



Town of Chevy Chase, Maryland

Strategic Plan

2006 - 2016

Presented to the Town Council
December 2006

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Town Strategic Planning Committee

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Town of Chevy Chase, Maryland

Mission Statement

The Town of Chevy Chase ensures the highest quality of life for its residents through dedicated government and active community participation. It provides quality, cost-effective services and legislation that both enhance the Town's distinctive character and protect the safety and collective interests of its residents. In all that it does, the Town's leadership works to promote a sense of community.

Core Values

We value the distinctive character of the Town: its history and development over time, as represented in the architectural diversity of its houses, the majesty of its mature tree canopy, and the varied stories of its residents past and present.

We treasure the quiet streets, quality services, and community-building events in our small Town and at the same time appreciate living near a vibrant urban environment.

We appreciate our natural and built environment, and are diligent stewards of the Town's resources.

We respect our neighbors and prize the varied backgrounds, professions, and generations in the Town.

We value a responsive Town government that is based on:

- Involved citizens who participate in Town-sponsored events, vote in Town elections, and volunteer when called upon;*
- Accountable elected officials who are committed to leadership from the streets of the Town to the committee rooms of Rockville to the corridors of Annapolis; and*
- Dedicated employees who provide constituent services and enforce Town regulations and ordinances in a professional manner.*

Principles, Goals, Tasks, Timetables

Principle 1: The Town of Chevy Chase government is accountable to its residents, harnesses their talents and expertise, and serves their best interests and needs.

Goal 1: Residents have a meaningful voice in the creation of ordinances, policies, procedures, and practices and are knowledgeable about their municipal government.

Strategy A: Appoint five standing citizen committees to assist the Town Council as it deliberates, establishes, and monitors municipal ordinances, policies, procedures, and practices.

Task 1: Establish the general focus and subject matter of the five committees.

<i>Person/Group Assigned:</i>	<i>Governing Body</i>
<i>Resources Required:</i>	<i>Time of Governing Body</i>
<i>Beginning Date:</i>	<i>August 2006</i>
<i>Ending Date:</i>	<i>October 2006</i>

Task 2: Establish committee membership and appoint chairs.

<i>Person/Group Assigned:</i>	<i>Governing Body and residents</i>
<i>Resources Required:</i>	<i>Time of Governing Body</i>
<i>Beginning Date:</i>	<i>August 2006</i>
<i>Ending Date:</i>	<i>October 2006</i>

Task 3: Establish immediate and mid-range goals of each committee.

<i>Person/Group Assigned:</i>	<i>Governing Body</i>
<i>Resources Required:</i>	<i>Time of Governing Body and Committees</i>
<i>Beginning Date:</i>	<i>October 2006</i>
<i>Ending Date:</i>	<i>December 2006</i>

Task 4: Establish committee operating procedures.

<i>Person/Group Assigned:</i>	<i>Governing Body and Committee members</i>
<i>Resources Required:</i>	<i>Time of Governing Body and Committees</i>
<i>Beginning Date:</i>	<i>October 2006</i>
<i>Ending Date:</i>	<i>November 2006</i>

Strategy B: Organize residents as an effective voice for their public interests.

Task 1: Create a plan that will organize residents and ensure meaningful participation. (Consider such elements as the use of periodic surveys of residents' opinions and interests, the use of block captains, and Town hall meetings.)

<i>Person/Group Assigned:</i>	<i>Community Relations Committee</i>
<i>Resources Required:</i>	<i>Time of Committee</i>
<i>Beginning Date:</i>	<i>January 2007</i>
<i>Ending Date:</i>	<i>January 2008</i>

Strategy C: Create and publish a handbook describing municipal government in the Town and the intergovernmental relationships that characterize its operations. Include specific information on all Town regulations, ordinances, and procedures.

Task 1: Identify the scope of work required by the project, an outline of the handbook's content, and deadlines for completion.

<i>Person/Group Assigned:</i>	<i>Community Relations Committee and Governing Body</i>
<i>Resources Required:</i>	<i>Time of Committee</i>
<i>Beginning Date:</i>	<i>December 2006</i>
<i>Ending Date:</i>	<i>February 2007</i>

Task 2: Select who should draft the handbook. (Consider a consultant.)

<i>Person/Group Assigned:</i>	<i>Community Relations Committee and Governing Body</i>
<i>Resources Required:</i>	<i>Time of Committee and Governing Body, public funds</i>
<i>Beginning Date:</i>	<i>February 2007</i>
<i>Ending Date:</i>	<i>February 2007</i>

Task 3: Oversee the completion of the process and the distribution of the handbook.

<i>Person/Group Assigned:</i>	<i>Community Relations Committee and Governing Body</i>
<i>Resources Required:</i>	<i>Time of Committee, public funds</i>
<i>Beginning Date:</i>	<i>March 2007</i>
<i>Ending Date:</i>	<i>September 2007</i>

Goal 2: Town government is an effective and efficient provider of public goods and services and ensures a safe environment for its residents. Toward that end, the Town uses long-range planning as a management tool.

Strategy A: Consider the appointment of a standing citizen committee for public services that will assess current and recommend future service needs and adjustments in the mix.

(See Goal 1, Strategy A, and related tasks)

Strategy B: Study the efficiency and effectiveness of municipal operations and take action.

Task 1: Identify the scope of work required for the study and deadlines for completion.

<i>Person/Group Assigned:</i>	<i>Governing Body and Town Manager</i>
<i>Resources Required:</i>	<i>Time of Governing Body and Town Manager</i>
<i>Beginning Date:</i>	<i>June 2007</i>
<i>Ending Date:</i>	<i>June 2007</i>

Task 2: Select who will perform the work. (Consider a consultant.)

<i>Person/Group Assigned:</i>	<i>Governing Body and Town Manager</i>
<i>Resources Required:</i>	<i>Time of Governing Body and Town Manager, public funds</i>
<i>Beginning Date:</i>	<i>July 2007</i>
<i>Ending Date:</i>	<i>July 2007</i>

Task 3: Create and implement a process for monitoring the progress and completion of the work.

<i>Person/Group Assigned:</i>	<i>Town Manager and Governing Body</i>
<i>Resources Required:</i>	<i>Time of Town Manager and Governing Body</i>
<i>Beginning Date:</i>	<i>July 2007</i>
<i>Ending Date:</i>	<i>December 2007</i>

Task 4: Review recommendations and take whatever steps are needed to improve efficiency and effectiveness.

