

Working together is success.

— Henry Ford



Town of Enfield Goal Setting Report

September 12, 2019

&

October 28, 2019



Promoting Excellence in the Public Sector

Purpose and Intended Result of the Session

The purpose of this goal setting session was to assist the Town of Enfield's Selectboard, Town Manager and Assistant Town Manager in establishing goals that will become part of the Town and management staff's ongoing action plan moving forward.

DAY 1 - September 21, 2019

Participants

Board of Selectmen:

John Kluge, Chairman
Meredith Smith
Katherine Stewart

Also in attendance:

Ryan Aylesworth, Town Manager
Alisa Bonnette, Assistant Town Manager

The exercise was facilitated by:

Rick Alpers, Risk Management Consultant, Primex³
Sally Tanner, Member Services Consultant, Primex³

SWOT Analysis

Participants were asked to evaluate the Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing the Town. This structured process helps identify the internal attributes of the organization in the context of its external environment and provides the foundation to help the Town of Enfield maximize its strengths to pursue opportunities and minimize threats by addressing – or at least understanding – its weaknesses. The SWOT Analysis then becomes a lens through which participants evaluate and develop goals and objectives.

Strengths Identified:

- Solid property values
- Natural resources
- Cultural heritage
- Attractive village area
- Geographic location
- Starting to attract younger volunteers for town boards
- Proximity to Dartmouth College, Dartmouth Hitchcock Medical Center (DHMC), high tech companies
- Ability to compromise
- Good overall community support
- Support of budgets/bonds
- Community pride is up/high
- New/renovated high school
- Good fiber optics/broadband coverage
- Excellent programming offered at library
- Local theater group – professional members
- Enfield Shaker Museum
- Whaleback Ski Area
- Strong/motivated Town Manager
- Large rail trail
- Town is financially healthy
- Residents choose to live, work and play in Enfield
- Good social media presence
- Town meeting format
- Community values education from kindergarten to adults
- Excellent recreation programming and facilities
- Community is neighborly
- Current strategic plan

Weaknesses Identified:

- Lack of commercial activity
- Decaying water system
- Broadband not covering enough of the town
- Socio economic demographics not evenly split
- Aging population
- Lack of housing for aging population
- Lack of workforce
- Lack of affordable housing
- Outdated Master Plan
- Lack of public transportation
- Lack of cohesive pedestrian travel ways
- Main Street not a main road
- Topography
- Deferred maintenance with buildings
- Lack of future planning
- Fragile municipal finance
- Zoning restrictions
- Road blocks for new businesses coming to town
- Personal conflicts

Opportunities Identified:

- Proximity to Dartmouth College, DHMC and high-tech companies could result in jobs, education and care
- Potential housing/business growth available with City of Lebanon being saturated
- Enthusiasm for "Enfield approved projects"
- Great tele-commuting option with great broadband service
- Access to grant funding
- Human capital is strong with retirees and young professionals
- Opportunity to connect/partner with other municipalities and businesses
- Property taxes
- Improve public transportation

Threats Identified:

- Conflict between growth and keep things "as is"
- Affordability
- Native disputes
- Dependence on Lebanon for services and jobs

- Aging population
- State and Federal government downshifting
- Uncertainty of state/federal funding
- Voter apathy
- Winter/natural disaster
- Volunteer fatigue
- Drugs/opioids
- Preserve community character
- Disagreement/purposes of zoning
- Food insecurity and poverty
- Lack of access to affordable healthcare
- Nationwide recession

Individual Board Member and Town and Assistant Town Manager Goals

Each participant was asked to provide 2-3 Goals each to be achieved over the next 12 months.

John Kluge

- ✓ Complete Master Plan update
 - Communicating to residents on a plan on land use in Enfield
- ✓ Accomplish 1-2 projects from the Strategic Governance Plan

Meredith Smith

- ✓ Become a certified Local Government
- ✓ Complete Mascoma Lake Park project
- ✓ Initiate a "Get Out and Vote" campaign
 - Importance of town meeting
- ✓ Get better control of the waterfront building
- ✓ Master Plan completed or at least outlined
- ✓ Keep tax rate stable
- ✓ Address Enfield Center Town House issues

Kate Stewart

- ✓ Hold an “Invest in Enfield” forum – repopulate 50% of storefronts
- ✓ Complete Fire Department transition
- ✓ Provide/finish Strategic Governance Plan
- ✓ Complete Master Plan
- ✓ Leverage Lake Sunapee Upper Valley Regional Planning Commission
 - Ensure sidewalk system connects
- ✓ Downtown way funding needed
- ✓ Increase web service by 10%
- ✓ Publicly celebrate milestones achieved
- ✓ Deliver the vision to Municipal Facilities Advisory Committee (MFAC)
- ✓ Start facility maintenance plan
- ✓ Sell town properties that have no value

