 100.
 - ii. The housing trust continues to support the mortgage buy down and scattered site private development programs.
 - iii. Next Steps

- e. Land Use Initiatives
 - i. The Land Disposition Policy is in place. The required committees are being assembled.
 - i. The next step would be to begin identifying parcels for disposition using the policy. As a recent example, the town will be issuing the Request for Proposals for the Cape Cod Energy Park project that could bring either a solar/battery project or brick and mortar project to the site.
 - i. Next Steps – present to the Board parcels for consideration to go through the Land Disposition process
 - ii. Recent acquisitions of the Yankee Village Motel and the Starbuck Lane parcels has added to the town’s inventory of open space. The Yankee Village acquisition will allow the town to connect two parks on either side with a significant water front view.
 - i. Next Steps for Open Space Acquisitions to support quality of life initiatives, water protection, or economic development.

- f. Additional Next Steps
 - i. Establish a Mattacheese Reuse Committee
 - ii. BSU Update
 - iii. RFP for Drive In Site uses
 - iv. Historic Properties
 - v. Continued planning on the multi-use trail project from the CC Rail Trail
 - vi. Installation of a splash pad

2. Maintain high quality infrastructure, i.e. roads, cemeteries, water resources, parks, estuaries, watersheds, recreational facilities, and other town resources and assets

(The town continues to make progress on some long sought projects including Parker's River Bridge, Packet Landing and Baxter Gristmill.)

2020 Key Actions as presented to the Board

- a. Route 6A Roadway & Infrastructure Improvements
 - i. Update on this effort will be provided at the next board meeting. Project is driven by the need to upgrade the drinking water infrastructure and safety improvements along the corridor.
 - ii. Next Steps
- b. Public Works Facility Replacement
 - i. Underway – completion April 2021
- c. Broadband Expansion
 - i. The town received two grants in 2019 to facilitate the buildout of a town broadband network. The MVP grant will connect 50 Workshop Rd. with YFD Station 3 and the New DPW complex. The project includes solar/battery and communications for connection to the grid.
 - ii. The Community Compact Grant will allow the town to use up to \$100,000 to provide broadband to additional town facilities.
 - iii. Broadband to the BSU Facility has been completed.
 - iv. Next Steps to consider
 - i. Rt 28 Fiber/WiFi Pilot using CDBG Funds and CEDC Funds to provide a town owned WiFi network along the Rt 28 corridor connecting to Hyannis
 - ii. Conversion of streetlight controllers to a smart controller that would allow the town to save money on the energy used to power street lights and generate a source of funds to further build out a broadband/WiFi network that the town could own and provide to the residents at an affordable price. Dozens of communities across the Commonwealth have already made this transition and are providing their citizens an excellent, robust and extremely fast internet connection with the rate structure determined by the cities and towns.
- d. Installation of planned splash pad at Sandy Pond

3. Support high quality, affordable education and community partnership with Dennis

2020 Key Actions as presented to the Board

- a. Negotiate Regional Agreement
 - i. Status
 - i. The financial components dealing with the sharing of certain operating costs and the capital split for the new 4-7 school complete but should be periodically reviewed.
 - ii. Additional work on the balance of the agreement needs to resume.
- b. Next Steps
 - i. Construction of a new 4-7 school
Status – underway
- c. Additional Next Steps
 - i. ME Small Repairs
 - ii. Station Avenue Elementary School Addition and Renovation

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4. Support public safety programs to deliver high quality, cost effective services

2020 Key Actions as presented to the Board

- a. Effectively Respond to Increasing Demands
 - i. YFD
 - i. By using a grant and increasing ambulance fees the town added 4 additional ff/paramedics to the staff. The Matrix study recommended to continue to work on adding (12) additional staff to reduce concurrency issues with the ambulance service and bring down the overtime costs.
 - ii. Feasibility of building a new centrally located station which would allow for the closing of stations 1 and 2 and better concentrate the available staff resources and provide modern facilities not within a floodzone.
 - iii. Next Steps
 - ii. YPD
 - i. Modify existing command structure to allow for additional on the street supervision at the sergeant level. Additional training for sergeants to better deploy available resources as recommended by the Matrix study (ongoing)
 - ii. Continue to utilize grants to fund social work and mental health needs of the community as part of the police effort. (ongoing)
 - iii. Adopt the 4/2 work shift to reduce overall cost of operating the department. (subject to negotiations)
 - iv. Next Steps
- b. Shared Dispatch
 - i. Status – Recommendation to Board of Selectmen in FY 21
- c. Problem Properties
 - i. Allocated additional funds to the inspectional services budget to assist with the MA Attorney General Foreclosure Program, Property Clean outs, and mental health services. Continued aggressive enforcement of existing by-laws to address resident complaints.
 - ii. Possible Next Steps
 - i. Revision to by-laws to address commonly found violations “Quality of Life” by-laws.
 - ii. Addition of a full time housing inspector.
 - iii. Present to the board of selectmen a charge for a “nuisance by-law” committee.
 - i. Committee to recommend to the BOS if amendments to present town “by-laws” are needed.

