

TOWN OF DERRY

Town Council
Derry Municipal Center

November 25, 2013
Monday - 6:00 PM

Town Council Goals Setting Workshop

Call to order: 6:05 p.m.

Roll Call: Councilors Benson, Cardon, Dimmock, Katsakiores, Osborne, Wetherbee and Chairman Fairbanks

Guests: Carl Weber, Director of Member Services, Primex (Facilitator)
Jennifer Claise, Assistant to CEO, Primex (Facilitator – Recordkeeper)

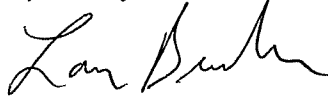
Staff: Larry Budreau, Acting Town Administrator

Business Conducted: Carl Weber led a discussion that began with establishing ground rules for the evening's meeting, followed by developing a vision for the community 3-5 years in the future, followed by establishing goals necessary to achieve the vision and wrapping up by developing more specific goals for three areas of emphasis.

Carl Weber stated that he will provide a report to the Town Council within two weeks.

Adjourned: 8:55 PM

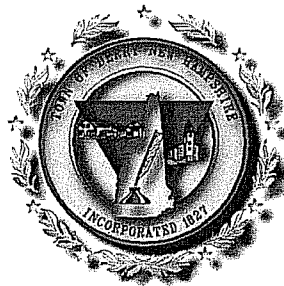
Respectfully submitted,



Larry Budreau
Acting Town Administrator

Working together is success.

— Henry Ford



Town of Derry
New Hampshire

November 25, 2013

Primex¹³
NH Public Risk Management Exchange

Center for
Public Sector
Advancement

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 Council in creating a cohesive vision for the Town of Derry, and to establish short-term and long-term goals that will help to achieve that vision. The goals identified will become part of the Council's ongoing action plan moving forward. The vision and goals identified may also assist the Council in the process of recruiting and selecting a new Town Administrator who is the right fit for Derry.

Participants

Michael Fairbanks, Council Chair
Thomas Cardon
Phyllis Katsakiores
Albert Dimmock, Sr.
Mark Osborne
Brad Benson
Neil Wetherbee

The exercise was facilitated by:

Carl Weber, Director of Member Services, Primex³
Jen Claise, Assistant to the CEO, Primex³

Ground Rules for the Session

From the outset, the Town Council identified ground rules for the session that would set the stage for how to proceed. Councilors chose the following ground rules for themselves:

- Every opinion is valid
- Work to get along
- Share open communication
- Everyone should be heard
- Unity among Council

(**Note:** These ground rules worked well to promote open communication in a positive atmosphere throughout the session. The Town Council may wish to adopt the same ground rules for future brainstorming and goal-setting sessions.)

Vision for the Town of Derry

The Town Council identified its ideal vision for the Town of Derry in 3-5 years. The creation of this vision would then become the foundation for accomplishing specific goals towards that aim.

The Town Council described its vision for Derry as follows:

- A **vibrant downtown** that is a destination spot for visitors
 - ✓ Decrease or eliminate vacancies
 - ✓ Downtown owners who better manage and maintain their properties
 - ✓ Addition of a park downtown to attract visitors, using current vacant properties
- **Relative affordability** – a lower tax rate
- An **attractive community** for younger families and growing businesses
- Increased **cultural events** and opportunities for residents and visitors
- A community that promotes **economic growth** for the Town of Derry as a whole, not just downtown
- Increased **industrial/healthcare** (non-service) development
- More people who **live and work in Derry** – moving away from a bedroom/commuting community
- Derry as a **unique** source of things that other communities cannot offer (e.g. downtown, opera house, golf course)
- Increased celebration and emphasis on Derry's **historic events and people** (e.g. Robert Frost, Alan Shepard)
- Increase use and promotion of **conservation areas**

Specific Goals and Work Plan

Each Councilor then identified his or her **top three** goals that need to be accomplished in order to achieve their vision. Some goals may be short-term while others are long-term. The Councilors identified the goals below (many overlapped or were similar enough to be combined), which are not listed in order of importance:

1. Explore ways to bring both the Town and the schools together under one budget, or in such a way that each budget complements the other. This may or may not include a change in Derry's form of government.
 - ▶ Tied to vision: **Relative Affordability**
2. Better marketing for the town and creation of an environment that is supportive of businesses. Should be able to answer the question: "Why Derry?"
 - ▶ Tied to vision: **Attractive Community/Economic Growth**
3. Creating a supportive environment for downtown redevelopment and addressing owners who need to clean and maintain their properties.
 - ▶ Tied to vision: **Vibrant Downtown**

