



COMMUNITY CATALYST

FOR ENERGY CONSERVATION AND SUSTAINABILITY

Final Report



January 2009



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Introduction

- The **vision** describes what the participants jointly intend to achieve.
- The **matrix** of strategic opportunities shows what the prime constraint is, how it relates to subordinate constraints, where resources are needed and what classes of action are required to break the constraints.
- The **action plan** describes how to do it and measure progress.

This report can be used to understand where to go and how to get there. It can be used to identify priorities, constraints and responsible leaders. It can be used to promote and clarify intentions. You can use it to identify and break critical bottlenecks. You can also use it to spot systemic problems so that you can correct them.

What is the Community Catalyst Process?

The Community Catalyst models how the organization can efficiently use its resources to achieve its goals as quickly as possible. It combines goal setting with resource allocation and project planning. By providing a means to integrate these functions, a high-speed interface is built between creative thinking and productive action.

The Community Catalyst software uses a modular approach that supports the process. Participants go through all of the steps that research tells us are necessary to create wise decisions and efficient, goal-directed activity. The steps include:

- Creating a vision that synthesizes the information available to the participants
- Brainstorming options to achieve the vision
- Identifying strategic objectives
- Establishing priorities
- Identifying constraints
- Establishing operational expectations
- Establishing milestones
- Organizing projects
- Identifying teams
- Measuring performance

The end result is focused organizational energy that takes groups from where they are to where they want to be as quickly as possible.

Strategic Vision

January 19, 2009

2020 Vision for Energy Conservation and Sustainability

Created January 17, 2009

Welcome to central Maine's sustainable community in 2020. We define sustainability as meeting the needs of the present without compromising the needs of the future.

We, the people of the Kennebec, recognize that our survival depends on a healthy and safe environment. We are part of an interdependent world of natural resources, human communities, and economic systems. Our culture supports sustainability in everything, such as use of local food, energy, and transportation as well as preservation of our natural resources.

We are a strong regional community with shared interests. We collaborate in making wise energy and environmental choices. We make public and private decisions in terms of their environmental, social, and economic impacts, including quality of life and employment opportunities. We have increased the prosperity of the region. We have full employment at a living wage through green services and green manufacturing.

People of all ages learn about sustainability throughout our communities: at home, in schools, in the workplace. The youth in our communities grow up safe and healthy, and are engaged in the process of achieving sustainability.

We invest in the best available strategies and infrastructures for energy generation, distribution and use. Where we use energy, we give priority to local, renewable resources. Through practices of energy conservation, generation and efficiency, we have reduced our carbon footprint and our use of fossil fuels by fifty per cent since 2009.

Most of the food we eat is locally grown. There is an abundance of locally-grown food available throughout our communities. For example, 80% of food used in schools is locally grown. We have revitalized area farms and reconnected our rural and urban economies.

Recognizing that the open-ended generation of "waste" is not sustainable, we have learned to rethink, reduce, reuse and recycle, with the goal of eliminating waste completely - every output becomes an input. We have eliminated most landfilling.

We use our natural resources, such as wind, water, wood and sun, to provide for the needs of everyone in our communities and beyond, while at the same time preserving the integrity of resources for the future.

Matrix of Strategic Priorities

PRIORITIES

Objectives are shown in order of priority. Objective 1, the highest priority, is shown as a red, diamond shaped bullet at the top of the matrix.

ACCOMPLISHMENT STAGE

The numbers 0-10 across the bottom show your stage of progress and the type of management attention needed to continue moving forward:

QUADRANTS

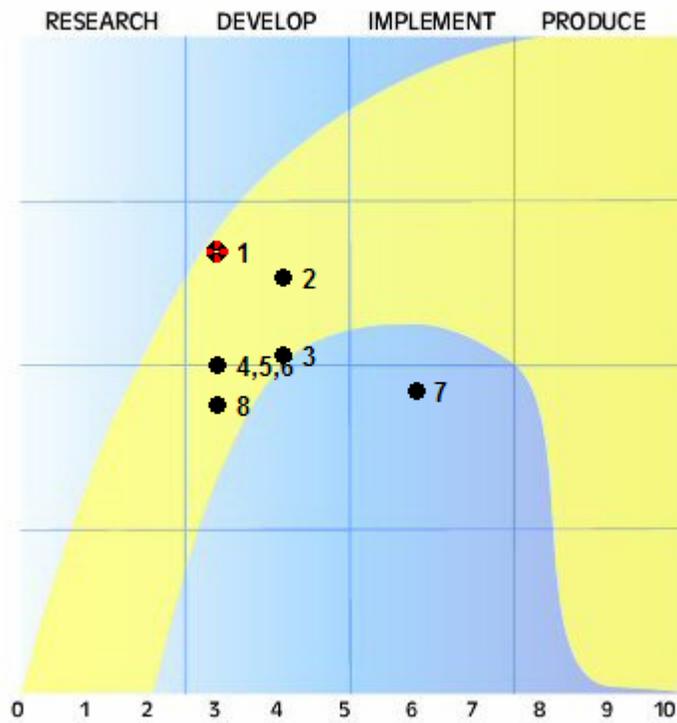
Objectives in the "IF" quadrant need research on their potential impact on achieving the overall vision. Process is the "WHAT" quadrant. Objectives in this quadrant need processes and resources that will support implementation.

