

**ADOPTED**

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

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

**Wednesday, March 22, 2017**

**4:45 PM**

**IT Training Room,  
City Hall**

**Members Present:**

Carl Jacobs, Chair  
Steve Hooper  
Philip Jones  
Bettina Chadbourne  
Robert O'Connor (Left meeting at 5:24)

**Staff Present:**

Medard Kopczynski, City Manager  
Thomas Mullins, City Attorney  
Patty Little, City Clerk

**Members Not Present:**

1) **Call to Order**

Chair Jacobs called the meeting to order at 4:48 PM.

2) **Approval of Minutes – February 22, 2017**

Councilor Jones made a motion to approve the minutes of February 22, 2017, which was seconded by Councilor Hooper and carried unanimously.

3) **Ranking of City Council Goal Objectives**

Chair Jacobs stated that the goals and objectives were presented to the Mayor and that there was an expectation the goals would be discussed at the City Council meeting. He noted that the last City Council meeting was canceled on March 16<sup>th</sup>. Chair Jacobs stated that the Committee did receive a positive response from Councilor Powers in regards to the work of the Committee. The City Clerk distributed a copy of Councilor Powers' remarks to the Committee.

Chair Jacobs stated that he met with the Mayor along with the City Manager and the City Clerk to discuss the work of the Committee. He stated that the charge of the Committee

was to prioritize the objectives of each goal and that the Committee should move forward with the prioritization of the goals. Chair Jacobs stated that the prioritization of the goals would be presented to the City Council.

Chair Jacobs explained that all five goals were of the same importance, but the objectives could be prioritized by the Committee. The City Clerk provided the Committee with a worksheet listing the five goals along with the associated objectives.

Chair Jacobs explained that this project was an effort to come up with the Council's goals and that City staff would also need to weigh in at some point. Councilor Jones stated that the City staff could help with ranking some of the objectives because some of the work was already happening. He discussed how broadband was already an action plan that was identified in the Master Plan.

The Committee agreed to collectively rank the objectives under each goal as 1-5, with 1 ranked as the highest and 5 ranked as the lowest.

**Goal One: Provide High Quality, Cost-Effective and Environmentally Sensitive Service that are Responsive to Community Needs.** The objectives of goal one was ranked by the Committee as follows:

- (1) Identify all services provided by the City
- (2) Implement a process to determine a metric that would identify the cost of effectiveness of providing City services.
- (3) Gather public opinion to determine what services the City should not be providing and what services the City should be providing
- (4) Analyze City services for environmental sensitivity.

**Goal Two: Establish a Competitive and Prosperous Local Economy.**

Councilor Chadbourne suggested ranking the objectives that the City already engaged in as "high" such as the Economic Development Action Plan. The City Manager noted that there were certainly a lot of activities related to broadband. He stated that he would argue that the broadband plan at some point would fall under maintaining and enhancing infrastructure. The City Manager stated that broadband and infrastructure were connected more than what the Committee thought.

The objectives of goal two were ranked by the Committee as follows:

- (1) Implement the priorities and recommendations identified in the Economic Development Action Plan.
- (1) Maintain and enhance the infrastructure asset base to support a prosperous local economy.
- (1) Coordinate and collaborate with the Southwest Regional Planning Commission to implement their Broadband Plan.
- (2) Incentivize diverse economic activity.

- (3) Create a culture to attract a diverse workforce.
- (4) Achieve an equitable balance in the tax burden among Industrial, Commercial, Residential and Tax Exempt Properties.

### **Goal Three: Exercise Sound Organizational and Financial Management**

The City Manager asked the Committee to clarify if they were referring to the City Council with the objective, “Streamline the legislative process”. Chair Jacobs replied in the affirmative. Councilor Jones stated that he saw a lot of overlap of work between the City Council and the City staff. Councilor Chadbourne stated that she saw this objective as a short term goal that could easily be accomplished. The Committee agreed to change the objective to “Streamline the legislative process of City government”.

The City Attorney suggested adding another objective under goal three that dealt with the statutory bodies. He suggested a process to review, examine and streamline the process of statutory bodies. The City Attorney explained that each statutory body had their own rule making authority. The Committee agreed to add the following objective under goal three, “Facilitate Communication, Collaboration between City government and the statutory boards within the City”.

The City Manager stated that two objectives under goal three were connected. The objectives were “Implement priority based budgeting” and “Facilitate communication between City government and residents of the City”. The City Manager explained that the reason for priority budgeting was so the citizens and the City Council had a better understanding of the use of tax dollars.

The City Attorney stated that goal three was trying to engage people and also to bring people into government. Councilor Jones stated that he felt facilitating communication and collaboration came before prioritization because it would be easier to navigate the process for both the public and the City Council. He continued to explain how this objective could be considered short-term.

Councilor Chadbourne stated that she felt “Streamlining the legislative process of City government” should be a priority.

The objectives of goal three were ranked by the Committee as follows:

- (1) Facilitate communication and collaboration between City government and residents of the City
- (2) Implement priority based budgeting
- (3) Reduce overall City debt
- (3) Enhance revenue
- (4) Streamline the legislative process of City government
- (5) Enhance the organizational structure of City government
- (6) Facilitate communication, collaboration between City government and the statutory boards

- (7) Encourage diversity within the leadership structure of public boards and committees as well as the City Council

#### **Goal 4: Maintain and Improve Quality of Life**

Chair Jacobs stated that when looking at quality of life, diversity may be more of a priority. Councilor Chadbourne stated that diversity was something that the City College Commission was focused and working on. The City Attorney stated that diversity was certainly something that resonated at this time in society.

The objectives of goal four were ranked by the Committee as follows:

- (1) Encourage a diverse and inclusive society
- (2) Support and enhance educational opportunities
- (3) Support a healthy and active community
- (3) Support a regional arts and culture opportunities.
- (4) Enhance housing opportunities-all types and all levels

#### **Goal 5: Enhance Regional Collaboration**

The City Manager stated from his perspective based on working with the budget that regional collaboration was an extremely important discussion that needs to take place in the community. He continued to explain the most important point is that working regionally and collaboratively is the most effective way of proceeding.

The objectives of goal five were ranked the as follows:

- (1) Initiate a conversation with the other communities for the provision and payment of common services
- (2) Enhance cooperation and collaboration with the Schools and the County Government
- (3) Enhance cooperation with the County Legislative Delegation with respect to state legislation and regional issues
- (4) Coordinate infrastructure improvement efforts
- (4) Develop regional marketing
- (4) Develop regional housing opportunities

#### 4) **Next Steps**

The City Clerk explained that the Committee's original report was submitted to the City Council and was tabled due to cancellation of the meeting. She explained that the original report from the Committee was on agenda for the City Council meeting on April 6<sup>th</sup>.

The City Attorney cautioned the Committee of getting too far ahead of the City Council. He suggested the Committee put forth the communication to the City Council of the work that has been conducted. The City Attorney stated that the communication should be put into the Council packets in a timely manner so that the City Council has enough time to review.

The Committee agreed an informational memo from Chair Jacobs would be submitted to the Council packet along with the numerical ranking of the goal objectives.

The date of next meeting will depend on outcome and feedback from City Council meeting.

5) **Adjournment**

Hearing no further business, Chair Jacobs adjourned the meeting at 6:17 PM.

Respectfully submitted by,  
Jennifer Clark, Minute Taker