

**Enfield Board of Selectmen
Whitney Hall
Enfield, New Hampshire**

Strategic Planning Session of July 21, 2008

Board of Selectmen: Rebecca S. Stewart, Chairman; Donald J. Crate, Sr.; John W. Kluge

Staff: Steven Schneider, Alisa D. Bonnette, Richard A. Crate, Jr., Ken Daniels

Mrs. Stewart called the meeting to order at 6:00 pm.

HIGHLIGHTS / HISTORY

4/22/2006 - 2 Parallel tracks:

A. Town Issues

1. Town Development – residential / commercial
2. Town Facilities – Whitney Hall, Police Dept., Public Works, Emergency Services
3. Communications – print / radio / TV / web
4. Infrastructure – roads, buildings, water, sewer
5. Culture/Recreation
6. Levels of Service

6/24/2006

B. Town Organization

1. Compensation
2. Employment Development
3. Communications

Enfield is growing and the needs of the community may change.

Town Issues:

Town Facilities – Plans for the Public Works Facility included a one-stop shop for all services, by moving the Transfer Station across the street to the 74 Lockehaven site. Does Shedd Street still have value to Public Works?

Culture/Recreation – What does the Town need to offer the community? The Town is currently moving to a year ‘round part-time recreation director.

Levels of Service – In twenty years’ time will the Town need an expansion of the Police Department, more Town Office staff? Winter snow removal – does the Town want to maintain the current level of service of 2 hours for snow removal, reduce it to 1 hour with the resulting need for more trucks and staff, or make due with fewer trucks and staff?

Town Organization:

Employee Development – Department Heads would probably like to be able to spend more money on this.

One Strategic Planning goal is to be ready when opportunities arise.

Planning for a Police/Fire/Ambulance emergency services complex has pros and cons. Pros include maintenance of one building instead of three or four. Pre-planning for a Safety Complex would provide justification for a land purchase in advance of actual building plans if the appropriate site were to become available.

PROCESS

A. Board of Selectmen/Department Heads

1. Develop themes – a) Town; b) Organization
2. Delegate – Who gets what project? Use existing boards and committees, employee teams and /or ad hoc committees with limited time frames

B. Research

1. Review
2. Collect data
3. Interview – best practices

C. Action Plans

1. Identify achievables
2. Time frames to implement
3. \$ – Cost for action, Cost for inaction

D. Reflect

E. Utilization

1. How does this work become an integral part of our operations?
2. Revise

Zoning, development and water/sewer services can be interrelated. Where development is done can impact on services and can result in changes if an increase in the current level of service is desired.

Where would be the best location for an emergency services complex? Geographically central location in town? Shedd Street as is often considered? A more visible location such as US Route 4?

A new section should be added to the Process – A1. Public Outreach - How do we involve the public?

How often the Strategic Planning process should take place depends on B, C & E. Perhaps every 2 or 3 to 5 years.

An indoor pool may never be a reality for Enfield, but perhaps more important would be an increased focus on recreation. A Recreation Department that serves as a clearinghouse for access to other local/regional recreation opportunities, rather than one that runs all of its own programs. Perhaps offering bus transportation to Whaleback. There's a ski club, but no bus.

Who should be the facilitator? Steve Schneider is willing, but should it be someone else? Steve Schneider is experienced and good at the job. Perhaps for a session or two have someone come in who does this professionally; someone that doesn't supply what they like, but assist the Town in determining its own goals.

Process, C3 – What would be the cost of inaction? In the case of emergency services the Town would maintain 3 buildings, lack of space for new, larger equipment and/or storage. Cost should be #1 in Action Plans as it's of paramount importance in whether a project is done.

The Strategic Plan needs to be consciously worked and not created and shelved.

The next meeting will be spent on the two tracks – Town Issues and Town Organization.

It may make sense to separate Culture and Recreation.

It takes about 9 months to get through Process C, Action Plans. B & C can take 6 months.

Boards & committees, employee teams and ad hoc committees need clear rules and guidance without steering toward a particular course.

The next regular Selectmen's meeting will be held at Enfield Center on August 4th. The second meeting in August will be reserved for a second Strategic Planning session.

The Board discussed the proposed Laramie Farms development and problems foreseen with the US Route 4 access. The Board would like to bring in an engineer to look at proposed access before they meet with the developer to ask any questions they may have.

Mr. Crate reported a plugged culvert to Ken Daniels.

The water test for the Lockhaven Road drainage project was completed. Ken Daniels is developing plans for the project.

The meeting was adjourned at 7:27 PM

Respectfully submitted,
Alisa Bonnette