Attention in the "HOW" quadrant is focused on discovering how to turn plans into results.

Objectives in the "WHY" quadrant need to pass a reward-vs.-cost test. "Why should we continue putting resources into this?"

Matrix

Objectives



- 1 Generate Renewable Energy and Promote Conservation**
- 2 Improve Transportation Efficiency and Choices**
- 3 Build Organizational Capacity and Monitor Results**
- 4 Rethink, Reduce, Reuse and Recycle**
- 5 Generate and Manage Financial Resources**
- 6 Engage the Educational Community**
- 7 Grow and Support Local Food**
- 8 Communicate!**

Action Agenda

Draft of January 19, 2009

OBJECTIVE I	Generate Renewable Energy and Promote Conservation
Expected Results	<ul style="list-style-type: none"> • We have reduced our reliance on fossil fuels by 50% (?) • People of modest means can afford to live in the Kennebec Region through the winter months • We have made 50% (?) improvement in residential energy efficiency in 90% (?) of our housing stock • We have reduced municipal/school building non-renewable energy consumption by 50% compared to 2009 • We have reduced commercial/nongovernmental institutional building non-renewable energy consumption by 50% compared to 2009 • We have expanded local usable, renewable energy production by 100% (?) annually, compared to 2008, in a sustainable manner • We have reduced our carbon footprint by 50% (?) compared to 2009
Matrix Stage	<ul style="list-style-type: none"> • Currently at Stage 3; advance to Stage __ by
Lead	<ul style="list-style-type: none"> • John Joseph/Cathy Nadeau
Team	<ul style="list-style-type: none"> • Mike Willey, David Gilpatrick (nom), Ken Fletcher, Chris Bryan, Tom Tietenberg, governmental people from communities, Sustainability Committee member, Charlie Brown
Milestones	<ul style="list-style-type: none"> • Project 1 - Define the energy management responsibility for each municipal facility by 6/2009 • Project 2 – Fully weatherized our first house by 6/2009 • Project 2 – Secured weatherization grant funding by 9/2009 • Project 2 – 1,200 occupied buildings have been weatherized by 1/2012 • Project 2 – Become knowledgeable of KVCAP resources • Project 3 – Define the project and apply for needed design funding by 1/2010 • Project 3 – Design the project and identify a builder by 1/2010 • Project 3 – Have one renewable energy project in operation by 1/2012 • Project 4 – Tie into State of Maine project

SHOWSTOPPERS: From Objective III, 124, 184, 185; from Objective V, 167, 168, 182; from Objective VI, 3;

PROJECT 1 – Improve Efficiency of Commercial and Institutional Buildings

- 11. follow through on 2007 report to make Waterville public buildings energy efficient
- 12. make other municipally-owned buildings efficient
- 48. use public school buildings 24/7, 12 months per year
- 71. prioritize rehabbing existing infrastructure over building new infrastructure
- 128. renovate the public library

PROJECT 2 – Improve Energy Efficiency of Residential Buildings

- 9. insulate every home
- 18. use solar thermal hot water for all hot water needs
- 105. clean and tune every existing heating system
- 106. install high efficiency lighting everywhere
- 111. create neighborhood groups to help elderly close windows, etc.
- 132. expand the light brigade to distribute the best available lighting technologies
- 144. use "Kill a Watt" devices that show how much energy is being used
- 148. make sure enforcement officers enforce statewide building codes
- 171. find ways to help people heat their homes short-run while developing longer-term green projects
- 175. utilize existing state-wise weatherization programs for low-income people or housing
- 176. support weatherization programs

PROJECT 3 – Develop Community Alternative Energy Infrastructure

- 5. develop a community wind energy project
- 84. support the smart grid, oppose the big grid
- 30. integrate water maintenance to maximize hydro power production
- 35. revise laws to support alternative energy projects
- 52. petition FERC to simplify licensing of alternative energy projects
- 85. evaluate co-generation district heating
- 86. evaluate water power options
- 100. research what new technologies are available
- 136. take advantage of net metering rules for renewal generation in homes and institutions

