



Island Plan Work Groups – Outline Scope of Work

Updated: September 28, 2006

As part of the preparation of the Island Plan for Martha's Vineyard, the Steering Committee is creating a number of Work Groups to focus efforts on specific topics. The purpose of each group is to:

- Identify overall goals for their topic area,
- Identify short- and medium-term measurable benchmarks and long-term measurable targets,
- Outline an implementation plan to reach these benchmarks with strategies such as policies, incentives, regulations, projects, and other actions.
- Assemble all data and information including any additional studies necessary to carry out the work.

Work Group: The Work Group for each topic area will be made up of any member of the Network of Planning Advisors who wishes to join the group. (There are now between 40 and 90 people who have expressed interest in each topic). Members of the Work Group will have an opportunity to:

- Participate in work sessions at key points in the process.
- Receive notification, and be welcome to attend, meetings of the Work Group Core (see below). Receive minutes of these meetings.
- Have access to the topic's on-line forum, which will give an opportunity to provide input at any time.
- Be invited by the Core to offer specific intelligence or expertise throughout the process.
- Come in or out of the process as they wish.

Work Group Core: The Island Plan Steering Committee has appointed a Work Group Core that embodies a breadth of know-how, perspective, and authority, yet is small enough (7-10 people) to work effectively and is willing to make the required time commitment. The core will be responsible for the ongoing efforts of the Work Group. Each Core will include at least one member of the Steering Committee who will have a special responsibility to act as liaison between the two groups, and will act as chair for the first month or two, after which the group core may select a new chair or add a co-chair from its membership. The Core may ask the Steering Committee to appoint additional members over time.

The following scope of work defines the direction, boundaries and authority of a Work Group. Once each group starts to work and learn, it can flesh out or this scope in more detail, or modify it as necessary, in consultation with the Steering Committee. This outline is intended to describe a process, not a fixed program. Each Work Group will receive direction and feedback from the Island Plan Steering Committee.

Mandate

The following are the essential elements of the Work Group's mandate.

- 1) Mission:** Describe the primary expectation and the overall philosophical direction. Think of mission as the reason for being or the ultimate intention or result.
- 2) Interdependencies:** Identify specific areas where the Work Group will have to collaborate with the Steering Committee, with other *Island Plan* Work Groups, and also with other Island projects and/or organizations. This includes identifying how the topic affects and is affected by each of the other topics. The Steering Committee will facilitate coordination with other Work Groups for areas of interdependency.
- 3) Current and Emerging Conditions:** Define the full picture of the current reality surrounding the topic as you now understand it. State the truths and the facts that describe the current and emerging conditions. What is absent from the picture of conditions? Where are the gaps?
- 4) State the Broad Qualitative Goal:** Think of this goal as a timeless statement. For example with housing it could be: "Ensure a full housing continuum on Martha's Vineyard with housing at all price points reflecting the diverse needs of Island residents."
- 5) State the Targets and Benchmarks:** Within this qualitative goal, what are the three or four most important performance standards or measurable targets to be achieved within 50 years? With each target, what are the 5-, 10-, and 20-year benchmarks for the Island to pursue?
- 6) Momentum/Leverage:** What is already in motion or planned that the community can capitalize upon to achieve the goals, benchmarks and target? This could include recent successes, a champion, a project underway, a project planned, or results from another project.
- 7) Barriers/Blocks:** What are the primary obstacles on the path? What is in the way of success? What are the most likely ways to overcome these obstacles? Where may end runs be required?
- 8) Strategies:** For each target, state and describe what strategies the team proposes to reach the goals, targets, and benchmarks. These can include policies, regulations, incentives, programs, and/or projects to be implemented by various public and private entities. For each proposed strategy, indicate:
 1. Authority - What entity would be responsible for implementation and what other entities would be involved in implementing the proposed strategies, and do they have the required authority;
 2. Resources - What resources will the community need to implement the strategies;
 3. Timetable - What the proposed timetable is for implementation
- 9) Heart and Soul:** What will infuse this subject, and this part of the *Island Plan*, with heart and soul? What will give it spirit and make it come alive for the people of the Vineyard? How can we express it in particularly engaging ways?

Process and Logistics

- 1) Resources:** What know-how, know-who, and data does the Work Group require to complete its work? Include all materials generated at the first Island forum. In some cases, it might be possible for the Commission to hire an intern or consultant; the group chair should discuss this with the MVC Executive Director.
- 2) Limits.** State what this Work Group will not or cannot address. Be specific. What is out of bounds? Stating what the Work Group won't examine helps define a sharper scope for the actual work.
- 3) Tasks and Timeline.** It is up to each Work Group Core to organize the work as it wishes. Outline the tasks needed to fulfill the mandate and identify by what date will this group produce what. Identify the first phase – the first 4 to 6 tasks as you now see them. State how much time this group will require to complete its first phase of work. When tasks are completed, check them off and move onto the next ones. The aim should be to have completed a first draft of the groups' recommendations by next summer. We will set up some interim target dates to allow coordination with other efforts, such as a work program by the end of November 2006 and an outline of proposals by the end of the winter.
- 4) Meetings and Communications.**
 - Meetings should be held in public places such as the MVC offices, other town offices, other public buildings, or places of business,
 - Our understanding is that these meetings are not subject to the Open Meeting Law (in that the Work Groups and Cores are not decision-making entities). Nevertheless, it would be best to follow the Law's principles, including providing 48 hours notice (this can be posted on the Island Plan website calendar) and ensuring that all meetings are open.
 - There should be notes or minutes of all meetings, which indicate who was there, what decisions were made, and which summarize the main ideas discussed and dissenting opinions on decisions, preferably in point form. These should be a maximum of two pages long. It is suggested that Cores adopt the procedure used by the Steering Committee, whereby a draft version is distributed by e-mail only to its members for review; after 48 hours, the minutes incorporating any corrections, are finalized by the Chair and distributed. It would be best to designate two people – a member of the Core and the MVC staff member – to share responsibility for taking notes.
 - Groups are encouraged to make use of the Island Plan website which will facilitate members communicating with each other and sharing ideas. (More information will come once this is up and running.)
- 5) Decision-Making.** For each Work Group, decision-making will be the responsibility of the Core and will use an inclusive consensus, decision-making process. If consensus cannot be achieved at any time, decisions may be made by a back-up two-thirds supermajority (two thirds of the Core members present at the time voting in favor). Three or more members of the Work Group may jointly express minority opinions. The Steering

Committee will have the responsibility of final review of the results of all Work Groups and determining how to assemble the information into a coherent, unified *Island Plan*.

- 6) Facilitation.** Later this fall, after the permanent chairs and co-chairs of each group are selected, we will hold a facilitation training session for all chairs and co-chairs. Also, a number of Islanders have volunteered to act as facilitators for the Island Planning process and can be called on when needed, for example, for meetings of the whole Work Group. We might have a facilitator attached to each work group. Robert Leaver of New Commons is helping the Steering Committee with this aspect of the process.

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Based on the work of New Commons

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