<i>Person/Group Assigned:</i>	<i>Governing Body and Town Manager</i>
<i>Resources Required:</i>	<i>Time of Governing Body and Town Manager, public funds</i>
<i>Beginning Date:</i>	<i>January 2008</i>

Ending Date: On-going

Strategy C: Evaluate and monitor public safety issues confronting the Town such as those involving pedestrian safety, traffic, sidewalks, etc.

Task 1: Identify and evaluate the strengths and weaknesses of the safety features in Chevy Chase.

*Person/Group Assigned: Public Services Committee
Resources Required: Time of Committee
Beginning Date: December 2006
Ending Date: December 2007*

Task 2: Make appropriate recommendations to the Governing Body to ensure a safe community.

*Person/Group Assigned: Public Services Committee
Resources Required: Time of Committee
Beginning Date: April 2007
Ending Date: December 2007*

Task 3: Review recommendations and take whatever steps are needed to ensure public safety.

*Person/Group Assigned: Governing Body and Town Manager
Resources Required: Time of Governing Body and Town Manager, public funds
Beginning Date: April 2007
Ending Date: February 2008 and on-going*

Strategy D: Educate residents on community safety and emergency preparedness plans.

Task 1: Establish education programs, activities, and materials.

*Person/Group Assigned: Community Relations Committee, Public Service Committee, and Town Manager
Resources Required: Time of Committees and Town Manager, public funds
Beginning Date: December 2007
Ending Date: December 2008*

Strategy E: Track and resolve complaints from residents.

Task 1: Establish a process for tracking and resolving complaints.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: March 2006
Ending Date: September 2006

Task 2: Establish procedures for responding and reporting complaints to all interested parties.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: March 2006
Ending Date: September 2006

Task 3: Review data to identify trends and to take all appropriate actions that appear warranted, given the data.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager, public funds
Beginning Date: September 2006
Ending Date: May 2007, on-going annually

Strategy F: Implement and monitor the Town's Strategic Plan. Assure this document is tied to annual budget and task planning.

Task 1: Establish a process for monitoring the implementation of the Strategic Plan and for integrating it into all Town planning documents and planning activities.

Person/Group Assigned: Long Range Planning Committee and Town Manager
Resources Required: Time of Committee and Town Manager
Beginning Date: January 2007
Ending Date: On-going

Task 2: Establish and implement an annual comprehensive review of the Strategic Plan to ensure the plan remains viable and that the strategic issues identified in the plan are those that require the Town's foremost attention. Recommend revisions to the Governing Body as needed.

Person/Group Assigned: Long Range Planning Committee and Town Manager
Resources Required: Time of Committee and Town Manager
Beginning Date: September 2007

Ending Date: December 2007 and on-going

Task 3: Revise and amend the Strategic Plan as needed.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body
Beginning Date: January 2008
Ending Date: On-going annually

Goal 3: Municipal ordinances and regulations are consistently applied and enforced.

Strategy A: Review ordinances and regulations for duplications, inconsistencies, and current needs.

Task 1: Identify the scope of work required by the review and the phases for completing it.

Person/Group Assigned: Governing Body and Town Manager
Resources Required: Time of Governing Body and Town Manager
Beginning Date: January 2008
Ending Date: March 2008

Task 2: Select who will perform the work.

Person/Group Assigned: Governing Body and Town Manager
Resources Required: Time of Governing Body and Town Manager, public funds
Beginning Date: March 2008
Ending Date: March 2008

Task 3: Create and implement a process for monitoring progress and completion of the review.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: March 2008
Ending Date: March 2008

Task 4: Review recommendations and implement necessary changes.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body, public funds
Beginning Date: March 2008
Ending Date: March 2009

Strategy B: Identify and establish the unique mechanisms needed to enforce systematically and consistently each existing and new ordinance.

Task 1: Establish standard operating procedures for implementing and enforcing the new ordinances developed and adopted in 2005 and 2006.

Person/Group Assigned: Governing Body, Enforcement Committee, and Town Manager
Resources Required: Time of Governing Body, Committee, and Town Manager
Beginning Date: March 2006
Ending Date: September 2007

Task 2: Establish and implement a plan for creating standard operating procedures for all remaining Town ordinances.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: September 2007
Ending Date: September 2009

Strategy C: Assess the resources needed to consistently apply and enforce ordinances and regulations.

(See Goal 3, Strategy B and related tasks, above)

Strategy D: Track and resolve enforcement complaints from residents.

(See Goal 2, Strategy C and related tasks, above)

Goal 4: Town government is effective in communicating with its residents.

Strategy A: Expand use of print and electronic media to communicate with residents in a timely and efficient manner.

Task 1: Review periodically the effectiveness of all communication media used in the Town and make recommendations for change as needed. (Consider alternatives such as the TOCC Net, the use of various forums to deliver information, and allowing letters to the editor in the Forecast.)

Person/Group Assigned: Community Relations Committee and Town Manager
Resources Required: Time of Committee and Town Manager
Beginning Date: April 2007

Ending Date: June 2007

Task 2: Implement necessary changes.

*Person/Group Assigned: Community Relations Committee,
Town Manager, and Governing Body*
*Resources Required: Time of Committee, Town Manager,
and Governing Body, public funds*
Beginning Date: June 2007
Ending Date: On-going

Strategy B: Consider block captains to disseminate important public information to all residents in a timely manner.

Task 1: Evaluate the usefulness of using block captains.

Person/Group Assigned: Community Relations Committee
Resources Required: Time of Committee
Beginning Date: July 2007
Ending Date: August 2007

Task 2: If useful, create and implement a plan for their use.

Person/Group Assigned: Community Relations Committee
*Resources Required: Time of Committee and Town
Manager, public funds*
Beginning Date: September 2007
Ending Date: October 2007

Strategy C: Assure the Town's appropriate records are well organized and easy to access on the web or in the Town office, with appropriate controls in place.

Task 1: Evaluate the ease of access to Town documents and records.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: September 2005
Ending Date: June 2007

Task 2: Create and implement as needed methods that will improve the ease of access to Town documents and records.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager, public funds
Beginning Date: September 2005
Ending Date: June 2007

Goal 5: Officials are successful advocates on the Town's behalf at the county and state levels.