Deferred Project

PROJECT 4 – Develop Residential Renewal Energy

- 134. explore use of PV solar roof collector options

OBJECTIVE II	Improve Transportation Efficiency and Choices
Expected Results	<ul style="list-style-type: none"> • Reduce local transportation carbon footprint by 50% • People can move more efficiently through the use of more diverse and energy efficient transportation choices
Matrix Stage	<ul style="list-style-type: none"> • Currently at Stage 4; advance to Stage 5 by 1/2011
Lead	<ul style="list-style-type: none"> • Jim Wood
Team	<ul style="list-style-type: none"> • Susan MacKenzie, Ann Beverage, Peter Garrett, Bill Basford, Chris Huck, Rosemary Winslow
Milestones	<ul style="list-style-type: none"> • Project 1 – By 6/2009 committees will be in place in Waterville, Winslow, Fairfield and Oakland and other communities with an identifiable need • Project 2 – By 1/2010, assess and collate transportation and corridor studies from KVCOG, KVCAP, and Waterville and MDOT • Project 3 – By 1/2012, expand the public bus service for Waterville, Winslow, Fairfield and Oakland • Project 3 – Evaluate passenger and intermodal facilities together with Head of Falls and Augusta redevelopment • Project 4 – By 1/2011, one park-and-ride lot

PROJECT 1 – Develop Infrastructure to Encourage/Enable Bicycle and Pedestrian Alternatives

- 13. walk, walk, walk
- 26. get bike racks downtown
- 27. get bike paths
- 28. educate people about sharing the roads
- 29. mark the roads to be share
- 49. create policies that require development of pedestrian options
- 58. more benches throughout our communities
- 76. provide public bathrooms
- 123. encourage "walking school bus" projects
- 157. develop Kennebec Messalonskee Trail to support community sustainability

PROJECT 2 – Improve and Expand Public Transportation

- 8. make affordable green public transportation available
- 16. inter modal transportation hub
- 22. establish a system of local mass transportation
- 59. utilize school buses for public transportation
- 64. extend passenger rail service to Bangor and down to Brunswick

- 81. support an increase in gasoline tax to fund mass transit
- 83. electric trolley service between area towns
- 98. establish light rail system from Downtown Waterville to Oakland, Fairfield, and Winslow
- 183. discourage students from using their cars to get to school

PROJECT 3 – Reduce the Consumption of Fossil Fuels in Personal Vehicles

- 21. give up driving one day per month
- 32. promote solar electric cars
- 51. start a car-sharing program
- 127. discourage parents from driving children to school
- 155. promote use of neighborhood electric vehicles
- 158. establish recharging stations for plug-in vehicles

PROJECT 4 – Incorporate Alternative Modes in Transportation Planning

- 34. create a central distribution center to bring in products by rail and distribute by truck
- 74. make transportation flow as efficiently as possible
- 75. do a traffic study that covers all forms of transportation
- 92. establish more housing units within walking distance of downtown

OBJECTIVE III	Build Organizational Capacity and Monitor Results
Expected Results	<ul style="list-style-type: none"> • Functioning coordination committee with sufficient capacity to accomplish tasks • Up-to-date data on regional energy use, carbon emissions, and other relevant indicators • Strong communications with other objective groups • Working relationship with state and regional allies, neighborhood allies in every neighborhood/region
Matrix Stage	<ul style="list-style-type: none"> • Currently at Stage 4; advance to Stage 7 by 3/2010
Lead	<ul style="list-style-type: none"> • Sasha Hayes-Rusnov
Team	<ul style="list-style-type: none"> • Robert Sezak, Steve Erario, Aaron Witham, Norm Anderson, Heather Merrow, Steve Crate
Milestones	<ul style="list-style-type: none"> • Project 1 – Establish committee by 3/2009 • Project 2 – Connect with Governor’s Carbon Challenge, Cool Communities, and Efficiency Maine to get best practices, info, and tools by 4/2009 • Project 2 Identify Indicators and Compile Data by 3/2010 • Project 3 – Identify related regional organizations and useful allies, and contact them by 6/2009 • Project 4 – Identify established and needed neighborhood-level contact people by 6/2009 • Project 4 – Recruit neighborhood allies in each identified area by 1/2011

PROJECT 1 – Establish a Coordination Mechanism

- 61. create a full-time sustainability coordinator
- 184. organize ourselves to carry out these objectives

PROJECT 2 – Research and Compile Sustainability Indicators

- 109. commit to Cool Communities Program and Governor's Carbon Challenge
- 124. set up and maintain database of key indicators and track and report them re our ten-year vision
- 185. explore relationships with local and regional agencies

