

Falmouth Town Council Work Plan 2008-09 (August 19, 2008)

Theme: Build, maintain and lead an organization that serves the diverse needs of our present and future generations.

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. Determine and develop necessary Council training requirements.	1. Charter review, governance policy development, Council Rules review, and Council training				
	a. Continue the use of an Ad hoc Governance Committee, responsible for Council conduct and process. Reappoint the Committee.	Ad hoc Governance Committee			Aug 2008
	b. Monitor Charter Review process	Ad hoc Governance Committee	Legal, Clerk, and Manager		Aug to June 2009
	c. Participate in training (NIMS)	Staff and Council			Sep 2008
B. Develop Council appointed com/boards (standing and ad hoc) guidelines/SOP	2. Implement new management protocols for boards and committees including: Council involvement; charge to committees; reporting; budget request process; appointments process; and workshop for running effective meetings				
	a. Issue written policy on committee management (consistent formats for work planning; reporting (check-in); budget request process; etc.	Ad hoc Governance Committee	Committee Chairs; Clerk; and Manager		Oct 2008 to Feb 2009
	b. Town Attorney to develop ordinance amendments, if necessary, to synchronize the annual appointment dates for all boards and committees.	Ad hoc Governance Committee	Legal, Clerk, and Manager		Sept 2008
	c. Draft templates for work plan; contact lists; clear missions; Council liaison roles; procedures for accessing Town Staff; strategy for communicating committee work with public; web site use; committee member guidelines (SOP); etc	Ad hoc Governance Committee	Committee Chairs; Clerk; and Manager		Oct 2008

	d. Workshop for committee and board chairs to offer training on how to run effective and efficient meetings.	Ad hoc Governance Committee	Committee Chairs and Manager		Mar 2009
	e. Develop standards for committee and board membership appointments and removal processes (research other practices and policies of other communities)	Ad hoc Governance Committee	Legal and Manager		Nov 2008
C. Determine how to achieve the greatest level of efficiency and effectiveness for Council business and interaction while ensuring a well informed public	3. Determine Council meeting schedules and executive session information distribution and decision process				
	a. Implement a new Council meeting and workshop schedule: meetings every second and fourth Monday of the month; the first meeting of the month will start with a meeting and follow with a workshop while the second meeting of the month will be the regular meeting; and e-agenda packages to be posted for each meeting rather than once each month. This is a temporary change that will be reviewed for success in January 2009. The Council will announce the change in August and start the new schedule in September.	Council			Sept to Dec 2008
	b. Implement a new “informal” Council rule to not take up any meeting agenda item after 10:30 PM. Council will determine whether this “informal” rule should be incorporated into the Council’s official Rules.	Council			On going
	c. Closely monitor and determine whether agenda items should be tabled from regular meeting and workshops schedules to special meeting and/or workshop dates to ensure enough time for all agenda items.	Council			On going
	d. Add more detail to explanations for executive session agenda items in both the e-agenda and Council package. Each item should have its own order. When available, disseminate all documentation for executive sessions via confidential “hard copy” packages to the Council prior to the meeting.	Council and Manager	Legal and Manager		On going
	e. Announce reasons for Council action on executive session matters to the public immediately after Council action i.e., when land is purchased for open space purposes.	Council	Legal and Manager		On going
	4. Continue pursuing options for workforce housing				
D. Address workforce housing	a. Council to consider order on Phase I (select developer)	Council and Workforce Housing Committee	Staff		Sept 2008
	b. Council to consider order on Phase II (contract)	Council and Workforce Housing Committee	Staff		Mar 2009