Ryan Aylesworth

- ✓ Finalize Mascoma Lake Park improvements
- ✓ Secure a consensus from community regarding large facility expenditures
- ✓ Alignment of Fire Department/EMS along with improved cultures of the department
- ✓ New Master Plan needed
- ✓ Continue with improvement of the Town’s financial conditions
- ✓ Achieve a couple of economic “wins”
- ✓ “Why Enfield” – improve marketing/branding

Alisa Bonnette

- ✓ Continue down the path to improve town’s financial position
- ✓ Support the formation of a cohesive team at the Fire Department
- ✓ Develop plan for facility projects and educate the public about them
- ✓ Update zoning regulations while promoting growth but securing the character of the town
- ✓ Finalize the Mascoma Lake Park plans
- ✓ Improve IT security
- ✓ Update Master Plan
- ✓ Improve building maintenance plans
- ✓ Improve communications to public

Goals 2019-2020

Goal #1 Update Master Plan

- Prepare, budget, and execute an update to the current Master Plan
- Potentially work with UVLSPC to help assist with the process
- Begin section updates in 2020

Goal #2 Continue and finalize Mascoma Lake Park plans

Goal #3 Complete and support the Fire Department and EMS transition

- Set check-in dates with Departments to ensure transition is going well

Goal #4 Developing a facility Capital Improvement Plan (CIP) that has strong public support

- Police Dept/Fire Dept – public safety building?
- Library – renovate or construct new?
- Town office- where does it go?
- Craft and implement maintenance plans for all facilities

Goal #5 Updating departments' Strategic Governance Plans

- Work with Town Manager and Departments Heads to choose an initiative or two from the Plan to accomplish in 2020

DAY 2 - October 28, 2019

Participants

Board of Selectmen:

John Kluge, Chairman
Meredith Smith

Also in attendance:

Ryan Aylesworth, Town Manager
Alisa Bonnette, Assistant Town Manager

The session was facilitated by:

Sally Tanner, Member Services Consultant, Primex³

Development of Strategic Objectives for Top Goals

Strategic Objectives were defined as short- and long-term quantitative results that directly support the goals. Objectives should be measurable, achievable, and consistent with the goals. These objectives create the basis for an ongoing action plan going forward.

Participants were tasked with developing at least two strategic objectives to help the Town achieve its goals. The strategic objectives for each goal were as follows:

Goal #1 Update Master Plan

Strategic Objectives:

- Form initial 8-10 member focus group
- Establish task force committee
- Establish timeline/budget to be presented at town meeting in March 2020
- Draft Master Plan – ready for March 2021 town meeting
- Ongoing communication
- Shared ownership

Goal #2 Continue and finalize Mascoma Lake Park plans

Strategic Objectives:

- Location of pavilion
 - ✓ Sight it
 - ✓ Build it
 - ✓ Decisions by fall/winter 2019/20
- Preparation of comprehensive sight plan
- Adherence with regulations
 - ✓ Environmental
 - ✓ ADA
 - ✓ Cultural resources
- Ongoing Fundraising
- Operations and maintenance plan
- Finalize use fee schedule

Goal #3 Complete and support the Fire Department and EMS transition

Strategic Objectives:

- Demonstrative improvements in the culture
- Enhance alignment and cross training
- Develop and implement Standard Operating Procedure (SOP) for both departments
- Improve number of certified firefighters
- Develop and implement robust training program
- Update job descriptions
- Develop CIP for Fire Department

Goal #4 Developing a facility Capital Improvement Plan (CIP) that has strong public support

Strategic Objectives:

- Develop conceptual plans that adequately meets the present and anticipated future needs
- Develop cost estimations for implementation of plans
- Ongoing engagement with numerous stakeholders
- Maximize external grant and funding support
- Formal recommendations to be made at March town meeting

Goal #5 Updating departments' Strategic Governance Plans

Strategic Objectives:

- Ensuring adequate resources to achieve priority projects
- Cost trade-off analysis
- Information regarding the plans are fully understandable and accessible
- Updating individual department dashboards
- Alignment between Strategic Governance Plans and department's budget request

Wrap-Up, Recap and Action Plan

The next step following this session will be for the Board of Selectmen, Town Manager, Assistant town Manager, department heads, and Town staff to work together to develop specific tactics for accomplishing the identified goals and objectives. **Tactics** describe specifically how the goals and objectives will be met.

Concluding Thoughts

Thank you again for the opportunity to participate in this important process. Primex³ appreciates the opportunity to provide assistance to members with goal setting, and to help governing bodies develop paths to achieve their visions. A forward-looking community that is deliberate, disciplined, and strategic in developing and accomplishing its goals illustrates how "*good management is good risk management.*"

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