

**ADOPTED**

**City of Keene**  
**New Hampshire**

**COUNCIL GOAL SETTING COMMITTEE**  
**MEETING MINUTES**

**Wednesday, February 22, 2017**

**4:45 PM**

**IT Training Room,  
City Hall**

**Members Present:**

Carl Jacobs, Chair  
Steve Hooper  
Philip Jones  
Bettina Chadbourne

**Staff Present:**

Thomas Mullins, City Attorney  
Patty Little, City Clerk

**Members Not Present:**

Robert O'Connor

1) **Call to Order**

Chair Jacobs called the meeting to order at 4:50 PM.

2) **Approval of Minutes – February 8, 2017**

Councilor Jones made a motion to approve the minutes of February 8, 2017, which was seconded by Councilor Chadbourne and carried unanimously.

3) **Goal Five Objectives**

Chair Jacobs began the discussion by having the Committee review the goal statements and objectives. He recalled Goal Five, Objective Five: Coordinating Road Improvement Efforts Regarding Interconnected Class 5 Roads. Chair Jacobs stated in his opinion this statement was more of an objective than a statement. He continued, stating this statement was covered under: Goal Five, Objective One: Initiate a Conversation with other Communities for the Provision and Payment of Common Services. The City Attorney stated that from his point of view, services implied something

different than infrastructure. He continued, stating that Goal Five, Objective Two was talking about sharing infrastructure responsibilities. Chair Jacobs suggested removing the reference to class 5 roads. The Committee agreed on the following: Goal Five, Objective Two: Coordinate Infrastructure Improvement Efforts. The City Attorney explained how that objective covered many areas because the City had interconnected water supplies, sewer systems, utility systems, road systems and broadband systems.

Councilor Chadbourne asked if the Committee needed to break down the steps for a strategy under each objective. The City Clerk replied that the Committee could create a report for the City Council based on the status of the Committee and then ask the Mayor to refine the charge for Phase II. Chair Jacobs stated he felt what the Committee had developed was very provocative and contained a lot of useful information. He continued, suggesting that the Committee share the goals with the City Council. Chair Jacobs noted sharing the goals would provoke a very interesting discussion.

The City Attorney stated by looking at the charge of the Committee, the two operative terms were goals and implementation strategies. He continued, stating that the Committee had accomplished this task by the five goals and under each goal there was a list of various strategies. The City Attorney stated the question then became what specific tasks were necessary to accomplish those strategies. The City Attorney stated from the perspective of the charge the Committee had accomplished its mission.

Councilor Chadbourne suggested meeting with the Mayor to determine the next step for the Committee. Councilor Hooper stated there should be an objective view on how the Committee should proceed. Discussion ensued over whether or not the next step should be to meet with the Mayor.

The Committee agreed that Chair Jacobs would meet with the Mayor to seek his advice on the next step of presenting the report. The Committee then agreed to approve the action of filing the report with the City Council, if recommended by the Mayor.

Chair Jacobs moved the discussion to review the objectives that were in question by the Committee.

The City Clerk stated under Goal Five: Enhance Regional Collaboration; there were two concepts from the Goal Setting Workshop Report that were not identified in the goals. The City Clerk stated the first statement from the report was to collaborate with school and county government. The Committee agreed to change the following Goal Four, Objective Six: Enhance Collaboration and Cooperation with Schools and County Government.

The City Clerk continued, stating that there was also not a reference to regional marketing or regional housing. The Committee agreed on the following Goal Five, Objective Four: Develop Regional Marketing. The Committee then agreed on the

following: Goal Five, Objective Five: Develop Regional Housing Opportunities.

Councilor Chadbourne discussed inserting something about attracting young professionals into leadership roles. The Committee discussed incorporating all groups into the statement in order to encourage diversity. The Committee agreed on the following: Goal 3, Objective Seven: Encourage Diversity within the Leadership of Boards, Committees and the City Council Structure.

The Committee then agreed to change the title of Goal Statements Reformatted by Staff to Goal Statements Adopted by the Goals Committee.

The Committee agreed to the following goals and objectives:

Goal One: Provide High Quality, Cost-Effective, and Environmentally Responsible Services that are Responsive to Community Needs

Objective One: Identify All Services Provided by the City

Objective Two: Gather public opinion to determine what services the City should not be providing or what services the City should be providing.

Objective Three: Implement a Process to Determine a Metric that would identify the Cost Effectiveness of Providing City Services.

Objective Four: Analyze City Services for Environmental Sensitivity

Goal Two: Establish a Competitive and Prosperous Local Economy

Objective One: Achieve an Equitable Balance in the Tax Burden among Industrial, Commercial, Residential and Tax Exempt Properties

Objective Two: Coordinate and Collaborate with the Southwest Regional Planning Commission to implement their Broadband Plan

Objective Three: Implement the Priorities and Recommendations identified in the Economic Development Action Plan

Objective Four: Maintain and Enhance the Infrastructure Asset Base to Support a Prosperous Local Economy.

Objective Five: Incentivize Diverse Economic Activity

Objective Six: Create a Culture to Attract and Retain a Diverse Workforce

Goal Three: Exercise Sound Organizational and Financial Management

Objective One: Streamline the Legislative Process

Objective Two: Implement Priority Based Budgeting

Objective Three: Facilitate Communication and Collaboration between City Government and Residents of the City

Objective Four: Reduce Overall City Debt

Objective Five: Enhance Revenue

Objective Six: Enhance the Organizational Structure of City Government

Goal Four: Maintain and Improve Quality of Life

Objective One: Enhance Housing Opportunities, All Types and All Levels

Objective Two: Support Regional Arts and Culture Opportunities

Objective Three: Support a Healthy and Active Community

Objective Four: Encourage a Diverse and Inclusive Culture

Objective Five: Support and Enhance Educational Opportunities

Objective Six: Enhance Collaboration and Cooperation with Schools and County Government

Objective Seven: Encourage Diversity within the Leadership structure of public boards and committees as well as the City Council

Goal Five: Enhance Regional Collaborations

Objective One: Initiate a Conversation with other communities for the provision and payment of common services

Objective Two: Coordinate Infrastructure Improvement Efforts

Objective Three: Enhance cooperation with the County Legislative Delegation with respect to State legislation and regional issues

Objective Four: Develop Regional Marketing

Objective Five: Develop Regional Housing Opportunities

The Committee concluded the review of goals and objectives. Once the report is completed the Committee agreed to review and email their responses to the City Clerk. The Committee agreed to meet on March 8th if needed, in order to discuss any pertinent information from the meeting with the Mayor.

The City Clerk shared the emailed recommendations that were received from Councilor Terry Clark and Councilor Thomas Powers. The Committee discussed how some of their recommendations were already listed in the goals.

4) **Adjourn**

Hearing no further business, Chair Jacobs adjourned the meeting at 5:36 PM.

Respectfully submitted by,  
Jennifer Clark, Minute Taker