

# Falmouth Town Council Work Plan 2007-08

**Theme: Making Decisions that Rebuild our Town**

**Criteria for Evaluating:** Clarity, Efficiency (focus on high impact - high risk), Resolution (we know what is next when there will be closure)

**Work planning avoids:** Ill-preparedness, midnight madness and groggy decision-making, lots of unfinished business without a way to manage in interim

Objective	Steps/Actions	Who	Other Input	Status	Done Date
<b>A. Review and amend as necessary governing laws, ordinances, and policies.</b>	<b>1. Charter Review, Governance Policy Development, and Council Rules Review</b>				
	a. Create an Adhoc Governance Committee, responsible for Council conduct and process	Cathy Breen, Joe Wroblewski, Dave Libby, and Town Manager			Sept 2007
	b. Review Council rules and update, with legal review of output	Adhoc Governance Committee	Legal		April 2008
	c. Review and establish formal Charter Review process <ul style="list-style-type: none"> <li>➤ Recruit volunteers to “run” for Commission office</li> <li>➤ Develop draft amendments for future discussion</li> </ul>	Adhoc Governance Committee	Legal, Town Clerk, and Town Manager		June 2008
	d. Shepherd the 2007-8 Council work plan - ensuring progress	Adhoc Governance Committee	Town Manager	Regular reports at Council meetings	June 2008
	e. Ensure fairness and transparency in the process of land acquisition - determine processes for public disclosure of land acquisition.	Adhoc Governance Committee	Legal and Town Manager		Dec 2007
<b>B. Ensure effective use of technology and protocols</b>	<b>2. Update use of technology and establish protocols</b>				
	a. Agree to email protocol as discussed 7/24: <ul style="list-style-type: none"> <li>• Restrict email to that of logistics or scheduling, coordination and information-sharing (not commenting about or deliberating nor volleying issues back and forth)</li> <li>• When Councilors receive email or cc-ed by public, they should refer issues to the Chair and encourage public to pick up the phone and call or attend Council meetings.</li> <li>• Create an email footer message that helps Public to be aware of protocol for email.</li> </ul>	Adhoc Governance Committee	Town Manager and IT/S		Nov 2007

	b. Issue written policy	Adhoc Governance Committee	Town Manager and IT/S		Nov 2007
	c. Communicate and gently remind public and encourage use of new protocols	Council	Town Manager		Nov 2007
	d. Issue town emails to all Councilors which will be forwarded to their personal email while allowing separation from personal email and not creating a SPAM burden on Councilors.	TM and IT/S			Oct 2007
	e. Implement paperless packages for the Town Council and possibly other town boards/committees.	TM and IT/S			Oct 2007
<b>C. Review of Council appointed town committees/boards (standing and ad hoc)</b>	<b>3. What committees do we need? Define expectations; Council involvement; charge to committees; reporting; budget request process</b>				
	a. Review what Committees have said about the liaison role and about their needs	Adhoc Governance	Committees Chairs- KSH		Nov 2007
	b. Issue written policy on committee management (consistent formats for work planning; reporting (check-in); budget request process; etc.	Adhoc Governance	Committee Chairs; Town Clerk; Town Manager; and KSH		Dec 2007
	<b>CBI - A. pg 14:</b> Draft templates for work plan, contact lists, clear missions, Council liaison roles, procedures for accessing Town Staff, strategy for communicating committee work with public	Adhoc Governance	Committee Chairs; Town Manager, Town Clerk, other staff		Dec 2007
	<b>CBI - B. pg 15:</b> Make recommendation on whether sunset clause and term limits for committees are appropriate. Develop periodic review process for committee work and discussion about future committee status.	Appointments Committee	Committee Chairs; Town Manager, Town Clerk, other staff		Dec 2007
	<b>CBI - C. pg 16:</b> Make recommendation on process changes to appointment procedures	Appointments Committee	Town Manager and Town Clerk		Dec 2007