Strategy A: Continue to identify emerging issues at the county and state levels and develop strategies and plans for managing identified issues of importance to the Town.

Task 1: Establish a process for continually scanning the environment for emerging issues.

<i>Person/Group Assigned:</i>	<i>Governing Body, Town Manager, and Long Range Planning Committee</i>
<i>Resources Required:</i>	<i>Time of Governing Body, Town Manager, and Committee</i>
<i>Beginning Date:</i>	<i>November 2006</i>
<i>Ending Date:</i>	<i>January 2007</i>

Task 2: Create effective response strategies and assure their implementation.

<i>Person/Group Assigned:</i>	<i>Governing Body, Town Manager, and Long Range Planning Committee</i>
<i>Resources Required:</i>	<i>Time of Governing Body, Town Manager, and Committee, public funds</i>
<i>Beginning Date:</i>	<i>February 2007</i>
<i>Ending Date:</i>	<i>On-going</i>

Strategy B: Identify long range opportunities and potential threats that may arise from outside the Town's borders.

Task 1: Establish a process for continually scanning the environment for long range issues.

<i>Person/Group Assigned:</i>	<i>Long Range Planning Committee</i>
<i>Resources Required:</i>	<i>Time of Committee</i>
<i>Beginning Date:</i>	<i>November 2006</i>
<i>Ending Date:</i>	<i>January 2007</i>

Task 2: Create effective response strategies and assure their implementation.

<i>Person/Group Assigned:</i>	<i>Long Range Planning Committee</i>
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Resources Required: Time of Committee and public funds
Beginning Date: February 2007
Ending Date: On-going

Goal 6: Town government preserves and enhances its financial and human resources.

Strategy A: Adopt best practices in municipal financial management.

Task 1: Scan for and identify best financial management practices in use in Maryland and in other states.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: April 2004
Ending Date: On-going

Task 2: Implement best practices whenever and wherever it would improve municipal operations.

Person/Group Assigned: Governing Body and Town Manager
Resources Required: Time of Governing Body and Town Manager, public funds
Beginning Date: April 2004
Ending Date: On-going

Strategy B: Adopt best practices in managing personnel, e.g. job descriptions, evaluations, etc.

Task 1: Scan for and identify best personnel management practices in use in Maryland and in other states.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: April 2004
Ending Date: On-going

Task 2: Implement best practices whenever and wherever it would improve municipal operations.

Person/Group Assigned: Governing Body and Town Manager
Resources Required: Time of Governing Body and Town Manager, public funds
Beginning Date: April 2004
Ending Date: On-going

Strategy C: Encourage elected officials, staff, and Committee members to seek and avail themselves of training and educational opportunities relevant to their public duties (e.g. Academy for Excellence in Local Governance).

Task 1: Establish a goal that each staff member and elected official attends annually at least one training or educational event relevant to his or her official Town responsibilities.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body
Beginning Date: February 2007
Ending Date: February 2007

Task 2: Scan for and identify relevant training and educational opportunities.

Person/Group Assigned: Town Manager and Committee Membership
Resources Required: Time of Town Manager and Committees
Beginning Date: January 2007
Ending Date: On-going

Task 3: Establish a centralized site to receive and disseminate the information.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: November 2006
Ending Date: January 2007

Task 4: Disseminate the information as it arises to appropriate parties.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: January 2007
Ending Date: On-going

Task 5: Establish a policy for how funds for training and education shall be appropriated.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body
Beginning Date: February 2007
Ending Date: March 2007

Task 6: Appropriate and disburse training and education monies.

Person/Group Assigned: Governing Body and Town Manager
Resources Required: Time of Governing Body and Town Manager, public funds
Beginning Date: February 2007
Ending Date: On-going

Principle 2: The Town of Chevy Chase protects the Town’s distinctive neighborhood character.

Goal 1: The Town optimizes its control over development and redevelopment within its borders.

Strategy A: Maximize use of existing Town authority to control development and redevelopment.

Task 1: Identify the scope of work required to implement the strategy and establish deadlines for completion.

Person/Group Assigned: Land Use Committee and Governing Body
Resources Required: Time of Committee and Governing Body
Beginning Date: July 2006
Ending Date: July 2006

Task 2: Select who will perform the work. (Consider a consultant.)

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body, public funds
Beginning Date: September 2006
Ending Date: September 2006

Task 3: Create and implement a process for monitoring the progress and completion of the work.

Person/Group Assigned: Land Use Committee, Consultant, and Governing Body
Resources Required: Time of Committee, Consultant, and Governing Body
Beginning Date: November 2006
Ending Date: May 2007

Task 4: Evaluate recommendations.

Person/Group Assigned: Land Use Committee, Consultant,
and Governing Body
Resources Required: Time of Committee, Consultant, and
Governing Body
Beginning Date: March 2007
Ending Date: June 2007

*Task 5: Propose and adopt ordinances and all other appropriate
measures that may be required to implement the strategy.*

Person/Group Assigned: Land Use Committee, Consultant,
and Governing Body
Resources Required: Time of Committee, Consultant, and
Governing Body, public funds
Beginning Date: June 2007
Ending Date: September 2007

Strategy B: Identify the key laws, policies, practices, and procedures the Town wishes to control, either directly or by influencing decision-makers in other governmental entities.

*Task 1: Establish and implement a methodology to analyze and identify
where the Town lacks control over its physical destiny.*

Person/Group Assigned: Land Use Committee
Resources Required: Time of Committee
Beginning Date: January 2008
Ending Date: April 2008

Task 2: Establish and implement a process that ranks priorities.

Person/Group Assigned: Land Use Committee and Governing
Body
Resources Required: Time of Committee and Governing
Body
Beginning Date: May 2008
Ending Date: June 2008

Strategy C: Develop and implement strategies and plans for obtaining direct or indirect control over the key issues selected under Strategy B.

Task 1: Develop strategies.

Person/Group Assigned: Land Use Committee

Strategy B: Broaden use of the booklet, “Celebrating Our History: An Architectural Tour of the Town of Chevy Chase” to build appreciation for the elements that have made Town neighborhoods desirable.

Task 1: Create and implement an appropriate plan.

<i>Person/Group Assigned:</i>	<i>Community Relations Committee</i>
<i>Resources Required:</i>	<i>Time of Committee, public funds</i>
<i>Beginning Date:</i>	<i>January 2007</i>
<i>Ending Date:</i>	<i>July 2007</i>

Strategy C: Provide information for homeowners and developers on the Town’s historical context, best practices, and building materials for maintaining architectural diversity and integrity in new construction.

