



# Strategic Planning Workshop with Town Council

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Barnstable, MA

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# What is a Strategic Plan

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A strategic plan is a written document that points the way forward for your organization. It both lays out your organization's goals and explains why they're important.

The strategic planning process also helps you uncover ways to improve performance.

# How does Barnstable use its Strategic Plan

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- Defines purpose through the mission statement and priority areas
- Applies to the entire organization
- Establishes the overall goals
- It is incorporated into our budget development process
- Gives guidance to staff in the development of objectives for programs and services
  - Organizational structure
  - Operating and Capital Budgets
    - Programs and services

# Town of Barnstable Mission Statement

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- Our priorities focus on the mission of our organization and its strategic plan
  - To protect the Town of Barnstable's quality of life and unique character, engage our citizens, and enact policies that respond to and anticipate the needs of our community.
    - Through sound financial management
    - Open communication that engage our public
    - With an equitable balance of resource allocation to improve the quality of life for our residents, businesses, and visitors
- Challenge = Balanced approach
- Balanced approach = Adaptability to changing environment



# Town of Barnstable

## Mission Statement – Priority Areas

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- The Town Council has identified a single goal and several strategies in nine priority areas:
  - Finance
  - Communication
  - Economic Development
  - Environment and Natural Resources
  - Regulatory Process and Performance
  - Public Health and Safety
  - Housing
  - Infrastructure & Assets
  - Education
- It is understood that
  - Town Council will formulate and enact policy
  - Town Manager and staff will implement and manage programs to achieve the policy goals
  - The Town Council and Town Manager will communicate frequently to ensure accountability to the residents of the Town of Barnstable

Questions?

# Strategic Plan Priority Areas

## Financial

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- **Goal:** Provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, cost savings for residents, maintaining reserves, and aggressively pursuing new growth dollars and revenue sources.
- **Strategies:**
  - Explore and create new growth dollars and revenue sources (including grants) for the town and schools to alleviate strain on municipal and school budgets, perform operational auditing, advance greater energy efficiency, and stimulate new growth.
  - Ensure adherence to a sound financial plan to meet short- and long-term priorities and liabilities of the operating and capital needs of the town.
  - 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.
  - Support and promote the Open Budget.



Questions?

Comments?



# Strategic Plan Priority Areas

## Communication

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- **Goal:** Improve communication amongst the Town Council and Town Manager and their staff; amongst Town Councilors; between the Town and its residents, boards, commissions, volunteers and visitors to foster participation and positive results that meet the needs of the community.
- **Strategies:**
  - Provide regular opportunities for Town Council members to receive briefings or updates on Town initiatives and other important topics from the Town Manager and department heads.
  - Use the council liaison system to improve communication between Town committees, boards, and commissions. Encourage regular updates from the liaisons to Town Council.
  - Utilize existing communication boards and partner media outlets to make public service announcements. Work with community groups to disseminate information to their members.
  - Communicate Town information to non-English speaking community members.
  - Utilize the Town website, social media, Town newsletter, Citizen's Leadership Academy, Channel 18 (municipal television station), and local newspaper and radio stations as outlets to communicate with the public. Specifically:
    - Encourage all boards and commissions to record their proceedings and make them available to foster communication and increased transparency.
    - Develop tactics to effectively solicit public input and promote active engagement.

Questions?

Comments?



# Strategic Plan Priority Areas

## Economic Development

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- **Goal:** Town Council and Town Manager to support and grow a vibrant economy with a diversity of businesses, both for-profit and non-profit, and a strong labor force.
- **Strategies:**
- Continue to support Zoning and Regulatory Committee to determine any zoning changes that may require legislative action, as well as the Economic Development Task Force to address economic resiliency
- Identify and encourage redevelopment of underutilized and/or blighted properties.
- Town Manager to work proactively to retain and/or expand existing businesses and to attract new ones using innovative approaches, such as:
  - Provide economic incentives that increase business diversity in Barnstable and promote desirable economic activity, such as clean industries and smart growth.
  - Create marketing specifically to attract desirable new businesses to Barnstable.
  - Create or deepen connections between local educational institutions and businesses.

Questions?

Comments?



