

Statement of principle: The goals outlined below are clustered in two groups. They are not prioritized within each group, and are not intended to be accomplished in a strictly linear fashion (all of the A goals, then B, then others). When making choices about scheduling, establishing timetables, or making resource allocation decisions, higher ranked goals will be given priority over lower ranked goals. Lower ranked goals and other, non-ranked items, or items that come up during the year will still be done as either a.) required or b.) time and resources allow making due allowance for higher ranked goals.

NOTE: The following list was compiled from the discussions at the Council meetings of November 26 and December 10, 2013. It reflects the subsidiary goals, tasks, measures, or timelines discussed at the meeting of December 10, but will require additional work (dates, more specifics in some cases) to ensure clarity.

Priority A.

1. Comprehensive master plan.
 - Update the project plan and timetable.
 - **DONE:**
 - **Council discussion item B, February 25, 2014. (Q2 2014)**
 - **Council action establishing comprehensive master plan review team charge, order 14-041, March 25, 2014. (Q2 2014)**
 - Bring the project back on schedule and budget.
 - **DONE:**
 - **Mailing/advertising/online announcements seeking comp plan review team members, April/May 2014. (Q2 2014)**
 - **Requests for proposals for visioning and meeting facilitation services and community survey services issued June 2, 2014. (Q2 2014)**
 - **Review of comp plan review team charge/composition with Council appointments committee scheduled for June 17, 2014. (Q2 2014)**
 - **Council appointments committee review of applicants scheduled for June 24, 2014. (Q2 2014)**
 - **Council appointments to review team at its meeting of July 22, 2014 (14-245).**
 - **Proposals received on visioning and meeting facilitation services and community survey services. (Q2 2014)**
 - **Proposals for meeting facilitation and visioning, and community survey services, were received and reviewed by staff. Contracts were**

- executed with Critical Insights for survey services, and Planning Decisions for meeting facilitation.
 - Focus groups were convened September 17 to aid with the development of a survey instrument.
 - The comprehensive plan review team held its initial meeting September 25.
 - Interviews with senior staff and department heads have been recorded on video as part of the visioning process.
 - Data inventory and collection, build-out analysis continued.
- 2. Capital improvement planning.
 - Prepare a defined plan for buildings, grounds, facilities, equipment, and infrastructure to be submitted with the manager’s proposed budget for 2015.
 - **DONE:**
 - Capital plan summary including equipment, roads, buildings, and facilities included in manager’s proposed budget March 31, 2014.
 - Council review of SMRT report at August 26, 2014 meeting.
 - Council review of facilities master plan and priority-setting, July/August 2014. (held September 30, 2014)
 - **IN PROGRESS:**
 - SMRT developing Option “E” for public safety.
 - Combine Oak Point recommendations with Council preferred options from SMRT, sequence and project financing.
- 3. Impact fees, TIF/development districts.
 - Council action on roadway impact fee ordinance.
 - **DONE:**
 - Council discussion item A, February 11, 2014.
 - Council public hearing B, March 11, 2014.
 - Council order 14-034, March 11, 2014. Postponed to April 8, 2014.
 - Council order 14-093 (renumbered from 14-034), April 8, 2014. Approved.
 - Council action on recreation facilities impact fee ordinance.
 - **DONE:**
 - Council discussion item A, February 11, 2014.
 - Council public hearing A, March 11, 2014.
 - Council order 14-033, March 11, 2014. Approved.

- Corrections/updates to sidewalk, roadway impact fee ordinances to reflect Council action and policy intent.
 - **IN PROGRESS:**
 - **Refer amendments to Planning Board scheduled for October 28, 2014.**
- Council discussion/consideration of TIF/development districts.
 - **DONE:**
 - **Council discussion of Gateway North TIF A and B districts with WEDC update at its meeting of August 26, 2014.**
 - **IN PROGRESS:**
 - **Development of Gateway North TIF A plan and prep for Council action, planned for discussion item at meeting of December 9, tentatively scheduled for Council public hearing and vote December 23.**

Priority B.

1. Organizational strategic plan.
 - Create a timeline, resource inventory, and budget for completing an organizational strategic plan by November 2014.
 - **DONE:**
 - **Outline of strategic planning calendar planned for discussion at the Council meeting of June 24, 2014.**
 - **Calendar discussed at the meeting of June 24, TM advised that getting to the point of having mission, vision, and values statements in place by November is more realistic.**
 - **Existing departmental mission statements compiled, internal survey and group discussions held in September.**
 - **Council adopted mission, vision, values statements at its meeting of October 14, 2014.**
 - **IN PROGRESS:**
 - **Complete inventory of department and office programs, services, functions.**
 - **Environmental scan.**
 - **SWOT analysis.**
 - **Strategic issue identification.**
 - **Development of goals and objectives.**
2. Wastewater management planning.

- Council action on a charge for a wastewater management planning advisory committee.
 - **DONE:**
 - **Council order 13-189, December 19, 2013. Approved.**
 - Council action to appoint members to a wastewater management planning advisory committee.
 - **DONE:**
 - **Council order 14-039, March 25, 2014. Council appointed Mac Richardson to one of two seats for the public.**
 - **Council order 14-076, April 8, 2014. Council appointed Dustin Roma to one of two seats for the public.**
 - **Council order 14-086, April 8, 2014. Council appointed David Nadeau.**
 - Committee to report to the Council quarterly, or as needed, regarding progress in evaluating and understanding conditions in the study area, and making recommendations to the Council.
 - **DONE:**
 - **Committee has held two meetings, May 8 and June 5, and has provided a status report to the Council dated June 10, 2014 for the June 17, 2014 Council meeting.**
 - **Committee continued to meet, including with geologist Robert Gerber of Ransom Environmental, and is preparing a report for presentation to the Council at its meeting of September 23, 2014.**
 - **Committee issued report, discussed at Council meeting of October 14, 2013.**
 - **IN PROGRESS:**
 - **Amendment of the Committee's charge to continue with work as recommended in its report (scheduled for October 28, 2014).**
3. Continued development of Lippman Park.
- Council to consider the next phase of development of Lippman Park, including possible grants and other funding sources.
 - **DONE:**
 - **Council discussion of improvements completed and proposed planned for June 24, 2014 (CD 14-189).**
 - **Council approval of trails grant agreement and local funding for continued improvements at its meeting of July 22, 2014 (14-229 and 14-264).**
 - **IN PROGRESS:**

Town of Windham
Council Goals 2014 – Revised Draft
December 12, 2013
UPDATE October 28, 2014

- **Conservation Corps work on trails and boardwalks, October 2014.**