

**APPENDIX B**  
**TOWN COUNCIL STRATEGIC PLAN**  
**FY 2008**

**MISSION**

*Our mission is to provide the best possible services consistent with our budget policy, to respond to the needs of our community and to openly involve all in protecting our unique character and quality of life.*

**GUIDING PRINCIPLES**

**We believe. ...**

In our oath of office

*Would you all please raise your right hand say I and state your name  
do solemnly swear or affirm  
that I will perform my duties  
as a Town Councilor  
for the Town of Barnstable  
to the best of my ability,  
Keeping uppermost in my mind  
the rules and laws that govern my office  
and my responsibility to the citizens  
of the Town of Barnstable  
This is my solemn oath and obligation  
So help me God.*

In involving residents in the decision-making process

In modeling ethical behavior

In protecting citizen rights

In protecting the health and safety of citizens

In being fiscally responsible

In being accountable

In being respectful of the people and the process

In giving the highest priority to the rules and laws that govern the office of the Town Council

In operating fairly, predictably and efficiently

In providing a consistent process

In operating creatively and with flexibility

In the quality of the professionals who work for the Town of Barnstable

In the manager's job to manage the staff

In preserving the integrity of the Town of Barnstable

In each council member's stake in the betterment of the community

In listening and respecting each others contributions

In the right to disagree

In being accessible and keeping the process open

In decisions being made in the best interest of the whole Town of Barnstable

In an awareness that Barnstable has a unique challenge in dealing with the diverse nature of sub-political structures when formulating public policy

## **Town Council Priorities**

### **Priority 1: Finance**

**Goal:** To provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, maintaining reserves and aggressively pursuing new revenue sources.

#### **Strategies:**

Evaluate and assess on an on-going basis alternative methods to decrease the cost of services by exploring the financial benefits of regionalization, consolidation, privatization and collective bargaining

Ensure adherence to a sound financial plan for meeting the operating and capital needs of the town within the confines of available resources

Continue to support lobbying efforts to change the Chapter 70 Funding Formula (changed in FY2006), Lottery Aid and Municipal Aid

Explore and create new revenue sources (including grants) for the town and schools to alleviate strain on municipal and school budgets and perform organizational audits

Increase the education efforts in disseminating to the general public the municipal/schools financial position including a detailed, clear, and easy to understand explanation of operational and capital budgets

Continue efforts to address Infrastructure critical needs including but not limited to roads, wastewater needs and concerns

## **Town Council Priorities**

### **Priority 2: Public Health and Safety**

*(Priority 3 in FY2007 Strategic Plan)*

**Goal:** To protect the health and safety of all town residents and visitors by providing a safe and desirable community in which to live, work and visit.

#### **Strategies:**

Continue to support and better coordinate village-based community oriented police protection and joint police/school/youth/seniors/disabled/homeless and other

vulnerable populations' programs to alleviate crime for proactive crime prevention in all villages

Annually review and support a town Emergency Preparedness Plan that is understood by the public in order to address hazardous material spills, infectious disease, severe storms and homeland security, and provide efficient traffic control on private and public roads in an emergency situation

Provide efficient operation of infrastructure of drinking water supply division

Coordinate water and wastewater planning and financing efforts

Provide efficient operation and expansion of wastewater treatment facility through collaboration with the regional partners consistent with the town's Wastewater Facilities Plan

Address School Safety concerns and issues

## **Town Council Priorities**

### **Priority 3: Infrastructure**

*(Priority 5 in FY2007 Strategic Plan)*

**Goal:** To facilitate the maintenance, improvement and best use of the town's infrastructure and capital assets.

**Strategies:**

Provide a reliable source of dedicated funds to maintain existing infrastructure, capital assets and aquatic resources and make improvements when necessary including exploration of local option taxes and local mitigation

Expand representation to work with the Regional Transit Authority and Cape Cod Commission to provide adequate, efficient and user friendly public transportation services for all residents and visitors of the town of Barnstable

Facilitate a comprehensive infrastructure improvement plan (including long-term financial aspects: 1) Roads; 2) Sewers; 3) Water; and 4) Municipal Building Facilities)

Continue to fund and expand if possible the Capital Trust Fund

Establish a town-wide policy regarding the repair of private roads

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## **Town Council Priorities**

### **Priority 4: Education**

*(Priority 2 in FY2007 Strategic Plan)*

**Goal:** To provide quality education using balanced resources in partnership with the School Committee, the state and the Federal government.

#### **Strategies:**

Continue to work cooperatively with the School Committee, municipal and school administrations to develop plans for administrative and infrastructure consolidation

Continue to work cooperatively with the School Committee to create a budget that adheres to standard municipal accounting practices, is clear and understandable for all residents and meets the short and long term operating and capital needs of the school system

Commit town resources and staff to support legislation amending the Education Reform Act and the Chapter 70 Funding Formula which would provide for more resources to the town

Strive to reduce the impact of unfunded state and federal mandates in addition to revised Ch 70 funding

Support educational initiatives to create an optimum and diverse educational environment for all schools and students

Address School Safety concerns and issues

Conduct periodic assessment of consolidated services

## **Town Council Priorities**

### **Priority 5: Housing**

*(Priority 4 in FY2007 Strategic Plan)*

**Goal:** To support various housing initiatives to effectively meet the needs of our citizens and our community.

#### **Strategies:**

Promote an affordable housing plan including accessory and other creative housing initiatives

