

Falmouth Town Council Work Plan 2007-08 (July 1, 2008 Update)

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
A. Review and amend as necessary governing laws, ordinances, and policies.	1. Charter Review, Governance Policy Development, and Council Rules Review				
	a. Create an Adhoc Governance Committee, responsible for Council conduct and process	Cathy Breen, Joe Wroblewski, Dave Libby, and Town Manager		Finished	Sept 2007
	b. Review Council rules and update, with legal review of output	Adhoc Governance Committee	Legal	Finished	April 2008
	c. Review and establish formal Charter Review process ➤ Recruit volunteers to “run” for Commission office ➤ Develop draft amendments for future discussion	Adhoc Governance Committee	Legal, Town Clerk, and Town Manager	Finished	June 2008
	d. Shepherd the 2007-8 Council work plan - ensuring progress	Adhoc Governance Committee	Town Manager	Finished – but needs to monitor unfinished business	June 2008 Dec 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	?	June 2008
B. Ensure effective use of technology and protocols	2. Update use of technology and establish protocols				
	a. Agree to email protocol as discussed 7/24: • Restrict email to that of logistics or scheduling, coordination and information-sharing (not commenting about or deliberating nor volleying issues back and forth) • 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. • Create an email footer message that helps Public to be aware of protocol for email.	Adhoc Governance Committee	Town Manager and IT/S	Finished	Nov 2007

	b. Issue written policy	Adhoc Governance Committee	Town Manager and IT/S	Finished	Nov 2007
	c. Communicate and gently remind public and encourage use of new protocols	Council	Town Manager	Finished	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		Finished	Oct 2007
	e. Implement paperless packages for the Town Council and possibly other town boards/committees.	TM and IT/S		Finished	Oct 2007
C. Review of Council appointed town committees/boards (standing and ad hoc)	3. What committees do we need? Define expectations; Council involvement; charge to committees; reporting; budget request process				
	a. Review what Committees have said about the liaison role and about their needs	Adhoc Governance	Committees Chairs- KSH	Finished	Feb 2008
	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	Finished - but need to change draft memo to final policy	April 2008 Sept 2008
	CBI - A. pg 14: 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	Finished – but ad hoc Gov Com could develop guidelines manual	April 2008
	CBI - B. pg 15: 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	Finished	April 2008
	CBI - C. pg 16: Make recommendation on process changes to appointment procedures	Appointments Committee	Town Manager and Town Clerk	Finished	April 2008 Sept 2008

	CBI - D. pg 17: Make recommendation on Council's Subcommittee policy and write ordinance language	Adhoc Governance	Town Manager, Town Clerk, and Town Attorney	?	March 2008
D. Explore how to foster improved relationships	4. Review how we work the School Board and Legislative Reps.				
	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		Continue work on this project depending on RSU vote.	Sept 2008
	b. Schedule a meeting with all Legislative representatives.	Adhoc Governance Committee		Consider moving the date to later in 2008.	Aug 2008
E. Determine how to best meet the needs for Council interaction, less redundancy, better leverage of Committees	5. Determine Council meeting schedules and committee interaction for 2007-08				
	a. Consider if we would like to make Council meetings every other Tuesday and eliminate regular workshop meetings	Council		Finished	April 2008
	b. Engage committees in more work, where possible	Council		Finished	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		Finished	March 2008
F. Implementation of plans that will help to preserve Open Space	6. Implement Greening of Falmouth				
	a. Determine land use bond structure and amount (including referendum question wording re how much to purely set aside for "open space")	Finance Committee		Finished	Aug 2007
	b. Monitor open space acquisition and structure such as fee vs. easement.	Council		Finished	On-going

	c. Encourage Transfer of Development Rights (tied to Compact Development Study) and amend ordinance as necessary	CDC/LPAC		Need to consider timing of project related to the Natural Resources project.	Dec 2008
	d. Determine the status of "tidbit" lots	Council		Finished	Jan 2008
	e. Address visual appearance of historical society site.	Town Manager		Finished	Aug 2007
G. Ensure EMA planning and NIMS compliance	7. Adopt Emergency Management Plan and NIMS				
	a. Receive presentation by staff	Staff		Finished	Nov 2007
	b. Adopt Emergency Management Plan	Council		Finished	Feb 2008
	c. Participate in training (NIMS)	Staff and Council		Need to schedule training.	July 2008
H. Address workforce housing	8. Continue pursuing options for workforce housing				
	a. Design and schedule a workforce housing workshop	Workforce Housing Committee		Finished	Dec 2007
	b. Make go/no-go decision for Woods Rd location vote/referendum	Council		Finished	Jan 2008
I. Anticipate involvement in and resolution of library expansion	9. Participate in Library Expansion project				
	a. Review conceptual design	Council		Facilities Com	Sept 2008
	b. Analyze operating costs	Council		Facilities Com	Sept 2008
	c. Plan for financial support (private and public funding)	Council		Facilities Com	Sept 2008
	d. Conduct LEEDS review	Council		Facilities Com	Sept 2008
J. Ensure good ordinance introduction process	10. Beyond that which is laid out in CBI /Planning review, ensure ordinance process for introducing ordinances (by letter – otherwise)				
	a. Review Charter and recommend/vote amendments as deemed necessary.	Ordinance Committee	Town Attorney	On schedule.	2009