Task 1: Create and implement an appropriate plan. (Consider working with the Historic Preservation Commission of the Montgomery County Park and Planning Commission.)

<i>Person/Group Assigned:</i>	<i>Community Relations Committee and Land Use Committee</i>
<i>Resources Required:</i>	<i>Time of Committees, public funds</i>
<i>Beginning Date:</i>	<i>September 2007</i>
<i>Ending Date:</i>	<i>February 2008</i>

Strategy D: Create incentives to encourage residents (their architects and builders) and developers to produce housing compatible with the Town’s neighborhood character.

Task 1: Identify and select incentives appropriate to the Town. (Consider legal, financial, and public recognition types of incentives.)

<i>Person/Group Assigned:</i>	<i>Land Use Committee, Land Use Consultant (from Principle, 2, Goal 1), and Community Relations Committee</i>
<i>Resources Required:</i>	<i>Time of Committees and Consultant</i>
<i>Beginning Date:</i>	<i>June 2007</i>
<i>Ending Date:</i>	<i>December 2007</i>

Task 2: Create and implement a plan to establish the use of incentives.

<i>Person/Group Assigned:</i>	<i>Land Use Committee, Land Use Consultant, and Governing Body</i>
<i>Resources Required:</i>	<i>Time of Committee, Consultant, and Governing Body, public funds</i>
<i>Beginning Date:</i>	<i>December 2007</i>

Ending Date: March 2008

Task 3: Create and implement a plan to publicize the availability of the incentives.

Person/Group Assigned: Community Relations Committee
Resources Required: Time of Committee, public funds
Beginning Date: March 2008
Ending Date: On-going

Task 4: Review and monitor the effectiveness of the incentives and adjust the package of available incentives as needed.

Person/Group Assigned: Land Use Committee, Consultant, and Governing Body
Resources Required: Time of Committee, Governing Body, and Consultant, public funds
Beginning Date: June 2008
Ending Date: On-going

Goal 4: Municipal government operates a transparent permitting and construction process for all development and redevelopment projects.

Strategy A: Notify residents about all applications for development or redevelopment, including requests for variances.

Task 1: Create a plan for sufficiently notifying residents.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: October 2006
Ending Date: December 2006

Task 2: Review, amend (as necessary), and implement the plan.

Person/Group Assigned: Community Relations Committee and Governing Body
Resources Required: Time of Committee and Governing Body, public funds
Beginning Date: December 2006
Ending Date: On-going

Strategy B: Establish a web-based mechanism that allows for and addresses citizen online comments about development or redevelopment applications (e.g., matters involving variances, compliance, etc.).

Task 1: Create a plan for using a web-based mechanism.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: October 2006
Ending Date: December 2006

Task 2: Review, amend (as necessary), and implement the plan.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body, public funds
Beginning Date: December 2006
Ending Date: On-going

Strategy C: Schedule pre-construction meetings early enough in the permitting process to give neighbors an opportunity for comment on proposed construction projects.

Task 1: Consider and enact appropriate legislation.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body
Beginning Date: September 2005
Ending Date: May 2006

Task 2: Review and amend the legislation as needed.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body
Beginning Date: May 2006
Ending Date: On-going

Goal 5: While preserving its distinctive neighborhood character, the Town is forward looking and open to new concepts and technologies in community practices.

Strategy A: Monitor and implement emerging/best community practices (e.g. sustainable building practices, alternative energy source construction, Wi-Fi, the Town's commitment to anti-global warming initiatives, etc.).

Task 1: Create a process for identifying and monitoring emerging/best community practices.

Person/Group Assigned: Long Range Planning Committee and Environment Committee

<i>Resources Required:</i>	<i>Time of Committees and Governing Body</i>
<i>Beginning Date:</i>	<i>November 2006</i>
<i>Ending Date:</i>	<i>On-going</i>

Task 2: Recommend the adoption of such practices to appropriate persons, entities, or governing bodies.

<i>Person/Group Assigned:</i>	<i>Long Range Planning Committee and Environment Committee</i>
<i>Resources Required:</i>	<i>Time of Governing Body and Committees</i>
<i>Beginning Date:</i>	<i>September 2007</i>
<i>Ending Date:</i>	<i>On-going</i>

Principle 3: The Town of Chevy Chase encourages a strong sense of community and neighborliness through a comprehensive range of activities, services, and resources for its residents.

Goal 1: Residents are engaged stakeholders who actively promote a sense of community and a spirit of neighborliness.

Strategy A: Appoint a citizen standing committee for community relations that will establish and organize community programs and events.

(See Goal 1, Strategy A, and related tasks)

Strategy B: Establish specific programs that build community.

Task 1: Investigate and make program recommendations.

<i>Person/Group Assigned:</i>	<i>Community Relations Committee</i>
<i>Resources Required:</i>	<i>Time of Committee</i>
<i>Beginning Date:</i>	<i>December 2006</i>
<i>Ending Date:</i>	<i>March 2007</i>

Task 2: Implement program recommendations as appropriate.

<i>Person/Group Assigned:</i>	<i>Town Governing Body, Town Manager, and Community Relations Committee</i>
<i>Resources Required:</i>	<i>Time of Town Governing Body, Town Manager, and Committee, public funds</i>
<i>Beginning Date:</i>	<i>March 2007</i>

Ending Date: On-going

Task 3: Consider the establishment of a services clearinghouse and make appropriate recommendations.

Person/Group Assigned: Community Relations Committee
Resources Required: Time of Committee
Beginning Date: September 2008
Ending Date: September 2009

Task 4: Consider the establishment of a community electronic bulletin board for residents to share information about local consumer affairs (e.g., local contractors, etc.) and other household matters (e.g., lost pets, etc.) and make appropriate recommendations.

Person/Group Assigned: Community Relations Committee
Resources Required: Time of Committee
Beginning Date: September 2007
Ending Date: March 2008

Goal 2: The Town provides service amenities that further the health and welfare of residents and contribute to the quality of neighborhood life (e.g., flu shot program, Trash and Treasures, flea market, etc.).

Strategy A: Evaluate service amenities currently offered and retain and/ or strengthen valuable existing programs.

Task 1: Identify and evaluate the strengths and weaknesses of the various service amenities offered in Chevy Chase.