# Strategic Plan Priority Areas

## Environment and Natural Resources

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- **Goal:** Conserve and protect areas in the town that are most significant as natural and historical resources for water supply, visual quality, outdoor recreation, public access, wildlife habitat and cultural history.
- **Strategies:**
- Implement the comprehensive dredge plan.
- Investigate innovative, cost-effective techniques for invasive species control.
- Investigate innovative techniques and legislative options to address beach erosion and otherwise prepare for and adapt to extreme weather events.
- Support programs that emphasize environmental protection while ensuring economic development as articulated in the Regional Policy Plan.
- Raise awareness of conservation areas and Town-owned open space.
- Establish management and maintenance plans for conservation areas and Town-owned open space.
- Work in conjunction with federal, state, regional, and local agencies to protect critical environmental areas, including fragile coastlines, marine embayment areas, and all water bodies vulnerable to nitrogen loading.

Questions?

Comments?



# Strategic Plan Priority Areas

## Regulatory Process and Performance

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- **Goal:** Work with Town Manager and staff to have an efficient, customer-friendly, predictable regulatory process.
- **Strategies:**
- Re-evaluate the permitting process, including policies, rules and regulations, personnel, customer/citizen experience, and impact on economic growth. Identify necessary changes.



Questions?

Comments?



# Strategic Plan Priority Areas

## Public Health and Safety

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- **Goal:** Protect and promote the health, safety, and high quality of life of all town residents and visitors.
- **Strategies:**
- Support collaborative action to protect and expand our drinking water supply, including (but not limited to) ongoing monitoring for existing and emerging contaminants.
- Develop and implement a substance use prevention plan in collaboration with key stakeholders. Focus on:
  - Prevention through educating youth in schools, working with YMCA Young Achievers, and leveraging recreation programs.
  - Collaboration among community stakeholders working on substance use from a range of perspectives.
  - Establishing appropriate oversight and support for programs and entities in Barnstable that offer treatment.
- Support village-based and community-oriented public safety agencies, and joint programs that police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs.

Questions?

Comments?



# Strategic Plan Priority Areas

## Housing

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- **Goal:** Identify needs, and develop, promote, and monitor town-wide initiatives for income-equitable, affordable, workforce, senior, and rental housing to meet the needs of residents and increase the overall quality of housing in Barnstable.
- **Strategies:**
  - Review zoning issues identified by the Council and the Zoning Board of Appeals to determine how best to achieve housing goals through zoning and regulatory changes. Proactively engage stakeholders with influence over this issue. Review the Housing Production Plan to support this goal.
  - Work in partnership with developers so they can take advantage of the available resources, funding, and assets to initiate housing projects.
  - Explore housing solutions, including regional collaboration and creative financing, to address homelessness, housing insecurity, and lack of available and affordable housing in Barnstable.
  - Explore the possibility of using town assets to create affordable private housing opportunities.
    - Pursue innovative structures and formats, and use of town-owned land, to expand quality workforce housing.

Questions?

Comments?



# Strategic Plan Priority Areas Infrastructure and Assets

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- **Goal:** Maintain and improve existing infrastructure, capital assets, and aquatic resources, make improvements when necessary, and ensure town assets are managed, maintained, and disposed of to serve the highest and best uses moving forward.
- **Strategies:**
- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, sewers, transportation systems, communication systems, information infrastructure, water and wastewater systems, historical properties, and other capital assets, with an eye toward permit-ready and shovel-ready projects.
- Support the exploration of traditional and non-traditional methods for comprehensive water management and monitoring of implementation efforts.
- Continue to inventory and evaluate the status of Town assets and dispose of or acquire assets as appropriate.
- Evaluate options for effective and economical development of renewable energy resources, energy conservation programs, and solid waste and recycling programs.

Questions?

Comments?



# Strategic Priority Area Education

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- **Goal:** Support the provision of a safe, high-quality public education for all students in an increasingly diverse student body, in partnership with local, state, and federal entities.
- **Strategies:**
- Work cooperatively with the School Department to approve 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 and the municipality.
- Work in conjunction with the School Department to deliver a substance use prevention model for grades PreK-12.
- Strive to reduce the impact of unfunded state and federal mandates in addition to the revised Chapter 70 funding and make public aware of impact of same.
- Support efforts to amend Chapter 70 Funding Formulas in order to provide more resources to the Town.
- Work cooperatively with school administration to develop plans for administrative and infrastructure consolidation. Conduct periodic assessments of consolidated services.
- Support initiatives to create a culturally-diverse educational environment for all public school students.



Questions?

Comments?



# Strategic Plan Workshop

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- Topics to be addressed before/in next stage of Strategic Planning

# Thank You!