PROJECT 3 – Coordinate with Regional Allies

- 185. explore relationships with local and regional agencies

PROJECT 4 – Engage Neighborhood Allies

- 184. organize ourselves to carry out these objectives

OBJECTIVE IV	Rethink, Reduce, Reuse and Recycle
Expected Results	<ul style="list-style-type: none"> • Community is educated re benefits of recycling • We have reduced our carbon footprint • Our municipalities have achieved cost savings • We have increased our rate of recycling to 50% of total volume
Matrix Stage	<ul style="list-style-type: none"> • Currently at Stage 3; advance to Stage 7 by 1/1/2010
Lead	<ul style="list-style-type: none"> • Geoff Hill
Team	<ul style="list-style-type: none"> • Michael Donihue, Eric Brown, Ross Nason (nom), Blanche Davison, Greg Brown (nom), Tom Davis (nom), Tom Longstaff
Milestones	<ul style="list-style-type: none"> • Project 1 – Collect info to educate and assemble resources by 4/1/2009 • Project 1 – Disseminate info by 6/2009 • Project 1 – Examine existing models for waste reduction by 12/2009 • Project 2 – Determine/inventory current practices by 6/2009 • Project 2 – Determine next steps by 8/2009 • Project 3 – Inventory current recycling efforts/ analysis by 6/2009 • Project 3 – Convene regional players by 6/2009

PROJECT 1 – Reduce Waste

- 10. use canvass shopping bags
- 19. eliminate unnecessary plastics
- 66. discentivize waste and use money to create sustainability
- 72. encourage local businesses to buy recycled projects
- 112. help businesses use one another's waste streams
- 201. Educate people re how to compost at home

PROJECT 2 – Manage Toxic Waste

- 116. program to recycle household batteries
- 117. establish hazardous waste recycling system
- 118. have monthly universal waste system

PROJECT 3 – Improve Regional Recycling

- 4. do curbside recycling funded by garbage pickup chargers
- 15. collect and compost kitchen and yard waste
- 73. Waterville-Winslow recycling center enlarged and enhanced
- 115. study use of centralized collection points for recyclables
- 121. regionalize a sustainability program - garbage collection, etc,
- 162. have coupons for businesses at recycling centers, as an incentive
- 200. investigate single-stream recycling

OBJECTIVE V	Generate and Manage Financial Resources
Expected Results	<ul style="list-style-type: none"> We have established a clear coordination process for funding project initiatives by 8/1/2009 Major project initiatives have a funding pipeline
Matrix Stage	<ul style="list-style-type: none"> Currently at Stage 3; advance to Stage by
Lead	<ul style="list-style-type: none"> Doug Carnrick
Team	<ul style="list-style-type: none"> Steve Aucoin, Steve Crate, Tim Trafford (nom), Jon Languet
Milestones	<ul style="list-style-type: none"> Project 1 – Sponsor a consortium of financial institutes to develop a plan for focusing community reinvestment act funds on sustainability by 6/1/2009 Project 2 – Obtain a grant by 9/1/2009 Project 2 – Develop a collaborative work plan with KVCAP and/or other agencies to be fiscal agent for grant by 6/1/2009 Project 3 – Team members will attend Chamber’s Business Breakfast series presented by Efficiency Maine by 6/11/2009 Project 3 – Project will collaborate with Mid Maine Chamber to form a sustainability initiative by 3/31/2009

SHOWSTOPPERS:

PROJECT 1 – Capitalize Sustainability

- 14. create financing mechanisms for going green
- 38. create financial incentives for home owners to transition to green practices
- 167. work with financial institutions to develop public-private funding
- 168. write grant proposals for some of our projects
- 182. leverage private and public funding for weatherization

PROJECT 2 – Collaborate with Government

- 53. use municipal and institutional procurement to increase use of sustainable products
- 164. build the tax base through green businesses
- 169. stay on top of federal/state economic/environmental stimulus money for green projects
- 170. get in the pipeline for any stimulus programs

PROJECT 3 – Promote Investment in Green Business Ventures

- 96. develop small business incubator for green products and services
- 103. support business efforts to become more energy sustainable
- 163. prioritize funding of new green businesses

- 165. earmark money saved from energy conservation and fold it back into new projects
- 181. support eco-tourism in the region

OBJECTIVE VI	Engage the Educational Community
Expected Results	<ul style="list-style-type: none"> Information on sustainability will be readily available to the community at large We will have adequately- trained green technicians sufficient for our needs Future generations will be enthusiastic about sustainability through K-12 education
Matrix Stage	<ul style="list-style-type: none"> Currently at Stage 3; advance to Stage by
Lead	<ul style="list-style-type: none"> Iver Lofving,
Team	<ul style="list-style-type: none"> Ashley Sennett, Francis Rodrigue, Linda Woods,
Milestones	<ul style="list-style-type: none"> Project 1 - Adopt a K-12 energy curriculum by 1/2011 Project 1 – Train a core group of leaders by 6/2009 Project 1 – Students do 100 weatherizations with KVCAP by 1/2010 Project 2 – Weatherize 100 homes by 6/2009 Project 2 – Work with KVCAP to educate target audience by _____ Project 3 – Develop an energy curriculum by 1/2011 Project 3 – Meet with curriculum coordinators at area schools by 6/2009