Person/Group Assigned: Public Services Committee
Resources Required: Time of Committee
Beginning Date: September 2007
Ending Date: January 2008 and on-going annually

Task 2: Make appropriate recommendations to the Governing Body for retaining, eliminating, and/or strengthening current service amenities.

Person/Group Assigned: Public Services Committee
Resources Required: Time of Committee
Beginning Date: January 2008
Ending Date: February 2008 and on-going annually

Strategy B: Survey residents to identify potential new service amenities and evaluate suggested programs.

Task 1: Gather the required information by whatever method is most appropriate.

Person/Group Assigned: Public Services Committee
Resources Required: Time of Committee, public funds
Beginning Date: September 2007
Ending Date: March 2008 and on-going annually

Task 2: Evaluate the data, create a plan for introducing new service amenities, and make recommendations to the Governing Body.

Person/Group Assigned: Public Services Committee
Resources Required: Time of Committee
Beginning Date: September 2008
Ending Date: December 2008 and on-going annually

Strategy C: Using the information from Strategy A and B, take appropriate action.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body, public funds
Beginning Date: September 2007
Ending Date: June 2009 and on-going annually

Principle 4: The Town of Chevy Chase seeks to be a model community in the stewardship of its natural resources.

Goal 1: The Town encourages an environmentally educated, enlightened, and committed citizenry.

Strategy A: Appoint a citizen standing committee for the environment that will, among other things, create programs and educate residents to protect, preserve, and enhance the local environment.

(See Goal 1, Strategy A, and related tasks)

Strategy B: Create and offer programs to educate residents on environmental issues.

Person/Group Assigned: Environment Committee
Resources Required: Time of Committee, public funds
Beginning Date: June 2007

Ending Date: October 2007 and on-going annually

Goal 2: The Town preserves and expands the tree canopy.

Strategy A: Vigorously publicize and enforce the Town's tree ordinance and monitor its effectiveness and amend it as needed.

Task 1: Create and implement a plan for communicating and publicizing the tree ordinance.

Person/Group Assigned: Environment Committee and Town Manager
Resources Required: Time of Committee and Town Manager
Beginning Date: December 2005
Ending Date: April 2007

Task 2: Create a plan for enforcing the tree ordinance.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: January 2007
Ending Date: May 2007

Task 3: Establish and implement a process to monitor the impact and effectiveness of the tree ordinance.

Person/Group Assigned: Tree Board and Environment Committee
Resources Required: Time of Tree Board and Committee
Beginning Date: December 2006
Ending Date: June 2007

Task 4: Periodically evaluate data collected under Task 3 and recommend, as needed, appropriate revisions to the tree ordinance.

Person/Group Assigned: Tree Board and Environment Committee
Resources Required: Time of Tree Board and Committee
Beginning Date: June 2007
Ending Date: December 2007 and on-going

Task 5: Revise and amend the ordinance as needed.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body

Beginning Date: January 2008
Ending Date: April 2008 and on-going

Strategy B: Encourage residents to plant appropriate canopy trees on private property.

Task 1: Create an incentive program.

Person/Group Assigned: Environment Committee
Resources Required: Time of Committee
Beginning Date: September 2007
Ending Date: December 2007

Task 2: Review, revise (if necessary) and implement the program.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body, public funds
Beginning Date: January 2008
Ending Date: September 2008

Goal 3: The Town protects and expands open spaces and natural resources.

Strategy A: Consider inventorying the Town's open spaces and natural resources, e.g., (parks, creeks, underground springs, and trees) and educate residents about such resources.

Task 1: Determine the advantages and disadvantages of conducting an inventory and take all appropriate actions, including those related to the education of residents regarding the Town's open spaces and natural resources.

Person/Group Assigned: Environment Committee
Resources Required: Time of Committee
Beginning Date: July 2007
Ending Date: December 2007

Strategy B: Implement strategies to preserve, protect, and enhance the Town's open spaces and natural resources.

Task 1: Identify and recommend strategies.

Person/Group Assigned: Environment Committee
Resources Required: Time of Committee
Beginning Date: January 2008
Ending Date: June 2008

Task 2: Review, revise (if necessary) and implement all appropriate strategies.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body, public funds
Beginning Date: July 2008
Ending Date: February 2009

Goal 4: The Town reduces environmentally adverse activities (e.g., noise, chemical, and particulate pollution, green house emissions, etc.) to ensure a healthy, livable, community within the Chesapeake Bay watershed.

Strategy A: Identify and prioritize adverse threats to the local environment, and develop and recommend appropriate set of corrective actions.

Person/Group Assigned: Environment Committee
Resources Required: Time of Committee
Beginning Date: May 2007
Ending Date: On-going

Strategy B: Review, revise, and implement all appropriate recommendations.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body, public funds
Beginning Date: September 2007
Ending Date: On-going

Strategy C: Establish and implement a process to monitor the impact and effectiveness of corrective actions and make changes as necessary.

Person/Group Assigned: Governing Body, Town Manager and Environment Committee
Resources Required: Time of Governing Body, Town Manager, Environment Committee
Beginning Date: October 2007
Ending Date: On-going

Goal 5: In partnership with other governmental entities, the Town resolves water management problems.

Strategy A: Vigorously publicize and enforce the Town's water ordinance and monitor its effectiveness and amend it as needed.

Task 1: Create and implement a plan for communicating and publicizing the water ordinance.

Person/Group Assigned: Environment Committee and Town Manager
Resources Required: Time of Committee and Town Manager
Beginning Date: March 2007
Ending Date: July 2007

Task 2: Create a plan for enforcing the water ordinance.

Person/Group Assigned: Town Manager
Resources Required: Time of Town Manager
Beginning Date: January 2007
Ending Date: May 2007

Task 3: Establish and implement a process to monitor the impact and effectiveness of the water ordinance.

Person/Group Assigned: Environment Committee
Resources Required: Time of Committee
Beginning Date: June 2007
Ending Date: December 2007

Task 4: Periodically evaluate data collected under Task 3 and recommend, as needed, appropriate revisions to the water ordinance.

Person/Group Assigned: Environment Committee
Resources Required: Time of Committee
Beginning Date: December 2007
Ending Date: June 2008 and on-going

Task 5: Revise and amend the ordinance as needed.