	b. Adopt a formal process for review and development of ordinances (also in CBI - G. pg. 20)	Ordinance Committee	Town Manager, Planning Staff and Town Attorney	Finished – In rules re initial vote to authorize resources	April 2008
K. School consolidation and Elementary School Construction	11. Monitor consolidation and capital project plans, especially fiscal analysis and educational impact on assets/liabilities				
	a. Monitor consolidation process	Liaison and Council		Finished	On-going
	b. Monitor elementary school construction	Liaison and Council		Finished	On-going
L. Employ best practices and sound science in protecting natural resources	12. Address Natural Resources/Contract zoning				
	a. Work with consultant team to identify objectives and eventually amend ordinances as necessary	CDC	Planning Staff	In process. CDC has completed Phase I, policy and Council approved, LPAC now working on ordinance language.	Mar 2008 New date – Dec 2008
	b. Amend ordinances as necessary (those that are prohibiting current development applications)	CDC		Finished	Nov 2007
M. Maintain option to participate in METRO	13. Evaluate and review METRO operations and Falmouth's membership				
	a. Review options for membership now and in the future with consideration for service level and fiscal impact.	METRO liaison		In process	Oct 2008
	b. Review METRO routing change proposal; determine level of impact on Falmouth; and our level of advocacy.	METRO liaison		In process	Oct 2008

N. Curbside recycling	14. Evaluate performance and citizen satisfaction				
	a. Analyze waste/recycling percent ratios/comparisons	Staff		Finished	On-going
	b. Conduct a citizen satisfaction survey	Staff		No longer applicable	Feb 2008
O. Transportation and highway infrastructure	15. Monitor and provide guidance on transportation planning; capital planning; PACTS Study; and public processes				
	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	Staff is looking at software options	May 2008
	b. Monitor and guide transportation planning and PACTS Study	Council	Town Manager And Staff	Staff is looking at software options	On-going
P. Planning and economic development projects	16. Draft, review, amend and adopt - plans, studies, and ordinances.				
	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	Planning Staff	In process CDC did not take on project, went to Council adhoc group, back to Council in Aug 08	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		?	July 2008
	c. Finish Compact Development study and ordinance amendments as necessary (tied to Transfer of Development Rights – Greening of Falmouth).	CDC		Need to consider timing of project related to the Natural Resources project.	Dec 2008

	CBI - H2. pg. 25: Conduct an independent review of planning tools (ordinances and guidelines)	CDC	Town Manager. Planning	Catalogue of all reports and docs is complete. Review of ordinances and comp plan should be delayed until the comp plan process has started.	Dec 2008
	CBI - I. pg. 27: Take action to make peer-review process more predictable (may require ordinance amendments)	Planning Board and staff	Town Manager and Planning Staff	In process. Staff (including discussions with the Planning Board) have instituted a practice offering applicants the opportunity to see peer review at any time in the process, many opt to have design review up front. Expect to formalize by the end of the year, will require ordinance amendment.	June 2008

	CBI - K. pg. 29: Give approval authorities to Community Development Department for certain permits and processes	Planning Board and staff	Town Manager and Planning Staff	In process. This is being work-shopped to the Board in August. Will require ordinance amendments.	June 2008
Q. Implement CBI Report	17. Additional CBI Report implementation tasks				
	CBI - E. pg. 18: Annual land use and planning workshop – to be held after elections each year	CDC.	Town Attorney and Planning Staff	This needs to be scheduled soon.	July 2008
	CBI - F. pg. 19: Hold joint Council/CPAC meeting to discuss CPAC's role in process	Council	Town Manager and Planning Staff	Finished	Oct 2007
	CBI - H1. pg. 23: Organize Comprehensive Plan consultant roundtable	Staff	Town Manager and Planning Staff	Finished	Oct 2007
	CBI - H3. pg. 26: 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	Not yet scheduled – need to make decisions on when and how to start the comp plan.	June 2008

	CBI - J. pg. 28: Enhance opportunities for pre-application processes engagement	Staff	Town Manager and Planning Staff	In process - Staff has implemented a practice to assist prospective applicants including meetings with other departments – expect to formalize in writing during first half of this year	June 2008
	CBI - L. pg. 30: Create “Navigating the Process” manual for applicants	Staff	Town Manager, Planning Staff, and other Depts.	Staff recommends postponing this project until we complete a substantial overhaul of the ordinances. At this point the creation of a manual under the current process would be time better spent assisting applicants directly.	Sept 2008
	CBI - M. pg. 31: Create two senior positions for planning in the town		Town Manager	Finished	Dec 2007
R. Budget Development	18. CIP (fall) and Operating Budget (winter/spring)	Council	Staff	Finished	Jan to May
S. Other perennial tasks/projects	19. The Council will need to respond to these types of tasks.	Council	Staff	Finished	On-going
T. Unexpected demands/issues	20. The Council will need to respond to these types of issues	Council	Staff	Finished	On-going

Dates - Key:
Summer/Fall 2007
Winter 2007/8
Spring/Summer 2008
Fall, Winter and beyond 08/09
Tasked Completed