Conduct workshops to inform developers about resources available to initiate projects

Explore the possibility of identifying municipal sites for creation of apartment units dedicated to Barnstable town employees

Maximize zoning regulations to benefit cost effective housing opportunities

Continue to promote equity in affordable housing offerings among all of the villages

Analyze the town's housing in order to determine how services and infrastructure, including but not limited to wastewater needs and concerns, are economically affected by all new housing starts

Review and assist in the implementation of the housing committee's Annual Plan for its effectiveness in serving the needs of the community

Strive to reach and maintain a certified housing plan of which three-quarters of one percent planned production requirement

Promote economically diverse housing mix

Deleted: Continue efforts to address wastewater needs and concerns

## **Town Council Priorities**

### **Priority 6: Economic Development**

*(Priority 6 in FY2007 Strategic Plan)*

**Goal:** To maintain a vibrant economy and strong labor force by promoting our businesses with diverse, clean industry and smart growth.

#### **Strategies:**

Develop economic incentives to retain and attract businesses and a skilled labor force that will improve the economic base of our town

Encourage connection between education and business to support Economic Development in Town

Identify and encourage redevelopment through the private sector of underutilized and /or blighted properties

Review and revise zoning impacting commercial areas and investigate improvements that can be made to facilitate economic growth yet preserve community character

Inventory and update annually the present business environment and create a database to identify possible changes in order to plan for the types of businesses the town may need to promote a diverse economic structure

Evaluate the EDC Plan through the LCP process

Conclude and act on the Downtown Implementation Plan as envisioned by committee members and bring forward recommendations of the Route 132 Vision Committee for review and implementation

## **Town Council Priorities**

### **Priority 7 (tie): Regulatory Access and Accountability**

*(Priority 7 in FY2007 Strategic Plan)*

**Goal:** To strive for comprehensive, responsive, consistent, fair and easily understood communication within town government and between the town and its residents, commissions, volunteers and visitors, to foster participation and positive results geared towards meeting community needs.

#### **Strategies:**

Continue to consolidate and re-codify all local laws, rules, regulations, and enforcement of all regulations and zoning ordinances with community input

Make the permitting process more predictable, timely, and cost effective

Continue to revise and implement LCP with community input to ensure framework of certainty

Request all multi-member boards and commissions to develop and review their strategic plans annually to ensure that they incorporate the priorities of the Town Council into same consistent with applicable law

Evaluate term limits for all boards and commissions

Enhance productivity and reduce the workload of regulatory boards

## **Town Council Priorities**

### **Priority 7 (tie): Environment and Natural Resources**

*(Priority 8 in FY2007 Strategic Plan)*

**Goal:** To conserve and protect areas in the town that are most significant as natural and historical resources for visual quality, outdoor recreation, public access, water supply, wildlife habitat and cultural history.

#### **Strategies:**

Complete the Wastewater Facilities Plan in conjunction with other applicable regulatory agencies

Continue efforts to address wastewater needs and concerns

Support programs that emphasize environmental protection in keeping with the Regional Policy Plan to help ensure that growth and economic development successfully coexist with natural resources

Provide equity in open space throughout the villages while attempting to get the best return on investment possible

Continue to support and develop an effective and economical recycling and energy conservation program

Implement additional growth management strategies on a regional basis, if applicable, to provide maximum protection for our sole source aquifer in order to reduce nitrogen loading in all water bodies

Protect the natural resources in Nantucket Sound and Cape Cod Bay

Acquire additional land for public purposes including the possibility of public/private partnerships for acquisition and management

## **Town Council Priorities**

### **Priority 8: Quality of Life**

*(Priority 9 in FY2007 Strategic Plan)*

**Goal:** To provide a variety of opportunities for residents and visitors to achieve their potential.

#### **Strategies:**

Provide needed support to build and successfully operate the Hyannis Youth and Community Center

Create strategies to sustain villages and prevent urban sprawl

Enable and encourage Human Service Agencies Capewide to work together to address homeless and other Human Service issues

Provide meaningful age and need appropriate health and recreation programs for all residents

Enhance the Youth Service Programs

Provide needed support to successfully operate the "Garden Level" of the Senior Center

Continue to work with other towns and the county to maximize provided services, including consolidation and regionalization where applicable

## **Town Council Priorities**

### **Priority 9: Communications**

*(Priority 10 in FY2007 Strategic Plan)*

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**Goal:** To strive for a high level of communication within town government and between the town and its residents, boards, commissions, volunteers and visitors, to foster participation and positive results geared towards meeting community needs.

#### **Strategies:**

Assure all boards and commissions are videotaped for quality viewing on Channel 18 to inform the General Public and provide with adequate staff support

Reach out to citizens in all villages to improve resident involvement in town government, enhance responsiveness of the town to citizens, improve understanding of town services and government structure, and enhance public confidence in the town

Improve communication with other town, county and state officials and legislative delegation; coordinating and consolidating information when possible

Improve communication with various town committees and commissions through better use of the council liaison system

Expand the use of the town website, town newsletter, Citizen's Leadership Academy and municipal television station, channel 18