Person/Group Assigned: Governing Body
Resources Required: Time of Governing Body
Beginning Date: January 2008
Ending Date: April 2008 and on-going

Strategy B: Work with county and state officials to resolve storm water drainage issues.

Task 1: Meet and confer with state and local officials to identify short term and long term options.

Person/Group Assigned: *Town Manager and Public Services
Committee*
Resources Required: *Time of Town Manager and
Committee*
Beginning Date: *September 2006*
Ending Date: *June 2007*

*Task 2: Review, revise (if necessary) and advocate appropriate measures
to resolve identified problems.*

Person/Group Assigned: *Governing Body*
Resources Required: *Time of Governing Body*
Beginning Date: *September 2006*
Ending Date: *On-going*

Strategic Plan Time Table

2004 Begin

Principle 1, Goal 6, Strategy A: Adopt best practices in municipal financial management.

Person/Group Assigned: Town Manager, Governing Body
Beginning Date: April 2004
Ending Date: On-going

Principle 1, Goal 6, Strategy B: Adopt best practices in managing personnel, e.g. job descriptions, evaluations, etc.

Person/Group Assigned: Town Manager, Governing Body
Beginning Date: April 2004
Ending Date: On-going

2005 Begin

Principle 1, Goal 4, Strategy C: Assure the Town's appropriate records are well organized and easy to access on the web or in the Town office, with appropriate controls in place.

Person/Group Assigned: Town Manager
Beginning Date: September 2005
Ending Date: June 2007

Principle 2, Goal 4, Strategy C: Schedule pre-construction meetings early enough in the permitting process to give neighbors an opportunity for comment on proposed construction projects.

Person/Group Assigned: Governing Body
Beginning Date: September 2005
Ending Date: On-going

Principle 4, Goal 2, Strategy A: Vigorously publicize and enforce the Town's tree ordinance and monitor its effectiveness and amend it as needed.

Person/Group Assigned: Environment Committee, Tree Board,
Governing Body, Town Manager
Beginning Date: December 2005
Ending Date: April 2008 and on-going

2006 Begin

Principle 1, Goal 2, Strategy E: Track and resolve complaints from residents.

Person/Group Assigned: Town Manager
Beginning Date: March 2006
Ending Date: May 2007, on-going annually thereafter

Principle 1, Goal 3, Strategy B: Identify and establish the unique mechanisms needed to systematically and consistently enforce each existing and new ordinance.

Person/Group Assigned: Governing Body, Enforcement Committee,
Town Manager
Beginning Date: March 2006
Ending Date: September 2009

Principle 2, Goal 1, Strategy A: Maximize use of existing Town authority to control development and redevelopment.

Person/Group Assigned: Land Use Committee, Governing Body,
Consultant
Beginning Date: July 2006
Ending Date: September 2007

Principle 1, Goal 1, Strategy A: Appoint five standing citizen committees to assist the Town Council as it deliberates, establishes, and monitors municipal ordinances, policies, procedures, and practices.

Person/Group Assigned: Governing Body, Committee members,
residents
Beginning Date: August 2006
Ending Date: November 2006

Principle 2, Goal 5, Strategy A: Monitor and implement emerging/best community practices (e.g. sustainable building practices, alternative energy source construction, Wi-Fi, the Town's commitment to anti-global warming initiatives, etc.).

Person/Group Assigned: Long Range Planning Committee,
Environment Committee
Beginning Date: November 2006
Ending Date: On-going

Principle 4, Goal 5, Strategy B: Work with county and state officials to resolve storm water drainage issues.

Person/Group Assigned: Town Manager, Public Services Committee,
Governing Body
Beginning Date: September 2006
Ending Date: On-going

Principle 2, Goal 4, Strategy A: Notify residents about all applications for development or redevelopment, including requests for variances.

Person/Group Assigned: Town Manager, Community Relations
Committee, Governing Body
Beginning Date: October 2006
Ending Date: On-going

Principle 2, Goal 4, Strategy B: Establish a web-based mechanism that allows for and addresses citizen online comments about development or redevelopment applications (e.g., matters involving variances, compliance, etc.).

Person/Group Assigned: Town Manager, Governing Body
Beginning Date: October 2006
Ending Date: On-going

Principle 1, Goal 5, Strategy A: Continue to identify emerging issues at the county and state levels and develop strategies and plans for managing identified issues of importance to the Town.

Person/Group Assigned: Governing Body, Long Range Planning
Committee
Beginning Date: November 2006
Ending Date: On-going

Principle 1, Goal 5, Strategy B: Identify long-range opportunities and potential threats that may arise from outside the Town's borders.

Person/Group Assigned: Long Range Planning Committee
Beginning Date: November 2006
Ending Date: On-going

Principle 1, Goal 1, Strategy C: Create and publish a handbook describing municipal government in the Town and the intergovernmental relationships that characterize its operations. Include specific information on all Town regulations, ordinances, and procedures.

Person/Group Assigned: Community Relations Committee, Governing
Body
Beginning Date: December 2006
Ending Date: September 2007

Principle 1, Goal 2, Strategy B: Study the efficiency and effectiveness of municipal operations and take action.

Person/Group Assigned: *Governing Body, Town Manager*
Beginning Date: *June 2006*
Ending Date: *On-going*

Principle 1, Goal 2, Strategy C: Evaluate and monitor public safety issues confronting the Town such as those involving pedestrian safety, traffic, sidewalks, etc.

Person/Group Assigned: *Public Services Committee, Governing Body, Town Manager*
Beginning Date: *December 2006*
Ending Date: *February 2008 and on-going*

Principle 3, Goal 1, Strategy B: Establish programs that build community.

Person/Group Assigned: *Community Relations Committee*
Beginning Date: *December 2006*
Ending Date: *March 2008*

Principle 4, Goal 1, Strategy B: Create and offer programs to educate residents on environmental issues.

Person/Group Assigned: *Environment Committee*
Beginning Date: *June 2007*
Ending Date: *October 2007 and on-going annually*

Principle 4, Goal 5, Strategy A: Vigorously publicize and enforce the Town's water ordinance and monitor its effectiveness and amend it as needed.

Person/Group Assigned: *Environment Committee, Governing Body, Town Manager*
Beginning Date: *March 2007*
Ending Date: *April 2008 and on-going*

2007 Begin

Principle 1, Goal 1, Strategy B: Organize residents as an effective voice for their public interests.