PROJECT 1 – Mobilize Students to Keep Maine Warm

- 1. involve students in the process
- 133. offer workshops on constructing home solar collectors for supplemental heat
- 153. have free classes on energy conservation

PROJECT 2 – Promote Weatherization

- 3. build delivery capacity for weatherization
- 57. establish community programs on sustainability at area colleges
- 87. support training green technicians at KVCC
- 161. make use of existing adult education

PROJECT 3 – Educate for Energy Sustainability

- 2. have a green competition among area schools
- 17. growing and teaching gardens at every school, hospital
- 56. create a sustainability curriculum for K-12 use
- 108. infuse the curriculum with sustainability concepts
- 126. educate students on the importance of using mass transportation

PROJECT 4 - Collaborate among higher education institutions to provide research support for critical projects.

OBJECTIVE VII	Grow and Support Local Food
Expected Results	<ul style="list-style-type: none"> • 100% of local growers have mechanisms for getting products to market • Every resident has access to local, affordable produce every day • Anyone who wants to grow their own food has the space and support to do so • We have established the link between eating locally produced food and energy conservation
Matrix Stage	<ul style="list-style-type: none"> • Currently at Stage 6; advance to Stage by
Lead	<ul style="list-style-type: none"> • Shannon Haines
Team	<ul style="list-style-type: none"> • Laura Patterson, Ann Beverage, Chris Huck, David Gulak, Heather Merrow, Stu Silverstein, Nancy Emery
Milestones	<ul style="list-style-type: none"> • Project 1 – Establish a group to manage process by 5/2009 • Project 1 – By 1/2011, 20% of produce sold is locally grown • Project 2 – By 5/2010, one new community garden will be established in the south end of Waterville • Project 2 – By 4/2011, there will be 200 new home gardens • Project 3 – By 5/2009, establish link with Cooperative Extension

PROJECT 1 – Link Growers to Markets

- 24. develop a local food processing system
- 55. support community farms
- 119. develop partnerships between local schools and local farms
- 156. encourage local food in all institutions
- 159. put up large, commercial greenhouses to produce organic produce year-around

PROJECT 2 – Encourage Small Gardens

- 220. encourage small gardens, including community gardens and home gardens

PROJECT 3 – Expand Community-Supported Agriculture

- 54. expand community-supported agriculture

Deferred

PROJECT 4 – Encourage Farmers’ Markets

- 141. encourage farmers’ markets downtown

OBJECTIVE VIII	Communicate!
Expected Results	<ul style="list-style-type: none"> • Growing awareness and public support for the Vision • Effective internal communication for all teams
Matrix Stage	<ul style="list-style-type: none"> • Currently at Stage 3; advance to Stage 4 by 2/2009
Lead	<ul style="list-style-type: none"> • Steve Erario
Team	<ul style="list-style-type: none"> • Danielle Hodgkins, Faye Nicholson, Marilyn Canavan,
Milestones	<ul style="list-style-type: none"> • By 3/2009 we will develop a marketing plan • By 6/2009 we will develop a web site • In 2009 we will have eight stories in the media • In 2009 we will write ten op-ed pieces • In 2009 we will develop public relations materials

PROJECT 1 – Use Existing Communication Resources

- 6. get the media signed on to help through the whole eleven years
- 39. use local access TV to teach people
- 114. publish regular sustainability information in all media
- 149. use Muskie Center and library to distribute information about energy and Conservation

PROJECT 2 – Develop New Communication Tools

- 101. create a sustainability blog for the community
- 150. create a hub downtown where people can meet to talk re energy and conservation
- 152. establish an information hub where people can access energy and conservation info
- 160. create a web site for the 2020 vision committee
- 177. act as ambassadors for this vision

PROJECT 3 – Serve as a Communications Hub

- 36. identify and demonstrate best practices for heat exchange
- 44. use ourselves as examples of sustainability - let people know what we are doing
- 90. make some noise - get politically involved
- 139. locate communities doing similar projects and share/learn from them
- 200. develop a marketing plan

Appendices

Recommendations for Implementing the Plan

The Running Start Institute will provide an initial four hours of training as per our contract with the Waterville Sustainability Committee and additional training as agreed to.

