



FY 2018 BOARD OF SELECTMEN MISSION & GOALS

TOWN OF YARMOUTH

Mission

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.

Goals

1. EXPAND ECONOMIC GROWTH, DEVELOPMENT AND REDEVELOPMENT EFFORTS TO INCREASE YEAR-ROUND EMPLOYMENT, TOURISM AND QUALITY OF LIFE

KEY ACTIONS:

a. Develop detailed strategy to promote tourism and business friendly climate in Yarmouth, capitalizing on existing assets and attractions, and identifying high return public investments such as:

- 1) Gateway
- 2) Bike Paths
- 3) Sidewalks
- 4) Drive-in Site

b. Focus on off-peak (spring/fall) tourism to expand employment and business opportunities.

c. Develop strategies for acquisition/development of key traffic/bottleneck areas; evaluate cost: develop design strategies to jump start zero setback development of Rte. 28 corridor, including underground utilities.

d. Develop specific actions to improve perception of town as antigrowth and antidevelopment. Present plan for improvement and begin implementation.

- Review appeals process and perceptions that appeals are antigrowth/ development
- Monitor progress of on line permitting

- Revise/rewrite zoning regulations to modernize/streamline in order to encourage compliance and workability
 - Evaluate/invest in training or other staff support measures to encourage customer friendliness and efficiency
 - Extend Growth Incentive Zone
- e. Develop strategies to improve/expand and recruit/diversify year round non-tourist businesses and off season attractions/events.
- f. Develop and create affordable housing as outlined in the Town's [Housing Production Plan](#), with a focus on long-term and rental opportunities.
- g. Create a pathway to investigate feasibility of developing a local comprehensive plan.

2. MAINTAIN HIGH QUALITY INFRASTRUCTURE, I.E. ROADS, CEMETERIES, WATER RESOURCES, PARKS, ESTUARIES, WATERSHEDS, RECREATIONAL FACILITIES, AND OTHER TOWN RESOURCES AND ASSETS.

KEY ACTIONS:

- a. Develop and execute lobbying strategy to increase priority to county state and federal funding. Lobby county and state to develop and fund affordable clean water solutions with state and federal backing, giving priority to alternatives that reduce need for major infrastructure investments.
- b. Implement Stormwater Management Plan.
- c. Develop strategy to improve upkeep of roadsides, sidewalks, streets, and public parks to assure that original construction standards are maintained and improved.
- Implement plans for Route 6 A redevelopment.
 - Prepare report to Route 6 A neighborhood committee on progress.
 - Implement improvement strategies to restore vitality and usability of Bass Hole Beach, parks, and walkway areas.

3. SUPPORT HIGH QUALITY, AFFORDABLE EDUCATION AND COMMUNITY PARTNERSHIP WITH DENNIS

KEY ACTIONS:

- a. Negotiate regional agreement. Investigate optional approaches to district school organization structure if negotiation with Dennis does not reach an agreement that provides for a fair allocation of fixed costs and variable operating costs. Consider all alternatives to current structure and regional organization.
- b. Review capital recommendations. Determine best funding alternatives.
- c. Develop legislative lobby strategy using data regarding high cost educational services to subsidize cost of high needs, ELL, and special education. Investigate Federal, State, and private sources of ongoing financial support for incremental costs.
- d. Work with school committee to develop funding and plan to address poorly rated educational programs.

- e. Work with school administration to develop affordable short- and long-range financial plans.

4. SUPPORT PUBLIC SAFETY PROGRAMS TO DELIVER HIGH QUALITY, COST EFFECTIVE SERVICES

KEY ACTIONS:

- a. Develop strategies for response to increasing demands.
- b. Evaluate present department staffing levels and operations to better position departments to confront the challenges of the future.
- c. Make decision on most effective approach to dispatch services and begin implementation.

5. MAINTAIN SOUND FISCAL HEALTH AND LOW TAXES WITHOUT OVERRIDES. IDENTIFY STRATEGIES TO BALANCE BUDGET WITHIN CONSTRAINTS OF INFLATION FACTOR PLUS GROWTH (OR 2 ½% IF LESS)

KEY ACTIONS:

- a. Promote economic growth to support wages and benefit increases.
- b. Evaluate capital maintenance and improvements to optimize service levels and taxpayer expense.
- c. Develop strategy to affordably sustain major employee benefit programs in combination with wage and paid time off. Develop alternative scenarios for presentation to taxpayers and employees to develop support for compensation and negotiation policies.
- d. Develop productivity measures and graphs for documentation of productivity trends.
- e. Identify and begin regionalization of services/departments where possible to improve service and save money.
 - 1) Review alternative capital and service approaches for senior services
 - 2) Review alternative approaches to library capital investment for regional and local services.
- f. Analyze cost of DPW, fire, police, and parks and recreation using community comparison statistics and analysis of best practices for public safety and maintenance of conservation property, parks, cemeteries, roads. Review priorities and strategies for most effective delivery of services.

6. CLEAN WATER. DEVELOP CLEAN WATER STRATEGY AND IMPLEMENTATION PLAN, FOLLOWING PREVIOUSLY DISCUSSED PLAN TO AVOID ADDITIONAL PROPERTY TAX BURDEN TO RESIDENTIAL TAXPAYERS

KEY ACTIONS:

- a. Participate in regional clean water plan, evaluation benefits, costs, risks.

- b. Lobby county and state to develop and fund affordable clean water solutions with state and federal backing, giving priority to alternatives that reduce need for major infrastructure investments.
- c. Implement Stormwater Management Plan.
- d. Provide funding strategy options for clean water infrastructure.

7. CONTINUE TO PROVIDE EXCEPTIONAL CUSTOMER SERVICE WHILE LOOKING FOR NEW OPPORTUNITIES TO PROMOTE AND EXPAND DIALOGUE WITH RESIDENTS

KEY ACTIONS:

- a. Assess existing means of communication and customer touchpoints to identify opportunities for new and improved engagement.
- b. Finalize social media policy and develop a social media plan.
- c. Consider outreach tools such as surveys, as a mechanism to regularly gauge satisfaction and create opportunities for feedback.

8. DEVELOP A CLEAR STRATEGY TO ADDRESS OPIOID ADDICTION & SUBSTANCE ABUSE

KEY ACTIONS:

- a. Create a town-wide team to assess needs and develop recommendations.
- b. Investigate municipal programs that have been successful in reducing and preventing addiction.
- c. Work with local, state, and federal authorities to support these efforts.

9. REVIEW CAPITAL POLICIES, AND FORECAST NEEDS AND COST

10. IMPROVE ENERGY QUALITY & SECURITY FOR TOWN RESIDENTS BY INVESTIGATING ALTERNATIVE SUSTAINABLE ENERGY OPPORTUNITIES, AND WORK TOWARD REDUCING ENERGY CONSUMPTION TOWN-WIDE

11. CONTINUE TO PRESERVE OPEN SPACE FOR CONSERVATION AND PASSIVE RECREATION, AND EQUITABLY BALANCE THE EXPANSION OF OPEN SPACE

12. APPOINT CHARTER REVIEW COMMITTEE TO EVALUATE CHARTER AND MAKE RECOMMENDATIONS