

Working together is success.

— Henry Ford



Town of Gorham, NH Goal Setting Session

February 15, 2019

Primex³
NH Public Risk Management Exchange

Center for
Public Sector
Advancement

Promoting Excellence in the Public Sector

Purpose and Intended Results

The purpose of this goal setting session was to assist the Gorham Town Manager, Department Heads and Board of Selectmen in establishing a new Mission and Vision statement and also as a group set some achievable goals for the town to succeed over the next year.

Participants

Michael Waddell, Chairman, Board of Selectmen

Judy LeBlanc, Board Member

Adam White, Board Member

Mark Shea, Town Manager

Austin Homes, DPW Director

Jeff Stewart, Recreation Director

Paul Cyr, Jr., Police Chief

James Watkins, Fire Chief

Denise Vallee, Director of Finance and Administration

John Scarinza, Code Enforcement Officer

Carol Porter, Town Clerk/Tax Collector

Shannon Buteau, Library Director

Michelle Lutz, Assessor Clerk

The session was facilitated by:

Rick Alpers, Risk Management Consultant, Primex³

Shelley Walts, Member Services Consultant, Primex³

Brief Review of 2018 Goals

1. Economic Development

- a. Active business recruitment
- b. Main St. program

2. Town Government and Infrastructure

- a. Town needs to review everything we do and ask what can we do better
- b. Road plan complete and maintenance

3. Efficiency in Government

- a. Combination of services
- b. Bigger tax base/lower rate

4. Information/Marketing

- a. Town needs to develop working relationships with NGO's for funding and planning
- b. Engaging all town officials and employees in process of present and future goals
- c. Collaboration and communication between Boards, Committees and Departments
- d. Finish Master Plan-make it realistic
- e. Town needs to work with schools/college to assist in economic development
- f. Set goals and expectations in writing with regular follow up
- g. Include the public
- h. Communication with community and listening to ideas and concerns
- i. Market town through media webpage

Board Chair Michael Waddell updated the room on behalf of the Board regarding the status of the 2018 Goals:

- Job descriptions are currently being reviewed and updated as needed
- The Town is looking at partnerships with both private and non-profit entities to deliver excellent service for a great value
- Continue to increase the assessed valuation of the Town
- Town continues to work on its weaknesses as described in the 2018 SWOT analysis

Establishing a Mission and Vision Statement

Participants were asked to identify key words or phrases that described the Town of Gorham to be used in establishing a Mission and Vision statement.

MISSION

| | |
|------------------------|-------------------|
| Services | Fairness |
| Healthy | Balance |
| Location | Recreational |
| Economy-Regional | Friendly |
| Arts | Families |
| Historic Preservation | Quality of Life |
| Longevity of employees | Efficient |
| Inclusive | Natural Resources |
| Good Schools | Community |
| Progressive | Green |

VISION

| | |
|-----------------|--|
| Stability | Community |
| Continuity | Quality Services |
| Quality of Life | Transparent |
| Progressive | Good Infrastructure |
| Cohesive | Proactive Customer Service |
| Efficient | Desirable Community to Live / Work /Play |

Statements

The participants were divided in to two groups to create a Mission and Vision statement utilizing the words identified above. The following are the Mission and Vision Statements crafted by the group for the Board of Selectmen to adopt.

Town of Gorham Mission Statement

A community of opportunity offering efficient delivery of services while providing a foundation of financial, educational and recreational opportunities for our residents and visitors of the Town.

Town of Gorham Vision Statement

To be the leading destination in the North Country for residents and visitors to live, work and play in a small-town community.

Goal Development

Each participant was asked to provide two goals that they would like to see the Town of Gorham achieve over the next year. Each goal should be specific, measurable, achievable, relevant and timely.

- Community revitalization tax credit
- Adopt a town-wide “Lean Process”
- Engage young citizens for involvement in government and voting
- Community events for all ages
- Efficiency of services study
- Streamline land use process
- Open communication between Department Heads and Board of Selectmen
- Overall look at Department efficiency
- Strategic/Succession plan on staffing for the next 5-10 year projection
- More cultural events to attract residents and visitors
- Improve social media presence
- Inventory town-wide vacant properties, then try to match up with opportunities
- Deliver efficient services
- Improve Broadband
- Implement Town-wide Capital Improvement Plan
- Use technology to communicate more effectively
- Develop marketing plan for the Town
- Improve website and electronic transparency—move to be paperless
- Foster working relationship between motorized and non-motorized public groups
- Promote tourism and recreational diversity (hiking / ATV /snowmobile trails)
- Attract new businesses and residents
- Vacant buildings — what to do?
- Community involvement—volunteers
- Engage all ages of the Community
- Invest in Infrastructure — sidewalks
- Promote success stories of the Town
- Promote tax incentives for businesses — new build or renovation

2019 Goals

Three goals were selected for 2019 based on similar ideas/input for the participants.

GOAL #1: Efficiency of Town-Wide Services

- Study a “lean process”
- Study and implement a paperless process town-wide
- Town Manager Mark Shea to report back to the Board by **June 30, 2019**

GOAL #2: Develop a Marketing / Branding plan

- Improve website

Denise Vallee assigned / report back to Board by **March 31, 2019**

- Improve social media presence

Denise Vallee assigned/ report back to Board by **August 31, 2019**

- Inventory vacant commercial properties that are available town-wide

John Scarinza, Michelle Lutz and Carol Porter to complete and report back to Board by **August 31, 2019**

GOAL #3: Explore ways to improve broadband to Town / Region

- Contact Carol Miller for assistance

Carol Porter, Denise Vallee, and Mark Shea to report back to Board the **first meeting after Town Meeting**

Wrap-Up, Recap and Action Plan

The next step following this session will be for the 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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