- 1. Determine the Role of the Waterville Committee on Sustainability and Energy Conservation.** As the sponsor and convener of the Community Catalyst, the Committee needs to consider its role during the implementation process, and to notify other communities of their interests.
- 2. Engage other Mid Maine Communities.** Determine which communities, in addition to Waterville, want to be included in the implementation of the plan. Find out how they want to be included in monitoring and managing the implementation process.
- 3. Establish a Communication Network.** Create an email group that includes ALL Community Catalyst participants, whether or not they have volunteered to work on implementation. Also include key contact people from each participating communities. Add names of new participants as they volunteer to help. Establish a schedule and methods for reporting progress to this group and to the public. Provide ongoing communications to people who do not use email.
- 4. Determine Which Objectives Will Be Implemented First.** Consider which objectives, if any, can be deferred temporarily in order to provide adequate resources to higher priority objectives. Then determine which projects within these objectives should be launched first. Communicate these decisions to the entire 20/20 network.
- 5. Organize and Train Objective Leaders.** The Running Start Institute can provide basic training to help leaders communicate, support and monitor the projects within their objectives.
- 6. Recruit Volunteers to Work on High-Priority Objectives.** Create an effective invitation and process for educating and assigning volunteers where needed. Keep the recruiting process going so there is always a supply of volunteers ready to be engaged as needed.
- 6. Prioritize and Launch High-Priority Projects.** The Running Start Institute can provide basic training to help ensure that projects are launched with clarity of purpose and expectations for success.
- 7. Coordinate Resources to Maintain Priorities.** Make sure that Objective One – the prime constraint – never lacks sufficient resources. At the same time, encourage the implementation of other objectives, without allowing them to use resources needed to make progress on Objective One.

About the Matrix of Strategic Priorities

The Matrix of Strategic Priorities shows how the organization's resources are being matched to its priorities. It also shows the optimum path of achievement that will allow the organization to achieve its vision with maximum efficiency.

Advancing Strategic Objectives

Each objective on the matrix denotes a cluster of activities that are considered to be necessary for success. The organization's most important task is to advance the first objective, which is always the primary "constraint" to achieving the vision. Once the prime constraint has been broken, the organization can break succeeding constraints until the vision is achieved.

Allocating Resources

To make maximum progress, we recommend that the highest priority objective (prime constraint) have first call on the organization's resources. There may be specific initiatives in some of the subordinate objectives that are also critical to accomplishing the prime objective. If so, these have been identified during the Community Catalyst process and are included in the Action Plan.

Accomplishment Cycle

In the Community Catalyst process, accomplishment is measured according to progress through a series of stages. Each stage is defined by the type of action necessary to move the project forward. Thus Community Catalyst users know exactly where each objective stands in the *process* of accomplishment. The stages help organizations identify the type of effort required to advance a project or objective. They also help identify areas of weakness in the organization's processes or capabilities.

The Language of Constraints

The objectives displayed on the matrix are best understood as a series of strategic "constraints" or "bottlenecks" - the current barriers to achieving the organization's long term vision. Effective organizations engage in an ongoing process of identifying, prioritizing and eliminating these constraints. To make maximum progress, the organization is advised to focus on advancing its prime constraint, then to identify and advance the next prime constraint, and to continue this process until the vision has been achieved. Allocating organizational resources to other objectives at the expense of working on the prime constraint will inevitably slow progress toward achieving the organization's vision.

Accomplishment Cycle

Stage 0: Open

We are wondering what to do now. We are opening ourselves to new possibilities in connection with our vision. Act to: brainstorm, envision, transcend, dream about how things might be.

"Are we willing to consider this?" If No, you're at Stage 0; If Yes, you're at Stage 1

Stage 1: Explore

We are speculating about the potential of this Objective wondering if it will help us achieve our vision. We are imagining different possibilities. Act to: wonder, explore, hypothesize, ponder, reflect, sketch, thought experiment.

"Are we sure we'd like to seriously examine this?" If No, you're at Stage 1; If Yes, you're at Stage 2

Stage 2: Assess

We're figuring out if we are really going to pursue this. We are studying the consequence of pursuing this Objective and assessing its feasibility. Will it help us accomplish the vision? Is it possible to do? What are the pros and cons of this? What are the benefits and risks? How much time and money will it require? Act to: analyze, investigate, study, probe, define, estimate, research.

"Are we really going to pursue this?" If No, you're at Stage 2 or back to Stage 0; If Yes, you're at Stage 3

Stage 3: Plan

We are laying out a step-by-step process for achieving this Objective. We are figuring out what has to be done to accomplish this Objective. We are designing a process. We are anticipating requirements: legal, material, human. We are estimating timing and sequencing events. Act to: formulate, devise, engineer, design, storyboard, outline.

