

BETHLEHEM 20/20 ADVISORY COMMITTEE
OVERVIEW AND ACTION PLAN

Mission Statement:

The establishment of the 20/20 Committee will provide the Town with a vehicle to involve key community stakeholders and to stimulate a community-wide conversation focused on the long-term strategic direction of the Town. The mission of the 20/20 committee will be to provide the Town Board with recommendations on key policy decisions to ensure that it maximizes the potential to achieve the Comprehensive Plan community vision for the year 2020. **Among other things, this initiative is designed to cultivate leadership, identify issues and opportunities, focus efforts, build consensus, guide decision-making, and help the Town Board establish priorities.**

Key Work Products:

1. ***Develop a Town of Bethlehem long-term needs assessment:*** Understand and quantify the service, programmatic and infrastructure requirements necessary to achieve the Town's future vision.
2. ***Develop a financial model to assist the Committee in formulating recommendations:*** In conjunction with the Town's needs assessment, consider the fiscal impacts of alternative Town growth scenarios and conduct a risk assessment of the Town's existing tax base.
3. ***Develop a Community Leadership Program:*** Engage the community in a discussion of needs and priorities and cultivate leadership. Enhance Board member engagement and cross-pollinate with other community organizations.
4. ***Develop a Bethlehem 20/20 Community Compact:*** Utilizing the data and work products of the advisory committee, articulate the Bethlehem 20/20 vision into a series of guiding principles, goals and objectives and seek community buy-in and support.

Deliverables:

The 20/20 Advisory Committee will be responsible for providing recommendations to the Town Board in the development and review of interim and final work products and reports. After public discussion of its recommendations, the 20/20 committee will produce a final report that makes recommendations with respect to, among other things, the following:

1. Municipal infrastructure;
2. Facility needs; and,
3. Programs and services

Action Plan Elements:

The committee will approach this task as a strategic planning exercise for the Town as a municipal corporation. The committee represents the community at large, which is the customer of the

BETHLEHEM 20/20 ADVISORY COMMITTEE
OVERVIEW AND ACTION PLAN

Town. In this vein, the committee will assist the Town in establishing a vision, guiding principles, goals and action plan for the Town government to achieve the community vision for 2020 as articulated in the Comp Plan. The following is an outline of the process the committee will follow in fulfilling its mission:

1. Utilize financial models to provide a framework for committee recommendations based on alternative growth scenarios;
2. Participate in departmental presentations to ensure that the committee has a good overall perspective of both existing and prospective Town programs and services;
3. Conduct a facilitated SWOT session among the committee members to identify the strengths, weaknesses, opportunities and threats related to Town government;
4. Develop a Vision Statement for the Town government (as an institution rather than a place) in the year 2020;
5. Establish guiding principles (key community values) to guide Town decision making;
6. Establish a hierarchy of needs for Town investment;
7. Set broad goals, both financial and programmatic, for the Town to achieve;
8. Conduct a community survey to obtain citizen input on the development of recommendations;
9. Establish draft recommendations for the Town's consideration. These might include, among other things, the following:
 - a. Identify "opportunity areas" for increased efficiency and productivity including both inter- and intra-governmental opportunities for sharing or consolidation of services;
 - b. Establish a strategy for prioritization of investment needs (how does the Town choose among program, service and facility needs with finite resources?);
 - c. Identify the characteristics of essential versus discretionary services as a basis for establishing "a la carte" services;
 - d. Establish performance goals related to the Town's tax base, economic development, and investment in existing and new infrastructure and services (the financial model will establish the range of fiscal issues to be addressed);
 - e. Identify ways of engaging and communicating with community residents, businesses and property owners on an ongoing basis to sustain a community leadership program like 20/20;
 - f. Develop a community betterment agenda that considers the "needs" of the taxpayer and establishes a taxpayer compact among all taxing jurisdictions (a reminder to all that they share the same taxpayers).