	<b>CBI - D. pg 17:</b> Make recommendation on Council's Subcommittee policy and write ordinance language	Adhoc Governance	Town Manager, Town Clerk, and Town Attorney		Dec 2007
<b>D. Explore how to foster improved relationships</b>	<b>4. Review how we work the School Board and Legislative Reps.</b>				
	a. Work with School Board to assess prior successes and failures with regard to how well we work with each other. Build on the successes and learn from the failures.	Adhoc Governance Committee			Dec 2007
	b. Schedule a meeting with all Legislative representatives.	Adhoc Governance Committee			Nov 2007
<b>E. Determine how to best meet the needs for Council interaction, less redundancy, better leverage of Committees</b>	<b>5. Determine Council meeting schedules and committee interaction for 2007-08</b>				
	a. Consider if we would like to make Council meetings every other Tuesday and eliminate regular workshop meetings	Council			Sept 2007
	b. Engage committees in more work, where possible	Council			On-going
	c. Develop rules for how Council subcommittees and subcommittee chairs operate. Specifically, the Council needs to decide whether these subcommittees should have a standing delegation of authority to work on projects. If there is a standing delegation, then the Council should define the scope of that delegation. If there is no such delegated authority, then these subcommittees should only be working on projects which have been specifically assigned to them by the full Council. Currently, these subcommittees have no definition about what they may be working on beside what meaning is revealed in their title and any history of the subcommittee the Council can remember. This sometimes leaves the work plan of these subcommittees to the whim of the subcommittee, or the subcommittee chair.	Adhoc Governance Committee			Feb 2008
<b>F. Implementation of plans that will help to preserve Open Space</b>	<b>6. Implement Greening of Falmouth</b>				
	a. Determine land use bond structure and amount (including referendum question wording re how much to purely set aside for "open space")	Finance Committee			Aug 2007
	b. Monitor open space acquisition and structure such as fee vs. easement.	Council			On-going
	c. Encourage Transfer of Development Rights (tied to Compact Development Study) and amend ordinance as necessary	CDC			April 2008
	d. Determine the status of "tidbit" lots	Council			Jan 2008

	e. Address visual appearance of historical society site.	Town Manager			Aug 2007
<b>G. Ensure EMA planning and NIMS compliance</b>	<b>7. Adopt Emergency Management Plan and NIMS</b>				
	a. Receive presentation by staff	Staff			Nov 2007
	b. Adopt Emergency Management Plan	Council			Nov 2007
	c. Participate in training (NIMS)	Staff and Council			Jan 2008
<b>H. Address workforce housing</b>	<b>8. Continue pursuing options for workforce housing</b>				
	a. Design and schedule a workforce housing workshop	Workforce Housing Committee			Dec 2007
	b. Make go/no-go decision for Woods Rd location vote/referendum	Council			Jan 2008
<b>I. Anticipate involvement in and resolution of library expansion</b>	<b>9. Participate in Library Expansion project</b>				
	a. Review conceptual design	Council			Oct 2007
	b. Analyze operating costs	Council			Dec 2007
	c. Plan for financial support (private and public funding)	Council			Dec 2007
	d. Conduct LEEDS review	Council			Mar 2008
<b>J. Ensure good ordinance introduction process</b>	<b>10. Beyond that which is laid out in CBI /Planning review, ensure ordinance process for introducing ordinances (by letter – otherwise)</b>				
	a. Review Charter and recommend/vote amendments as deemed necessary.	Ordinance Committee	Town Attorney		April 2008
	b. Adopt a formal process for review and development of ordinances ( <b>also in CBI - G. pg. 20</b> )	Ordinance Committee	Town Manager, Planning Staff and Town Attorney		Oct 2007