Person/Group Assigned: *Community Relations Committee*
Beginning Date: *January 2007*
Ending Date: *January 2008*

Principle 1, Goal 2, Strategy F: Implement and monitor the Town’s Strategic Plan. Assure this document is tied to annual budget and task planning.

Person/Group Assigned: Long Range Planning Committee
Beginning Date: January 2007
Ending Date: On-going annually

Principle 1, Goal 6, Strategy C: Encourage elected officials, staff, and Committee members to seek and avail themselves of training and educational opportunities relevant to their public duties (e.g. Academy for Excellence in Local Governance).

Person/Group Assigned: Governing Body, Committee Membership, Town Manager
Beginning Date: February 2007
Ending Date: On-going

Principle 2, Goal 3, Strategy B: Broaden use of the booklet, “Celebrating Our History: An Architectural Tour of the Town of Chevy Chase” to build appreciation for the elements that have made Town neighborhoods desirable.

Person/Group Assigned: Community Relations Committee
Beginning Date: January 2007
Ending Date: July 2007

Principle 4, Goal 4, Strategy A: Identify and prioritize adverse threats to the local environment, and develop and recommend a cost-effective set of corrective actions.

Person/Group Assigned: Environment Committee
Beginning Date: May 2007
Ending Date: On-going

Principle 2, Goal 3, Strategy A: Provide accessible information on the architectural diversity, compatible scale and natural landscaping that have contributed to the Town’s character from its early years.

Person/Group Assigned: Community Relations Committee
Beginning Date: March 2007
Ending Date: February 2008

Principle 2, Goal 3, Strategy C: Provide information for homeowners and developers on the Town’s historical context, best practices, and building materials for maintaining architectural diversity and integrity in new construction.

Person/Group Assigned: Community Relations Committee, Land Use Committee
Beginning Date: September 2007

Ending Date: February 2008

Principle 3, Goal 2, Strategy A: Evaluate service amenities currently offered and retain and/ or strengthen valuable existing programs.

Person/Group Assigned: Public Services Committee
Beginning Date: September 2007
Ending Date: February 2008 and on-going annually

Principle 4, Goal 2, Strategy B: Encourage residents to plant appropriate canopy trees on private property.

Person/Group Assigned: Environment Committee, Governing Body
Beginning Date: September 2007
Ending Date: September 2008

Principle 4, Goal 4, Strategy B: Review, revise, and implement all appropriate environmental recommendations.

Person/Group Assigned: Governing Body
Beginning Date: September 2007
Ending Date: On-going

Principle 4, Goal 4, Strategy C: Establish and implement a process to monitor the impact and effectiveness of corrective environmental actions and make changes as necessary.

Person/Group Assigned: Governing Body, Town Manager, Environment Committee
Beginning Date: October 2007
Ending Date: On-going

Principle 1, Goal 4, Strategy A: Expand use of print and electronic media to communicate with residents in a timely and efficient manner.

Person/Group Assigned: Community Relations Committee, Town Manager
Beginning Date: April 2007
Ending Date: On-going

Principle 2, Goal 3, Strategy D: Create incentives to encourage residents (their architects and builders) and developers to produce housing compatible with the Town's neighborhood character.

Person/Group Assigned: Land Use Committee, Land Use Consultant, Community Relations Committee, Governing Body
Beginning Date: June 2007
Ending Date: On-going

Principle 1, Goal 4, Strategy B: Consider block captains to disseminate important public information to all residents in a timely manner.

Person/Group Assigned: Community Relations Committee
Beginning Date: July 2007
Ending Date: October 2007

Principle 4, Goal 3, Strategy B: Implement strategies to preserve, protect, and enhance the Town's open spaces and natural resources.

Person/Group Assigned: Environment Committee, Governing Body
Beginning Date: January 2008
Ending Date: February 2009

Principle 3, Goal 2, Strategy C: Take appropriate action regarding recommendations about service amenities derived from Strategies A and B.

Person/Group Assigned: Governing Body
Beginning Date: September 2007
Ending Date: June 2009 and on-going annually

Principle 3, Goal 2, Strategy B: Survey residents to identify potential new service amenities and evaluate suggested programs.

Person/Group Assigned: Public Services Committee
Beginning Date: September 2007
Ending Date: December 2008 and on-going annually

Principle 1, Goal 2, Strategy D: Educate residents on community safety and emergency preparedness plans.

Person/Group Assigned: Community Relations Committee, Public Service Committee, Town Manager
Beginning Date: December 2007
Ending Date: December 2008

Begin 2008

Principle 1, Goal 3, Strategy A: Review ordinances and regulations for duplications, inconsistencies, and current needs.

Person/Group Assigned: Governing Body, Town Manager
Beginning Date: January 2008
Ending Date: March 2009

Principle 2, Goal 1, Strategy B: Identify the key laws, policies, practices, and procedures the Town wishes to control, either directly or by influencing decision-makers in other governmental entities.

Person/Group Assigned: *Land Use Committee, Governing Body*
Beginning Date: *January 2008*
Ending Date: *June 2008*

Principle 2, Goal 1, Strategy C: Develop and implement strategies and plans for obtaining direct or indirect control over the key issues selected under Strategy B.

Person/Group Assigned: *Land Use Committee, Governing Body*
Beginning Date: *June 2008*
Ending Date: *On-going*

Strategic Plan Task Assignments and Time Table

Community Relations

December 2006 to September 2007	Create and publish a handbook describing municipal government in the Town (I.1.C.1-3).
December 2006 to March 2008	Establish programs that build community (III.1.B.1-4).
January 2007 to January 2008	Create a plan that will organize residents and ensure their meaningful participation in Town affairs (I.1.B.1).
January 2007 to July 2007	Expand the use of the historical pamphlet (II.3.B.1).
March 2007 to February 2008	Provide info on Town's distinctive character to residents (II.3.A.1).
September 2007 to February 2008	Create appropriate plan for providing info to homeowners/developers on the Town's built environment (II.3.C.1).
April 2007 and on-going	Expand the use of media to communicate with residents (I.4.A.1-2).
June 2007 and on-going	Create and publicize incentives to encourage residents in compatible building practices (II.3.D.1&3).
July 2007 to October 2007	Explore instituting block captains (I.4.B.1-2).
December 2007 to December 2008	Educate residents on community safety and emergency preparedness (I.2.D.1).

