

TOWN COUNCIL GOALS WORKSHOP

**WEDNESDAY, DECEMBER 17, 2014 – 6:00 P.M.
CHAMBER A**

Item 1. Call to Order.

Item 2. Those Present.

Item 3. Discussion on the Council Goals for 2015.

Item 5. Adjournment.

Town of Scarborough

Manager's Office Memorandum

To: Town Council

From: Thomas J. Hall, Town Manager

Re: Goal-Setting Workshop – December 17, 2014 at 6:00 PM

Date: December 12, 2014

In preparation for the goal-setting workshop scheduled for December 17, which precede the regular meeting, I respectfully propose the following process to facilitate the process:

Each Councilor prepare at least three (3) goals for consideration, yielding twenty (20) or more, although I expect many goals will be similar [There is nothing magical about the number, but too many makes the process unwieldy.] The goals are prepared in advance to facilitate the process, so please come to the meeting prepared. I will record the individual goals on large paper that will be taped on the wall for all to see and review throughout the process. Each Councilor will be given ample opportunity to describe his or her goals and answer questions other Councilors may have regarding them – as many goals are likely to have a similar theme, friendly amendments should be encouraged to refine the goals. As an expectation, I would suggest that the Council focus on identifying ten (10) official goals for the Town (it could be slightly more or less). Each Councilor would be granted ten (10) votes, which may be distributed among the larger list as he or she wishes (for example you could apply more than one vote or all ten votes to a particular goal, or none at all). The votes would be recorded using different colored markers, each color identifying a Councilor. The votes will be counted and the ten (10 or so) with the most votes will become the Town's goals. I expect many goals will be common and can be incorporated together. In this instance, we could spend some time to identify specific strategies to attain the goal. I would respectfully request very specific budget goals so I can provide these expectations to staff as they begin to prepare their department budget requests. The goals identified in the workshop will be prepared and refined and will be on the January 7 agenda to be adopted as the "official" goals for the year.

Although I have proposed a particular process for establishing the goals, please feel free suggest other approaches – I would note that this process has been used successfully in the past. It particularly it encourages interaction between and among Council member and can be quite informative and even fun if everyone subscribes to the process. The intent is to move from individual interests to a common vision and to appreciate other opinions along the way. My goal in this process is for all members of Council to feel as though they were able to express their ideas and in the end produce goals that reflect the consensus of the group, that they are sufficiently defined so we can accurately measure success and finally that they are reasonably attainable.

I would like offer an additional feature this year that will allow Councilors to select a goal (presumably one they offered) that was not selected as one of the official Council goals, and I will commit to working with that Councilor to advance the goal throughout the year. This is my way to recognize the importance of individual opinions and priorities.

Finally, for your review and consideration, I have included Town Council goals for the last three years. If you have any questions regarding the proposed process, or wish to offer an alternate approach, please do not hesitate to contact me.

Attachments – 2012, 2013 and 2014 Adopted Goals

2014 Scarborough Town Council Goals

**** Responsible Budgeting:***

- Conservative Assumptions – Plan for the Worst
- Review Fees & Fines
- Flat 0% Spending/Stable Tax Rate
- Advocate for Scarborough with Legislature
- Capital Budgeting

****Senior Services:***

- Partnerships
- Enhance/Expand Programming

****Workforce Housing***

****Business Friendly Permitting & Business Focus:***

- Town Departments/SEDCO/SCC/Buy Local
- “Whatever it takes” Attitude
- Streamline Permitting and Approval Process
- Review of Standards/Requirements
- Home-Based Businesses

****Improved Communication:***

- Internal among Councilors
- External
 - Website
 - CATV
 - E-Newsletter
 - Tax Bill Insert

****Revised Flood Maps:*** Educate Residents

****Encourage School Dept. to adopt an Employee Incentive Program***

****Historic Preservation:***

- Renew Committee
- Action Plan

****Sharing Services/Privatization:*** Gain Efficiencies

****Enforcement:***

- Zoning and Building Codes

****Independent Town-Wide Revaluation***

****Ongoing Dialogue with Legislative Delegation***

****Committee Reports:*** Minutes on website - Transparency

****Long Range Facility Planning***

*Goals are not listed in order of priority.

APPROVED ON FEBRUARY 6, 2013

Order No. 13-12. Act on the request to approve the 2013 Town Council Goals. Motion by Chairman Ahlquist, seconded by Councilor Sullivan, to move approval on 2013 Town Council Goals:

*** *Business Friendly Town:***

- Review Economic Development “Vision” (2011) – Implementation Strategies
- Involve SEDCO/Town Departments as well as the Community Chamber and the Small Business Association
- Business Community Forum/Workshops

*** *Pedestrian Safety:***

- Black Point Road [Oak Hill to Eastern Trail]
- Oak Hill Intersection

*** *Budget:***

- Maintain Essential Services
- Maintain Infrastructure
- Maximize Non-Property Tax Revenue
- Limit Expenditure increase to 3%

*** *Cost Savings:***

- Employee Incentive Program
- Suggestion Box for Public
- Cooperative Purchasing [including School Department]

*** *Preservation:***

- Historic Properties
- Open Space
- Access

*** *Energy Conservation:***

- Alternative Sources
- ROI Focus [Return on Investment]
- Reduce Carbon Footprint

*** *Shared Services:***

- Municipal Cooperation [Fire, Police and Assessing]
- School

*** *Engage Citizenry:***

- Technology – Social Media
- Updated Website

*** *Active Involvement in Health, Safety and Security Committee***

*** *Town Committees/Boards:***

- Committee/Board Reports to Council members
- Minutes and Agendas to Council members

*Goals are in no order of priority.

Vote: 7 Yeas.

2012 Scarborough Town Council Goals

- *Adopt a Realistic Budget :*
 - Flat-fund appropriations
 - Limit the tax rate to no more than CPI (3.6%)
 - Maintain essential services
 - Avoid layoffs if possible
 - Maintain infrastructure
- *Consider Alternative Service Delivery Systems:*
 - Goal of cost reduction
 - Re-structuring service delivery methods
 - Consolidate positions/departments
 - Town/School cooperation
 - Examples: Dispatch
 - Employee benefit levels
- *Review Committee Structure and Process:*
 - Evaluate mission/purpose – eliminate unnecessary
 - Publicize Committee work – minutes/reports
- *Inventory Town-owned Properties:*
 - Create comprehensive map
 - Calculate percentage of tax base
- *Review Approach to Economic Development:*
 - Consider structure of SEDCO
- *Review Business-related Ordinances:*
 - Review licenses and fees
 - Design/Performance Standards
- *Explore Public Transit – Bus Service:*
 - Partnerships with existing providers
- *Implement the Oak Hill Pedestrian Study:*
- *Evaluate Capital Planning Process:*
 - Develop a Debt Management Policy
 - Establish priorities – projects/equipment
 - Review Equipment Replacement Schedule
- *Emphasize Historic Preservation:*
 - Identify and inventory historic buildings and properties

*Goals are not listed in order of priority