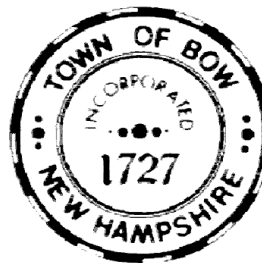


Working together is success.

— Henry Ford



Town of Bow, NH Goal Setting Session

September 10, 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 Bow Selectboard and Town Manager in establishing short- and long-term goals that will move the town's vision forward. The goals identified will become part of the Selectboard and Town Manager's ongoing action plan moving forward.

Participants

Board of Selectmen

Christopher Nicolopoulos, Chair

Colleen Hunter, Vice Chair

Harold Judd

Matthew Poulin

Mike Wayne

Town Manager

David Stack, Town Manager

Tonia Lindquist, Administrative Assistant

The exercise was facilitated by:

Sally Tanner, Member Service Consultant, Primex³

Ground Rules

At the outset of the session, participants identified a list of ground rules that set the stage for how to proceed. Participants chose the following ground rules for themselves:

- Session will end at 6:00 pm
- Everyone gets to speak
- Full consideration of fresh perspectives
- Seven-person team
- Think outside the box
- Stay on task

SWOT Analysis

At the last session in June 2018, Participants were asked to review the existing 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 Bow maximize its strengths to pursue opportunities, and minimize threats by addressing – or at least understanding – its weaknesses. The SWOT Analysis then becomes another lens through which participants evaluate and develop goals and objectives. During this session, Participants reviewed the previous SWOT Analysis and made some revisions.

Strengths Identified:

- Good generational mix in make-up of committees and boards
- Stable workforce
- Highly educated population – brings knowledge and expertise
- Dedicated citizens
- Dedicated employees
- Family-orientated
- High participation in government by town residents
- Well recognized school district with continued high/stable enrollment
- Committed to the job
- Close knit community
- Willingness to invest in selves
- Above average income – helps with time availability, resources and reduces pressure
- Stable housing values
- Focus on recreational activities: Hiking, snowmobile trails

Weaknesses Identified:

- Relationship with City of Concord
- Public transportation
- Lack of shopping area
- Hard to innovate with technology – challenge to keep up
- Community participation is waning – same people involved
- Living in town but working elsewhere – commuting
- Difficult terrain – geography
- Board of Selectmen vs. townsfolk – not an “us” attitude
- Lack of community access to Merrimack River and ponds
- Old Bow versus New Bow – status quo vs. new
- Lack of town water/sewer

Opportunities identified:

- Centrally located – two major highways – easy access
- Vacate land
- Commitment to public schools
- Lots of Park and Recreation programs – draws people in to becoming homeowner
- Commercial and industrial space for building
- Welcoming cluster and over 55 development
- Merrimack River and town pond

Threats Identified:

- Competing for economic development
- Isolated – no joint development with other towns – competition
- Downshifting from the State of NH relating to programs
- Decrease in power plant valuation
- Infrastructure issues and needs
- Lack of water and sewer infrastructure
- Drug issues – burden on schools, police and fire departments
- By-pass town due to highway

The Vision for the Town of Bow in five years

The participants were asked to describe their Vision for the Town of Bow in five years from now. These factors make up a lens through which goals and objectives can be evaluated and developed. The previous Vision outlined in the June 2018 session was reviewed and two attributes were added:

- Add potable water to town services
- Wireless communication town-wide – no more gaps in coverage

The Town of Bow is or has the following attributes by 2024:

- Vibrant community
- Town commons as center for recreation, community events and gatherings
- Robust commercial development
- Activate sewer line along Route 3-A
- Stable tax rate
- Keep up with use of technology
- Proactive advertising plan for quality business
- Update facilities, roads, and bridges
- Clear/better communication
- Influx of quality businesses
- Continues to be family-orientated
- Continue with quality schools

- We embrace technology to better serve our taxpayers
- We are innovative
- Establish needs, not wants and nice to have
- Determine what the townspeople expect most from their government
- Establish greater interaction between Bow and Concord
- Follow through on vision
- Don't say one thing and do something else
- We've had plans before that get set aside when its time comes
- All citizens engaged and involved in all facets of town life. Blend of old and new
- Citizens with an active interest and involvement in town and school meetings and process of local government
- Citizens working together on town projects, litter pickup, painting, clean up, etc.
- Solid/all inclusive Capital Improvement Plan
- Eversource valued
- ADA
- Strengthen Selectboard relationship with community

Identification and Categorization of Goals

Goals were defined as qualitative statements of what the Town intends to accomplish over a period of years. These are "big picture" items vital to organizational success.

Participants were asked to review previous goals established at the June 2018 session and to make any revisions. The categories remained at three with some changes to the goals listed.

The categories were as follows:

Category 1: Communication and Relationships

- ✓ Selectboard transparency
- ✓ Continued coordination with Bow School District
- ✓ Maintain great customer service
- ✓ Keeping employees informed of what is going on or what decisions are being made
- ✓ School and Town Board relationship
- ✓ Keeping the Town informed with more use of technology/social media
- ✓ Organization behind the scenes; "more doing than saying."

Category 2: Economics

- ✓ Continue a diversified increase in tax base
- ✓ Continue to embrace in commercial development
- ✓ Implement comprehensive planning for Capital Improvement Plan (CIP)
- ✓ Coordinate facilities management for both Town and School
- ✓ Keeping up with maintenance of buildings, streets, etc.

Category 3: Community Building

- ✓ Community Center focus
- ✓ Plan for new Community Center building
- ✓ Community Center planning
- ✓ Having a clear vision for Community building

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, and should also align with the Town's overall vision. These objectives create the basis for an ongoing action plan going forward.

Participants were asked to review the current strategic objectives and make any revision to help the Town achieve its goals. The strategic objectives for each goal were as follows:

Category 1: Communication and Relationships

Strategic Objectives

- ✓ Continue to report on activities of Town using variety of media
- ✓ Keep line of communication open with employees
- ✓ Maintain the high level of customer service

Category 2: Economics

Strategic Objectives

- ✓ Welcome commercial development
- ✓ Manage, maintain and improve the Town's infrastructure in a fiscally responsible manner
- ✓ Continue to work at seeking the most cost effective and efficient manner with which to provide services to the residents of Bow
- ✓ Fiscally plan to have a reserve and try to keep the tax rate level

Category 3: Community Building

Strategic Objectives

- ✓ **Question to be answered:** What is the town's long-term vision for Community Building?

Wrap-Up, Recap and Action Plan

The next step following this session will be for the Board of Selectmen and 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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