<b>K. School consolidation and Elementary School Construction</b>	<b>11. Monitor consolidation and capital project plans, especially fiscal analysis and educational impact on assets/liabilities</b>				
	a. Monitor consolidation process	Liaison and Council		August meeting with Chairs, Liaison, and CAOs	On-going
	b. Monitor elementary school construction	Liaison and Council			On-going
<b>L. Employ best practices and sound science in protecting natural resources</b>	<b>12. Address Natural Resources/Contract zoning</b>				
	a. Work with consultant team to identify objectives and eventually amend ordinances as necessary	CDC			Feb 2008
	b. Amend ordinances as necessary (those that are prohibiting current development applications)	CDC			Nov 2007
<b>M. Maintain option to participate in METRO</b>	<b>13. Evaluate and review METRO operations and Falmouth's membership</b>				
	a. Review options for membership now and in the future with consideration for service level and fiscal impact.	METRO liaison			Dec 2007
	b. Review METRO routing change proposal; determine level of impact on Falmouth; and our level of advocacy.	METRO liaison			Sept 2007
<b>N. Curbside recycling</b>	<b>14. Evaluate performance and citizen satisfaction</b>				
	a. Analyze waste/recycling percent ratios/comparisons	Staff			On-going
	b. Conduct a citizen satisfaction survey	Staff			Feb 2008
<b>O. Transportation and highway infrastructure</b>	<b>15. Monitor and provide guidance on transportation planning; capital planning; PACTS Study; and public processes</b>				
	a. Determine whether the Bicycle and Pedestrian Plan sections on public participation in capital projects is adequate	Staff to develop infrastructure improvement public process	Town Manager and Staff		Dec 2007
	b. Monitor and guide transportation planning and PACTS Study	Council	Town Manager And Staff		On-going

<b>P. Planning and economic development projects</b>	<b>16. Draft, review, amend and adopt - plans, studies, and ordinances.</b>				
	a. Finish the Route One study so that guidelines are in place prior to any additional development (review consultant report and older staff reports)	CDC			Mar 2008
	b. Consider CDC as potential Economic Development Committee that will be responsible for developing policies and plans. The Committee will also be involved with project proposals and initiatives.	Adhoc Governance Committee			April 2008
	c. Finish Compact Development study and ordinance amendments as necessary (tied to Transfer of Development Rights – Greening of Falmouth).	CDC			Jan 2008
	<b>CBI - H2. pg. 25:</b> Conduct an independent review of planning tools (ordinances and guidelines)	CDC	Town Manager. Planning Staff and Land Use Consult.		Jan – June 2008
	<b>CBI - I. pg. 27:</b> Take action to make peer-review process more predictable (may require ordinance amendments)	Planning Board and staff	Town Manager and Planning Staff		Dec 2007
	<b>CBI - K. pg. 29:</b> Give approval authorities to Community Development Department for certain permits and processes	Planning Board and staff	Town Manager and Planning Staff		Feb 2008
<b>Q. Implement CBI Report</b>	<b>17. Additional CBI Report implementation tasks</b>				
	<b>CBI - E. pg. 18:</b> Annual land use and planning workshop – to be held after elections each year	CDC	Town Attorney and Planning Staff		July 2008
	<b>CBI - F. pg. 19:</b> Hold joint Council/CPAC meeting to discuss CPAC's role in process	Council	Town Manager and Planning Staff		Oct 2007

	<b>CBI - H1. pg. 23:</b> Organize Comprehensive Plan consultant roundtable	Staff	Town Manager and Planning Staff		Oct 2007
	<b>CBI - H3. pg. 26:</b> Convene a facilitated, town-wide visioning process – (based on results of the roundtable determine timeframe and integration with the review, consolidation and update of the Comprehensive Plan with other area or subject specific plans)	Staff	Town Manager and Planning Staff		April 2008
	<b>CBI - J. pg. 28:</b> Enhance opportunities for pre-application processes engagement	Staff	Town Manager and Planning Staff		Dec 2007
	<b>CBI - L. pg. 30:</b> Create “Navigating the Process” manual for applicants	Staff	Town Manager, Planning Staff, and other Depts.		Dec 2007
	<b>CBI - M. pg. 31:</b> Create two senior positions for planning in the town		Town Manager		Dec 2007
<b>R. Budget Development</b>	<b>18. CIP (fall) and Operating Budget (winter/spring)</b>	Council	Staff		Jan to May
<b>S. Other perennial tasks/projects</b>	<b>19. The Council will need to respond to these types of tasks.</b>	Council	Staff		On-going
<b>T. Unexpected demands/issues</b>	<b>20. The Council will need to respond to these types of issues</b>	Council	Staff		On-going

<b>Dates - Key:</b>
Summer/Fall 2007
Winter 2007/8
Spring/Summer 2008
Ongoing