"Do we know what to do to achieve this?" If No, you're at Stage 3; If Yes, you're at Stage 4

Stage 4: Resource

We are lining up the resources we need. We are gathering the means to turn the plan into reality. We are assembling the resources for carrying it out: approaching helpers, lining up materials, arranging finances, entering into contracts, etc. Act to: gather, collect, acquire, solicit, search, find, interview, contract, finance.

"Do we have the money, time and other resources necessary to succeed?" If No, you're at Stage 4; If Yes, you're at Stage 5

Stage 5: Structure

We are getting organized to implement this Objective. The resources are available. Schedules are in place. Everyone understands what is expected. Act to: delegate, assign, schedule, finalize, double check, order, organize, authorize, charter.

"Are we ready to start this today, with all the details worked out?" If No, you're at Stage 5; If Yes, you're at Stage 6

Stage 6: Measure

We've begun implementing, but we are still learning how best to measure our performance/progress. As yet we don't have enough feedback to judge whether or not we are making progress. Act to: measure, calibrate, sort, quantify, forecast, anticipate, internalize, characterize.

"Are we systematically measuring our performance/progress?" If No, you're at Stage 6; If Yes, you're at Stage 7

Stage 7: Implement

The evidence shows that we are making real progress. We may even have achieved identifiable success, but there is no clear certainty that it is durable or repeatable. Act to: do, manifest, demonstrate, breakthrough, perform, prototype, pilot, fulfill.

"Are we clearly progressing?" If No, you're at Stage 7, (you may need to review/re-visit previous Stages); If Yes, you're at Stage 8

Stage 8: Formalize

We are learning how to consistently get and control the results we want. Act to: document, regulate, standardize, edit, verify, capture best practices, internalize, understand, clarify.

"Have we defined our processes so that we can consistently repeat our success and teach others to duplicate it?" If No, you're at Stage 9; If Yes, you're at Stage 9

Stage 9: Refine

We are continuously improving our processes and products. Our focus is on sustaining high quality and high throughput. Act to: improve, upgrade, re-engineer, enrich, revise, expand, adjust.

"Are we consistently improving?" If No, you're at Stage 9; If Yes, you may be at Stage 10

Stage 10: Complete

We've achieved enough of what we wanted. We're ready to celebrate our success and re-direct our efforts. It's time to declare victory, alter expectations or re-focus our attention on a new Objective or a new Vision. Act to: applaud, finalize, conclude, hand-off, divest, consolidate, close, celebrate, "open" to new things.

"Are we ready to move onward to something else?" If No, you're at Stage 10; If Yes, Repeat the Cycle

Eliminated Options with Number of Votes

18 Votes

- 23. convert private lawns to vegetable gardens
- 25. develop AA local food market
- 43. community owned bikes to use and drop off
- 102. preserve and enhance our existing renewable resources
- 110. develop a sustainability zone for new housing
- 120. stop using mercury vapor lights

17 Votes

- 33. uses community wind power to recharge electric vehicles
- 41. purchase more community-owned green space
- 50. sponsor community green events
- 62. work to support alternative energy production for export throughout new England
- 166. get ready for community growth based on our work
- 174. create preferential projects for the poor
- 180. develop business incubator office space in downtowns

16 Votes

- 20. more parks for active exercise
- 60. assess climate vulnerabilities
- 63. get community to support improvements in energy transmission
- 69. educate people to use the time bank
- 122. all new development be low impact and LEED-certified
- 130. educate people re negatives of bottled water
- 145. evaluate net revenue gain or loss of new building developments

15 Votes

- 129. educate about the triple bottom line throughout the community
- 172. lobby for small local sales tax to fund green projects here

14 Votes

- 65. raise chickens in our back yards
- 82. close main street to motorized traffic, except for small electric cars
- 91. have a 36-hour work week
- 107. build relations with Rocky Mountain Institute to help support these efforts
- 143. pursue low-impact development - be careful of what you plant and how you plan it
- 173. have municipalities guarantee=tee small, low-interest funding for projects

13 Votes

- 47. provide guaranteed price per kilowatt hour (feed-in tariffs)
- 67. create a regional, municipally-owned power authority
- 125. promote awareness of progress on top of buildings, in media, etc.

