

**REGULAR MEETING
FACILITIES AND INFRASTRUCTURE COMMITTEE
TUESDAY, MARCH 20, 2007
3:30 P.M. - SCOTT HEYMAN CONFERENCE ROOM**

Present: K. Luz Herrera, Chair; P. Mackesey
Excused: D. Randall; D. Kiefer, Vice Chair; G. Stevenson
Staff: P. Younger, Deputy County Administrator; C. Nelson, Public Works Administrator; E. Marx, Commissioner of Planning and Public Works; R. Nicholas, Airport Manager; A. LeMaro, Facilities Director; B. Eckstrom, Solid Waste Manager; G. Potter, Information Technology Services Director; K. Fuller, Deputy Clerk
Legislature: M. Koplinka-Loehr; T. Joseph

Call to Order

Ms. Herrera, Chair, called the meeting to order at 3:36 p.m.

Chair's Statement

Ms. Herrera expressed appreciation to Ms. Younger for facilitating the goals work session to further explain the performance framework to members.

Work Session

Ms. Younger explained the planned work session is designed to assist in determining what is and what is not a goal, and to provide support to the Committee as it works to set goals. She provided a background summary of how the process came about; noting that during discussions with the Chair of the Legislature and County Administrator, it was determined that the start of a new year for Committees ~~it~~ would be an opportune time to introduce a more consistent approach to goal setting across committees. Additionally, it would give Committee members an opportunity to experience goal setting within the Core Performance Framework.¹ During the planning process for this initiative, Ms. Younger met one-on-one with Committee Chairs to learn of their past experience with goal setting, to introduce the new approach, and to explain how she would be supporting the overall process. Once all Committees have determined their goals, Ms. Younger wants to prepare a “master” goals document that can help bridge the matters of importance of the Legislature and the known priorities at the department level.

Ms. Younger asked specific questions of those in attendance. The question and general responses are listed below.

What does goal setting mean to you in general?

- Where we are heading
- List of things to do
- Methods to get there
- Vision/Mission/Goals –what does it mean when *you* use these terms?

How is goal setting of value to you as a Committee Member? As a Legislator?

As a Legislator

- Key to accomplishing a task
- Agenda-focused (Personally and what is before you)
- How we did – how we are doing – to track progress
- Clarity is required.

As a Committee Member

- Must have a goal
- How we did – how we are doing - measurable
- You have to have them in order to have direction
- Clarity is required.

When approaching goal setting, what about the process seems to give you reason to pause, feels confusing, or otherwise “unpleasant”?
Requires an individual to think

- Requires critical thinking – what is a goal vs. what is the objective
- More complex process
- New language vs. past experience = learning curve

¹The **Core Performance Framework** evolved from conversations Ms. Younger had with Legislators, Department Heads, and other staff as she worked to become acquainted with the County organization and documented the ideas shared about what was needed to make the organization more effective. The **Framework** was developed as a support mechanism; a structure for organizing assumptions, values, concepts, practices, and ideas in a way that allows for considerations across disciplines and operations.

APPROVED – 5/22/07

- Makes it necessary to provide a clearer definition of what roles are.

Give a brief description of a successful goal-setting situation, and what made it successful.

- CAP group – set time frame; a charge that set the target and provided clarity; feedback loops
- Taking a step back from the day-to-day work and looking at what we're trying to accomplish; can require doing the process differently than in the present in order to reach goal.

What obstacles need to be addressed in order to have goal setting be successful?

- Urgency to get on with the work
- Being concerned about policy issues
- Defining the level of involvement as a Legislator – is there too much involvement in the operations of Department/Division - Releasing control
- Ownership – why is the Committee doing this rather than what was done before
- Clarity about what a goal means, whose definition of goals is being used, what goals are appropriate for Committee versus goals for the department – Committee goals should not be department goals
- How can a goal be attained when there are obvious personal and political differences between members of a Committee?

Discussions

Ms. Younger explained she is available to support Committees in the goal setting process. She then shared the following information to clarify what a goal is:

A goal is *not* . . .

- The work
- The day-to-day details
- An action item or step
- The developmental strategy or "plan"

A goal is . . .

An outline/framing of a *vision*

A goal assumes a particular need to be addressed, a problem to be solved, or an opportunity to be seized.

Goals determine the outcomes you want to be measured against.

A goal engages key stakeholders and resource personnel, including those that might not be evident, and helps them identify ways to help support the vision--which of course, helps you!

Goals aid better communication of the “needs”, i.e., problems, challenges, or opportunities. “Wants” and “needs” are different. Wants fulfill our own agenda. Needs provide a reality check—looking at the factors that impact necessary change for the common good. Before you begin to formulate goals, you need to decide if your intention is to address “wants” or “needs.” If you operate in the mindset of “wants,” it is unlikely that the vision will reach its full potential—if at all.

Goals give focus to the “important” (results/outcomes oriented) vs. “urgent” (reactive) things. The “urgent” are those routine things we do and/or react to on a daily basis. The “important” are those planned activities intended to bring about change.

Goals help to identify important strategic issues that can either support or hinder success.

Exercise

A brief goal-setting exercise took place to assist in defining various aspects of goal setting that may better define and refine the process.

Following the exercise, members of the Committee and staff briefly spoke of how to take the information and apply it in a practical setting. Some concern was expressed about the lack of consensus on a particular committee goal; however during the discussion it was suggested that a goal does not have to have unanimous support to move forward; only a majority vote of the committee. Ms. Younger spoke of the benefits of exploring what other governmental bodies' goals and achievements are to determine whether Tompkins County is in fact moving in the desired direction, if there are other ways to achieve desired goals, etc. Ms. Younger also explained her “rule of 6,” i.e., limiting the list of goals to a doable number, which should be no more than 6. An exhaustive list of anything can be overwhelming. Keep the list simple, direct. Consider short-term and long-term goals so that the group can easily see and feel confident about its progress. She stated her availability to individuals to further discuss the goal-setting process as desired.

It was noted that at the next meeting developing goals would occur.

On motion, the meeting adjourned at 5:05 p.m.

Respectfully submitted – Karen Fuller, Deputy Clerk.