5. Maintain sound fiscal health and low taxes without overrides. Identify strategies to balance budget within constraints of inflation factor plus growth (or 2.5% if less)

2020 Key Actions as presented to the Board

- a. Identify and Implement Strategies to Promote Fiscal Health
 - i. Use of technology and a paperless environment when possible reduces labor and expense.
 - ii. Implementing sound fiscal policy to assist with moving the town to a AAA rating.
 - iii. Paying into the OPEB trust.
 - iv. Maximizing interest returns from available funds.
 - v. Tax Title Efforts.
- b. Account Cleanup
 - i. Regular review of articles, bond authorizations, grants and other town funds ensures that these dollars are used in adherence with the town charter and before additional tax dollars are requested.
- c. Utilize Technology to Streamline Operations
 - i. Identify and implement technologies to allow for conducting town business as efficiently and effectively as possible.
- d. Additional Next Steps
 - i. Workshop Meeting with Town Administration and Town Finance Departments with the Finance Committee and the Board of Selectmen to identify key liabilities to the town over the next 5 years and identify and pursue funding strategies to address those liabilities.

6. Clean water. Develop clean water strategy and implementation plan, following previously discussed plan to avoid additional property tax burden to residential taxpayers

2020 Key Actions as presented to the Board

- a. Implement Stormwater Management Plan
 - i. Status – ongoing
- b. Water Division Study
 - i. Status – Expecting an August 2020 completion
- c. Parker’s River Bridge
 - i. Status – construction approximately 50% complete.
- d. Continue to Invest in Community Partnerships to Advance Initiatives
 - i. Status – on going. Fall 2020 Town Meeting Articles
- e. Next Steps
 - i. Route 28 DOT project
 - ii. Continued work with DHY
 - iii. Acquisition of land to support aquifer protection
 - iv. Update wastewater cost recovery plan
 - v. Present to the BOS the water rate study
 - vi. Present to the BOS recommendation to address the Cummaquid Heights water issue

7. Provide exceptional customer service while looking for new opportunities to promote and expand dialogue with residents

2020 Key Actions as presented to the Board

- a. Improve the Customer Experience
 - i. Status-the town continues to leverage technology to allow for customer convenient interaction. Covid – 19 response has tested this infrastructure and with a few exceptions it has facilitated a robust level of electronic public transactions.
 - ii. Cross Training continues as needed with staff transitions.
- b. Increase Ways to Share Information with Residents
 - i. Status – the town has recently undergone a significant renovation of the website to facilitate the dissemination of an enormous amount of information related to the Covid – 19 response. Additionally, the Covid – 19 response required the town to utilize an electronic platform (Zoom) for public meetings.
 - ii. The channel 18 operation recently was upgraded with state of the art technology to improve our transmission capability. Training of camera operators is underway.
 - iii. The town established a “You Tube” channel (which also provides a translation service) to further communicate with today’s public.
 - iv. Social media efforts have been increased and a dedicated staff assignment has been made in this area.
 - v. Next Steps
 - i. The budget provides for the retaining of a media consultant to assist with generating a more robust media capability.
 - ii. Consider a full time staff position for the media effort.
 - iii. Staff the IT Director position
 - iv. Covid – 19 Safe Reopening of Town Facilities
- c. Additional Next Steps