Long Range Planning

November 2006 and on-going	Monitor emerging /best community practices (II.5.A.1-2).
November 2006 and on-going	Monitor county and state affairs for emerging issues & strategize for Town response (I.5.A.1-2).
November 2006 and on-going	Monitor long range issues and strategize for the Town response (I.5.B.1-2).
January 2007 and on-going annually	Establish a process to monitor the implementation of the Strategic Plan (I.2.F.1-2).

Environment

December 2005 and on-going	Publicize and enforce the tree ordinance (IV.2.A.1,3,4).
November 2006 and on-going -	Monitor emerging/best community practices (II.5.A.1-2).
June 2007 and on-going annually	Create programs to educate residents about environmental issues (IV.1.B).
March 2007 and on-going	Publicize and enforce the water ordinance (IV.5.A.1,3,4).
July 2007 to December 2007	Consider inventorying open spaces and natural resources. (IV.3.A.1).
May 2007 and on-going	Identify and prioritize adverse environmental threats and recommend solutions (IV.4.A).
September 2007 to December 2007	Encourage planting appropriate canopy trees (IV.2.B.1).
January 2008 to June 2008	Implement strategies to protect open spaces and natural resources (IV.3.B.1).

Public Services

September 2006 to June 2007	Meet and confer with other governmental entities to resolve storm water issues (IV.5.B.1).
December 2006 to December 2007	Evaluate and monitor public safety issues (I.2.C.1-2).
September 2007 and on-going annually	Evaluate existing service amenities (III.2.A.1-2).
September 2007 and on-going annually	Consider new service amenities (III.2.B.1-2).
December 2007 to December 2008	Educate residents about community safety and preparedness (I.2.D.1).

Land Use

July 2006 to September 2007	Maximize use of existing Town authority to control development & redevelopment (II.1.A.1,3,4,5).
September 2007 to February 2008	Provide info to homeowners/developers on Town's built environment (II.3.C.1).
June 2007 to March 2008	Create incentives to encourage residents in compatible building practices (II.3.D.1-2).
January 2008 to June 2008	Identify key laws, policies, practices, etc. Town wishes to control concerning development (II.1.B.1-2).
June 2008 to June 2009	Develop strategies for obtaining control over development (II.1.C.1).

Governing Body

April 2004 and on-going	Adopt best practices in municipal financial management (I.6.A.2).
April 2004 and on-going	Adopt best practices in personnel management (I.6.B.2).
September 2005 and on-going	Schedule timely pre-construction meetings (II.4.C.1-2).
March 2006 to September 2007	Establish enforcement mechanisms (I.3.B.1).
July 2006 to September 2007	Maximize control over development using powers currently available (II.1.A.1-5).
August 2006 to November 2006	Appoint five standing committees (I.1.A. 1-4).
November 2006 and on-going	Identify emerging issues at county and state levels and create a plan for managing them (I.5.A.1-2).
December 2006 to September 2007	Create and publish a handbook describing municipal government in the Town (I.1.C.1-3).
June 2007 and on-going	Study the efficiency and effectiveness of municipal operations (I.2.B.1-4).
December 2006 and on-going	Notify residents about development applications (II.4.A.2).
December 2006 and on-going	Establish mechanisms for online comments about development issues (II.4.B.2).
February 2007 and on-going	Encourage participation in training and educational activities (I.6.C.1,2,5,6).
September 2006 and on-going	Work with county and state officials to resolve storm water drainage issues (IV.5.B.2).
September 2007 and on-going	Abate environmental threats (IV.4.B).
March 2007 and on-going	Establish programs that build communities (III.1.B.2).
June 2007 and on-going	Implement all useful recommendations re: communication strategies (I.4.A.2).
January 2008 to September 2008	Implement a program that encourages planting trees on private property (IV.2.B.2).
September 2007 and on-going annually	Implement new service amenity recommendations, if appropriate (III.2.C).
December 2007 and on-going	Create incentives to encourage housing compatible to neighborhood character (II.3.D.2,4).
January 2008 and on-going annually	Revise the strategic plan as needed (I.2.F.3).
January 2008 to March 2009	Review ordinances and regulations (I.3.A.1,2,4).
January 2008 and on-going	Revise the tree ordinance (IV.2.A.5).
July 2008 to February 2009	Implement strategies to protect open spaces and natural resources (IV.3.B.2).
January 2008 and on-going	Revise the water ordinance (IV.5.A.5).
April 2007 and on-going	Evaluate and implement public safety recommendations (I.2.C.3).
May 2008 to June 2008	Identify key development laws, policies, etc., that the Town wishes to control (II.1.B.2).
June 2009 and on-going	Implement strategies for obtaining direct or indirect control over key development issues (II.1.C.2).

Town Manager

April 2004 and on-going	Adopt best practices in financial management (I.6.A.1-2).
April 2004 and on-going	Adopt best practices in personnel management (I.6.B.1-2).
September 2005 to June 2007	Assure Town records are well organized and easily accessible (I.4.C.1-2).
December 2005 to May 2007	Create a plan to enforce the tree ordinance (IV.2.A.1-2).
March 2006 to September 2009	Establish enforcement mechanisms (I.3.B.1-2).
March 2006 and on-going annually	Track and resolve complaints (I.2.E.1-3).
September 2006 to June 2007	Meet and confer with other governments to resolve storm water issues (IV.5.B.1).
October 2006 to December 2006	Create a plan to notify residents about development applications (II.4.A.1).
October 2006 to December 2006	Establish mechanisms for online comments about development issues (II.4.B.1).
June 2007 and on-going annually	Study the efficiency and effectiveness of municipal operations (I.2.B.1-4).
January 2007 and on-going	Implement and monitor the strategic plan (I.2.F.1-2).
January 2007 to May 2007	Create a plan to enforce the water ordinance (IV.5.A.2).
March 2007 and on-going	Establish programs that build communities (III.1.B.2).
January 2007 and on-going	Encourage participation in training and educational activities (I.6.C.2-4,6).
April 2007 and on-going	Review and recommend community communication strategies (I.4.A.1-2).
November 2007 and on-going	Identify emerging issues at county and state levels and create a plan for managing them (I.5.A.1-2).
December 2007 to December 2008	Educate residents about community safety and emergency preparedness plans (I.2.D.1).
January 2008 to March 2008	Create and implement a plan to review ordinances and regulations (I.3.A.1-3).
April 2007 and on-going	Evaluate and implement public safety recommendations (I.2.C.3).