

## MEMORANDUM

**To:** Cape Elizabeth Town Council  
**From:** Jamie Garvin  
**Cc:** Michael McGovern, Debra Lane  
**Re:** 2017 Town Council Goal Planning  
**Date:** December 3, 2016

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As we embark on our work to establish Town Council goals for the coming year, I wanted to put together some thoughts and recommendations that I hope will serve us well in developing a focused, measurable, and impactful set of initiatives to guide our work in 2017.

Reflecting on our process last year, while I think we came away with meaningful things to work on, my opinion is the final output was more reflective of a list of tasks and objectives, rather than an overarching set of goals. Mind you, that's not to say that those tasks weren't appropriate things to work on, but in terms of establishing a broader framework that will more clearly and succinctly capture our direction for the year, I think we can make improvements.

I do think we netted out in a good place by establishing the thematic areas under which last years goals were grouped:

- Ordinances and Policies
- Communications and Outreach
- Budget and Finances
- Sustainability
- Facilities and Property

Not wanting to throw out the baby with the bath water, I suggest that these five themes/areas are fairly evergreen, and are probably applicable from year to year. I might suggest updating the last one to "Infrastructure, Facilities and Property".

Based on this, each goal should tie back to one of these areas. We can certainly discuss whether there are any themes/areas that need to be added or further refined. For example, a major goal for this year obviously relates to the successful recruitment and onboarding of a new Town Manager; based on the above, I'm not sure what bucket that would fall into. Perhaps Budget and Finances needs to be expanded to include Personnel, especially being mindful of other senior department positions that we may find ourselves recruiting for in the coming year.

I think the best way to articulate the framework that I recommend for this year is by showing a few examples:

**Goal #1:** Advance the Town's efforts with regard to sustainability and environmental stewardship.

*Comments:* This represents a fairly broad and all-encompassing goal. There are a number of potential objectives that can ladder up underneath this:

- Receive, review and consider implementation of the Alternative Energy Committee's recommendations
- Receive, review and consider implementation of the Recycling Committee's recommendations regarding single-use plastic bags
- Support efforts of the Conservation Committee to preserve and maintain open space and trail access

**Goal #2:** Improve and expand communication with citizens and other stakeholders

Similar objectives that might support this include:

- Expand use of email and social media channels
- Establish guidelines or recommendations for appropriate and timely responses to citizen outreach to the council

**Goal #3:** Strategically examine the increased use of Fort Williams, its impact, and overall direction for the park in the future

Supporting tasks and objectives could include:

- Commission an updated traffic study — vehicular and pedestrian
- Evaluate all existing and potential fees and revenue opportunities
- Consider management structure and staffing needs

So, as you can see here, my hope is that we avoid simply creating a lengthy wish list, but instead create a concise set of goals that represent our collective view for the year ahead. Sure, there will be goals that require an individual or individuals to lead or champion, but overall these should be *our* goals, and not simply a collected and curated list of everyone's personal projects. We can then share these goals with staff and the various town committees, and their work can be focused on how each of their individual contributions will support successfully achieving what is outlined.

Now, these are just my thoughts. I am certainly open to the opinion of others if you feel differently or think this needs to be tweaked. However, my hope is that if there is consensus on this approach, it gives you all a sense of the direction I'd like to proceed in this year, and will enable all of you to come to our workshop aligned towards this purpose.

I look forward to a productive discussion on Monday!