	c. Review other sites to consider second project (possibly approved but un-built subdivisions	Staff	Staff		On going
E. Develop options for future facility needs and building use	5. Use Community Facilities ad hoc Committee to review future needs and the use of buildings (including partner organizations such as the Library, Rotary, and other groups				
	a. Review conceptual design options; operating costs; funding; and energy efficiency options.	Ad hoc Facilities Committee	Staff		Feb 2009
	b. Recommend options for voter approval and timeline	Council		Facilities Com	Mar 2009
F. Municipal and School consolidation	6. Consider options for regional and internal consolidation of operations and services				
	a. Monitor regional school consolidation process	Liaison and Council			Nov 2008
	b. Analyze and develop implementation plans for consolidation options with the Town of Cumberland and/or other municipal units.	Council	Manager		Dec 2008
	c. Analyze and develop implementation plans for consolidation options within the Town of Falmouth municipal and education departments.	Council	School Leaders and Manager		Feb 2009
G. Maintain option to participate in Metro	7. 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 Mass Transit ad hoc Committee	Manager and Asst Manager		Oct 2008
	b. Appoint one or more new Councilor(s) to the Metro Mass Transit Committee				Aug 2008
	c. Review Metro routing change proposal; determine level of impact on Falmouth; and our level of advocacy.	Metro Mass Transit ad hoc Committee	Manager and Asst Manager		Oct 2008
H. Transportation and highway infrastructure	8. Monitor and provide guidance on transportation planning; capital planning; PACTS Study; and public processes				
	a. Amend the Bicycle and Pedestrian Plan sections re best management practices for curb style and linking sidewalks on Route One.	Staff			Feb 2009
	b. Monitor and guide transportation planning and PACTS Study	Council	Town Manager And Staff	Staff is looking at software options RIMS	June 2009

	c. Research grant and alternative funding opportunities for specific infrastructure projects.	Staff			On going
I. Land Use Planning and other studies	9. 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		Dec 2008
	b. Start the Comprehensive Planning process to include special attention to the following: compact development (growth areas); TDR (non-growth areas); overall visions; specific vision areas such as Rt. 100; transportation planning; natural resources; and economic development.	LPAC +	Planning Staff		Dec 2008 start Feb 2010 finish
	c. Continue introduction of “housekeeping amendments” as needed.	Staff			On going
	d. Update storm water best management practices to protect marine resources.	Staff			Feb 2009
	e. Monitor elementary school construction	Liaison and Council	Com Dev Staff		On going
	f. 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.	Dec 2008
	g. 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	Dec 2008
	h. CBI - E. pg. 18: Annual land use and planning workshop – to be held after elections each year	CDC	Town Attorney and Planning Staff	Finished	July 2008

	i. CBI - J. pg. 28: Enhance opportunities for pre-application processes engagement	Staff	Town Manager and Planning Staff		Dec 2008
	j. 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.	TBD
	k. Tidewater Master Plan	Staff			Feb 2009
	l. Implement Greening of Falmouth	Council and Ombudsman	Staff		On going
	m. Natural resources project - work with consultant team to identify objectives and eventually amend ordinances as necessary	Council and CDC	Planning Staff	In process. CDC has completed Phase I, policy and Council approved, LPAC now working on ordinance language.	Nov 2008 Intro Feb 2008 Order
	n. Develop and adopt amendments to the Land Use Ordinance regarding shoreland zoning.	LPAC and Staff	Planning Staff and legal		Jan 2009
J. Implement CBI Report	10. Economic Development				
	a. Monitor Town of Cumberland Retail Development	Council	Staff		On going
	b. Develop a real estate fair/forum identifying areas suitable for commercial development and properties that are “for sale”	Staff			Mar 2009
	c. Partner with other communities and private sector in an effort to promote economic development in the Greater Portland Region and in Falmouth’s business districts.	Council	Staff		Oct 2008
	d. Create ad-hoc Economic Development Committee to develop policy. Committee to first create “charge” with Council approval. Policies developed by this committee should be compatible with the present and future Comprehensive Plan. Policy development could be incorporated into the Comprehensive Plan.	Council	Staff		Oct 2008

	e. Economic development inquiries may start with staff but once a developer is ready to meet with the Council, they should be prepared to meet in public, without the use of executive sessions. The Council Chair can be utilized by staff to review process and determine agenda readiness.	Staff	Council Chair		On going
K. Budget Development	11. CIP (fall) and Operating Budget (winter/spring)				
	a. Meet with the School Board early in the budget development process to coordinate budget expectations.	Council	Staff		Nov 2008
	b. Enhance CIP with RIMS project.	Staff			June 2009
L. Other perennial tasks/projects	12. The Council will need to respond to these types of tasks.	Council	Staff		On going
M. Unexpected demands/issues	13. The Council will need to respond to these types of issues	Council	Staff		On going

Dates - Key:
Summer/Fall 2008
Winter 2008/9
Spring/Summer 2009
Fall, Winter and beyond 09/10
On-going and TBD
Tasked Completed