8. Develop a clear strategy to address opioid addiction & substance abuse

2020 Key Actions as presented to the Board

- a. In 2019, the board of selectmen was updated on the town response to the opioid addiction and substance abuse effort in town.
 - i. Status – with the Yarmouth Health Department taking the lead, various town departments including Community Services, Yarmouth Police and Fire and private sector support agencies along with our own Yarmouth Substance Abuse Committee (YSAC) and D-Y Schools provided the board with a presentation addressing the present status of the town’s issue and our response.
 - ii. Next Steps
 - i. Consider a full time staff position to better coordinate the efforts to date. This effort would be responsible for better identification of the problem and provide proven strategies to improve the overall issue within the town.
 - ii. Additional full time staff could better coordinate a regional response that would assist in preventing the issue from being moved to one community to the other. Without a regional effort the problem cannot be effectively addressed.
 - iii. Additional Next Steps

9. Improve energy quality and security for town residents by investigating alternative sustainable energy opportunities, and work toward reducing energy consumption town-wide

2020 Key Actions as presented to the Board

- a. Cape Cod Energy Park
 - i. Recent lease agreement with CVEC will bring up to 700kw of power to be used to supply the Septage facility with electricity.
 - ii. MVP planning and engineering grant awarded (\$150,000) for the purpose of creating a resilient microgrid for the Septage facility, transfer station, YFD Station 3 and DPW new facility. This work is now complete, and a new application for construction has been submitted to MADEP.
 - iii. RFP for the lease of land for additional parcels at 50 Workshop Road has been advertised. This RFP could bring a solar/pv array or a brick and mortar facility.
 - iv. The AD project is progressing.
- b. Solar Installations
 - i. Recent CVEC installations include panels on YPD fire stations and 50 Workshop Road.
 - ii. MVP grant proposes additional solar panels for DPW, YFD #3, and 50 Workshop Rd location. Town meeting has approved groundmount leases that could include solar canopies.
- c. Energy Conservation
 - i. Recent work included the changing of lamping through town buildings.
 - ii. Recent work included the installation of programmable electronic controls at Town Hall.
 - iii. Additional Green Communities measures will continue to be installed as per the GC plan. Additionally the town, once this work is completed will be eligible to apply for an additional \$250,000 GC competitive grant.
- d. Yarmouth received a Solarize Grant from the Clean Energy Center to assist homeowners with the siting of pv panels on their homes.
- e. Request to MADOT if they have interest in a park and ride facility along 50 Workshop Road.

10. Provide robust community programming for all residents

2020 Key Actions as presented to the Board

- a. Golf
 - i. The Golf Division had a successful FY 2020 season. At ATM 2020, the Division did not need a town subsidy.
 - ii. A new Golf Director was appointed.
 - iii. With Covid – 19 the Division faces some operational challenges and will need to address those.
 - iv. A new point of sale vendor has been selected and implementation will occur in 2020.
 - v. Condition of the courses is excellent.
 - vi. Next Steps
 - i. Wastewater impacts to Bass River will need to be addressed.
 - ii. Significant renovation needed to the Bayberry Clubhouse.
- b. Expand and Enhance Community Programming
 - i. COA Division
 - i. Covid – 19 has significantly impacted the COA. The facility remains closed to the public until further notice per state requirements.
 - ii. COA continues to roll out its IPAD at home program.
 - iii. Additional steps towards implementing a virtual senior center are underway that would connect seniors with the programming at the COA virtual.
 - iv. Additional age friendly planning activities for all generations are on going.
 - v. COA activities during the Covid – 19 pandemic consist mostly of checking in on the senior population, preparing and distributing hundreds of meals and mental health services.
 - vi. Next Steps
 - ii. Recreational Division
 - i. Recreation has been significantly impacted by the Covid – 19 pandemic and programming has been curtailed. However, planning and implementation for summer 2020 camps and programs are underway.
 - ii. The completion of the pickleball facility at Flax Pond has proven to be extremely popular.
 - iii. Additional programming and investment in recreational facilities most notably Sandy Pond and the Drive In site is ongoing.
 - iv. Next Steps
 - iii. Libraries Division
 - i. Covid – 19 has significantly impacted the Libraries Division. The two facilities plan on opening to the public on a limited occupancy once protective measures at public counters have been installed.
 - ii. Library programming is presently being done virtually on a limited basis and the curbside program has proven to be very popular.
 - iii. Next Steps
 - i. Continued planning for a new facility.
- c. Additional Next Steps

- i. Community Engagement on cultural sensitive issues.
- ii. Implement the 2020 Visioning process.

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