- 135. connect to Maritimes for industrial and commercial gas
- 138. find worldwide best practices

12 Votes

- 80. no idling zones at schools
- 97. eliminate student parking at high schools to encourage school bus use
- 140. develop electric meters that show the cost of the energy being used
- 142. educational facilities within walking distance

11 Votes

- 68. create a local currency to encourage buying locally
- 151. copy the Cambridge MA energy efficiency program

10 Votes

- 31. rickshaws
- 70. educate the masses on the value of less meet consumption
- 77. get the big trucks off main street
- 95. keep Maine's wind power in Maine
- 131. build a pedestrian bridge from _____ Street to the High School
- 154. change legislate so that electric cars that go more than 25 mph

9 Votes

- 79. discourage use of remote starters
- 88. promote better accessibility for specialized kids and young adults
- 104. provide an alternative to controlled obsolescence
- 137. buy the Lockwood Dam
- 147. develop walking path to Wal-Mart

8 Votes

- 42. buy the stand of trees on Eustis Parkway for a municipal park
- 146. all new vehicles have gas consumption dials on dashboards

7 Votes

- 45. use established neighborhood networks to get information out
- 93. get CMP out of ISO

6 Votes

- 46. establish study circles
- 89. better utilize the park on Sherwin Street

5 Votes

- 37. annual ten-family exchange program with families that have been successful in other countries
- 40. start burying communications infrastructure
- 78. increase the wholesale prices of milk to support local farms

Participant List

FIRSTNAME	LASTNAME	E-MAIL
David	Anderman	ddavea@zwi.net
Norm	Anderson	200anderson@roadrunner.com
Steve	Aucoin	organize2@roadrunner.com
Bill	Basford	wbasford@zwi.net
Henry	Beck	hebeck@colby.edu
Ann	Beverage	agbeverage@waterville-me.gov
Eric	Brown	ebrown@msad49.org
Greg	Brown	gbrown@waterville-me.gov
Charlie	Brown	brwn_charles@yahoo.com
Chris	Bryan	cbxee@aol.com
Marilyn	Canavan	mcanavan@verizon.net
Doug	Carnrick	carnrick@roadrunner.com
Keith	Cook	kmcook@midmaine.com
Steve	Crate	stevecrate@yahoo.com
Bruce	Davis	bdavis@kvcc.me.edu
Blanche	Davison	blanchesmc@yahoo.com
Peter	Deane	Peter.Deane@us.huhtamaki.com
Michael	Donihue	mrdonihu@colby.edu
David	Elias	musculartherapies@hotmail.com
Nancy	Emery	nancyemery@hotmail.com
Steve	Erario	sjerario@colby.edu
Ken	Fletcher	fletcher2@adelphia.net
A	Fuller	president@ftir.com
Peter	Garrett	petergarrett@eggi.com
Dave	Gilpatrick	davidg@kvcap.org
David	Gulak	dgulak@roadrunner.com
Shannon	Haines	shannon@watervillemainstreet.org
Sally	Harwood	harwood8350@roadrunner.com
Sasha	Hayes-Rusnov	sasha@zwi.net
Michael	Heavener	mheavener@winslowmaine.org
Geoffry	Hill	geoffrey95hill@gmail.com
Danielle	Hodgkins	11dhodgkins@msad49.org
Chris	Huck	chuck@kvkog.org
Dr. John	Joseph	joseph@thomas.edu
Elery	Keene	wekeene@me.acadia.net
John	Languet	
Kim	Lindlof	kimberly@midmainechamber.com
Iver	Lofving	ILOFVING@MSAD54.ORG
Tom	Longstaff	tlongstaff@waterville-me.gov
Susan	MacKenzie	shmacken@colby.edu
Dennis	McLellan	rymanmc@myfairpoint.net
Lisa	Marrache	drLisa@elmcitymed.com
Eliza	Mathias	emathias@ghsinc.com
Heather	Morrow	hrrmorrow@myfairpoint.net
Natalie	Morse	nmorse@mainegeneral.org

Catherine	Nadeau	nadeau1@roadrunner.com
Faye	Nicholson	rem@rem1.org
Laura	Patterson	lkpatter@colby.edu
Lenny	Reich	lsreich@colby.edu
Francis	Roderigue	franrod@verizon.net
Mike	Roy	mroy@waterville-me.gov
Serena	Sanborn	serenasanborn@hotmail.com
Ashley	Sennett	ashleysennett@gmail.com
Robert	Sezak	rebooks3@gmail.com
Stu	Silverstein	SSILVERSTEIN@GMAIL.COM
Jack	Sutton	jtsutton@prexar.com
Tom	Tietenberg	thtieten@colby.edu
Gerry	Tipper	gtipper@gmail.com
Jim	Veilleux	jim@vc-at.com
Mike	Willey	mwilley@gfgroup.net
Rosemary	Winslow	Rosemary.Winslow@mail.house.gov
Aaron	Witham	AWitham@unity.edu
Jim	Wood	jimw@kvcap.org
Linda	Woods	vayowoods@roadrunner.com

Facilitation Team

Name	Phone	E-Mail
Michael T. Kelly Larry Lemmel Jessica Tracy	207 442-0658 207 720-0387 207 729-7294	mkelly@amcinc.com llemmel@verizon.net jtracy21@verizon.net