

**FY22-23 Select Board Strategic Plan
FINAL 10.18.21**

Vision Building Block	Goal #	Goal Description	Timeline	Vision Plan	FY21-22 SB Plan	Primary Responsible Party	Other Key Stakeholders
Cape Cod Sea Camps	SC-1	Seek to acquire Sea Camps properties for public access and use, including property inspections and all necessary coordination with legal counsel and relevant consultants	FY22	X		Town Administration	Select Board; Finance Team
	SC-2	Complete building inventories and develop/implement short-term property management plan	FY22			Town Administration	Public Safety Team; Human Resources
	SC-3	Develop charge and appoint Sea Camps Comprehensive Plan Advisory Committees	FY22			Town Administration & Select Board	N/A
	SC-4	Determine interim public access/use plans and implement as soon as possible	FY22	X		Town Administration & Select Board	Sea Camps Comprehensive Plan Advisory Committees & Staff Liaisons
	SC-5	Develop Scope of Work for Comprehensive Plans (to include analyses of both Sea Camps parcels as well as Town Hall, Council on Aging, Eddy School, Spruce Hill, and Robinson properties), engage the services of an interdisciplinary team of professionals to assist the committees, and launch community planning processes	FY22-23	X		Town Administration & Select Board	Sea Camps Comprehensive Plan Advisory Committees & Staff Liaisons
	SC-6	Continue to explore potential short- and long-term partnerships that may mitigate acquisition costs or operating expenses and may provide enhanced services, programs, or amenities to residents	FY22-23	X		Town Administration & Select Board	Sea Camps Comprehensive Plan Advisory Committees & Staff Liaisons
Community Character	CC-1	Develop 5-year Community Preservation Plan soliciting input from key stakeholders, consider potential changes to fund allocation formula, and establish a framework for vetting regional project funding requests	FY22		X	Community Preservation Committee	Select Board; Finance Committee; Open Space Committee; Affordable Housing Trust; Historical Commission; Recreation Commission
	CC-2	Identify and examine potential local tax relief policy options	FY22-23	X	X	Tax Relief Working Group	Select Board; Finance Committee; Board of Assessors; Brewster Association of Part-Time Residents
	CC-3	Provide education and training to Town officials and residents about issues of diversity, equity, and inclusion	FY22-23		X	Town Administration & Select Board	Affordable Housing Trust; All Citizens Access Committee; Police Chief; Human Resources
Open Space	OS-1	Seek adoption of Drummer Boy Park Master Plan, develop Management Plan, and implement both (in phases) in coordination with Wing Island boardwalk project	FY22-23	X	X	Town Administration	Select Board; Drummer Boy Park Advisory Committee; Department of Natural Resources; Recreation Department; Department of Public Works
	OS-2	Consider need for and structure of new Parks & Recreation Department responsible for management of Drummer Boy Park, Sea Camps, and other existing recreational amenities/programs	FY23			Town Administration	Select Board; Recreation Commission & Dept; Natural Resources Commission & Dept; Department of Public Works
Housing	H-1	Identify Affordable Housing Trust operating/capital needs and develop funding plan	FY22	X	X	Affordable Housing Trust & Finance Team	Select Board; Finance Committee
	H-2	Complete Housing Production Plan	FY22	X	X	Housing Coordinator	Town Administration; Housing Partnership; Affordable Housing Trust; Select Board; Planning Board
	H-3	Develop affordable housing off Millstone Road	FY22-23	X	X	Affordable Housing Trust	Select Board; Community Preservation Committee; Town Administration; Housing Coordinator
Local Economy	LE-1	Launch electronic permitting platform	FY22	X	X	Town Administration	IT Director; Building Dept; Health Dept; Planning Dept
	LE-2	Host semi-annual roundtable with Town officials, Chamber of Commerce, and local business community to build on increased outreach and communication developed during pandemic	FY22	X		Town Administration	Select Board
Coastal Management	CM-1	Complete design and permitting of Wing Island boardwalk	FY22-23	X	X	Town Administration	Natural Resources Commission & Dept

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Water Resources	WR-1	Develop clear timeline/plan for moving water quality initiatives forward and evaluate Town benefits of participating in Cape Cod and Islands Water Protection Fund	FY22	X	X	Water Quality Working Group	Select Board
	WR-2	Develop and propose stormwater management bylaw (MS4 permit)	FY22	X	X	Stormwater Working Group	Planning Board; Select Board
Community Infrastructure	CI-1	Complete Hazard Mitigation Plan	FY22	X	X	Town Administration	Planning Board & Dept; Dept of Public Works; Natural Resources Dept; Water Dept; Fire Dept; Health Dept; Water Dept; Building Dept
	CI-2	Complete comprehensive assessment of Captains Golf operations, finances, and capital needs, and determine feasibility of transitioning to enterprise fund	FY22		X	Finance Team	Select Board; Golf Commission & Dept; Finance Committee
	CI-3	Complete School Consolidation Feasibility Study and work with key stakeholders to determine appropriate next steps in coordination with Sea Camps Master Planning process	FY22-23		X	Nauset School Officials	Town Administration; Select Board; Sea Camps Comprehensive Plan Advisory Committees & Staff Liaisons
	CI-4	Solicit resident feedback on Millstone Road project and develop Road Capital Prioritization Plan	FY22-23	X	X	Town Administration & Dept of Public Works	Select Board; Capital Planning Committee
	CI-5	Continue hydration station installation project	FY22-23			Town Administration	Select Board; Recycling Committee; Water Commission & Dept; Facilities Manager
	CI-6	Develop net zero energy roadmap	FY23			Town Administration	Energy Committee & Manager; Facilities Manager
Governance	G-1	Enhance school budget information and clarity by working diligently with the Nauset Regional School Committee, new Nauset Regional School Administration, Brewster School Committee, and Brewster Finance Committee	FY22		X	Select Board & Finance Committee	Nauset Regional School Committee; Brewster School Committee; Nauset School Administration; Town Administration; Finance Team
	G-2	Launch new, more user friendly Town website	FY22	X	X	Website Working Group	Town Administration
	G-3	Develop and adopt new Select Board Policy on Board/Committee Appointments	FY22			Select Board	Town Administration
	G-4	Determine merits of making longer-term changes to traditional municipal service models, including extent of continued expanded remote participation in committee meetings – applying lessons learned from pandemic	FY22		X	Town Administration	Select Board; Dept Heads
	G-5	Continue to implement Vision Plan and develop Local Comprehensive Plan	FY22-23	X	X	Vision Planning Committee	Planning Board; Town Planner; Select Board; Town Administration; Affordable Housing Trust; Open Space Committee
	G-6	Develop and launch new operating and capital budget platform to improve accessibility and transparency of Town finances	FY22-23	X	X	Finance Team	Select Board; Finance Committee
	G-7	Support new Human Resource Department in: 1. Implementing findings from HR audit 2. Continuing to monitor and support employee wellness 3. Creating programs to recognize Town volunteers for their service to the community 4. Examining need to increase organizational capacity in certain key areas to meet expanding service and project demands	FY22-23	X	X	Town Administration	Select Board; Human Resources
	G-8	Develop and implement comprehensive strategy regarding use of American Rescue Plan Act funds	FY22-23			Town Administration	Finance Team; Select Board