4. Address parking issues/lack of parking downtown.
 - ▶ Tied to vision: **Vibrant Downtown**
5. Increase efficiency in Town government by thoroughly reexamining current operations, and determining the level of service the Town can provide based upon desired tax rate. Exploration of ways to increase revenue that are not tax-based.
 - ▶ Tied to vision: **Relative Affordability**
6. Creation of infrastructure/environment to attract non-service industries in industrial areas of Town.
 - ▶ Tied to vision: **Relative Affordability/Live and Work in Derry**
7. Offer more cultural events and recreational activities.
 - ▶ Tied to vision: **Vibrant Downtown/Attractive Community**
8. Fully developing the TIF district – retail, restaurants, etc.
 - ▶ Tied to vision: **Relative Affordability/Economic Growth**

Work Plan

Establish Key Objectives and Time Frames for Goals

Next the Council explored in greater detail three of its more pressing goals listed above, identifying key deliverables, responsible parties, and timelines for action. The Town Council identified the three goals below, which are *not* listed in order of importance:

1. Consolidation of Town and School Budgets

The Town Council wants to explore options available in order to consolidate the Town and school budgets. This may or may not involve a change in the Town's form of government.

Goal 1: Review prior reports from NHMA and two Charter Commissions to explore all options for consolidation of Town and school budgets.

Who is responsible? Town Council

By when? Council will review these reports by December 2013

Goal 2: Reinstate regular meetings between Council and School District (including Pinkerton Academy) to increase trust and mutual understanding of operations. Ideally this strengthened relationship may lead to coordination of efforts, proper timing of large expenses, and increased efficiencies on both sides. These meetings should be held at least twice each year.

Who is responsible? Town Council will initiate, and all stakeholders are responsible for participation.

By when? Town Council will plan the first meeting for April 2014, after Council and School Board elections. Second meeting planned for October 2014, with recurring meetings twice each year to follow.

2. Creating a Supportive Environment for Downtown Redevelopment

The Town Council discussed challenges the downtown currently faces, including vacancies and poorly maintained properties. Surrounding communities have been successful with downtown revitalization efforts and could be used as models, but it has yet to be determined which model is right for Derry. Adding to the challenge is Derry's lack of a central person or organization focused on coordination of economic development.

Long-term goal: One central person/focus/organization to head up downtown redevelopment (this item left deliberately vague until short-term goals listed below are achieved)

Who is responsible? Town Council

By when? Final decision to be made by May 2014.

Short-term goal 1: Schedule a workshop for all stakeholders in downtown redevelopment plans (Town Council, Arts Council, business owners, Chamber of Commerce, members of the public, etc.) for discussion and input on redevelopment ideas and next steps.

Who is responsible? Town Council will initiate, and all stakeholders are responsible for participation.

By when? Date for workshop will be decided by Council's first meeting in January 2014.

Short-term goal 2: Review previous "Moving Derry Forward" report for additional insight.

Who is responsible? Town Council

By when? December 2013.

3. Efficiency in Town Government

The Town Council wants a thorough review of all services that the Town currently provides to identify areas of potential inefficiency and/or redundancy, and members agreed they must do their part in ensuring that they have examined all possible ways to be more efficient, especially if they plan to pursue budget discussions with the school district.

Goal: Review of all Town services

Who is responsible? Ultimately this will be part of the ongoing work of the Town Administrator.

By when? Fiscal Year 2016 (prior to budget), and as an ongoing process moving forward.

Short-term goal: Council will identify key data points they will request from department heads that will give them more information on current Town operations and trends.

Who is responsible? Town Council

By when? Council will identify key data points they want from department heads by their second meeting of January 2014.

Recap and Suggestions for Follow-Up

The session concluded by asking the Town Council to identify ways members will hold themselves accountable to accomplishing their goals. They identified the following steps:

1. Top three goals from this session will become standing action items on their Council agenda as part of the Chairman's report. This will provide a good opportunity to review progress and keep track of approaching deadlines.
2. The Council will plan an annual goal review session, and make changes or updates to goals as necessary.
3. Quarterly, the Council will set aside time on their agenda to tackle the other goals that were not addressed in depth during this session, defining new objectives and deadlines for themselves.

Primex³ recommends that the Town Council incorporate these items as part of their annual calendar in order to be proactive and to make continual progress.

Concluding Thoughts

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

Sample Calendar - Action Items for Town Council

December 2013

- ✓ Review prior reports from NHMA and Charter Commissions
- ✓ Review previous "Moving Derry Forward" report

January 2014

- ✓ Identify key data points Town Council wants from Department Heads (by second meeting)
- ✓ Set date for meeting with all stakeholders in downtown redevelopment plans

February 2014

- ✓ Work on other goals from 2013 session (*quarterly event)

April 2014

- ✓ First meeting between Town Council and School Board to be held (*semi-annual event)

May 2014

- ✓ Final decision on central person/focus/organization to head up downtown redevelopment
- ✓ Work on other goals from 2013 session (*quarterly event)

August 2014

- ✓ Work on other goals from 2013 session (*quarterly event)

October 2014

- ✓ Second meeting between Town Council and School Board to be held (*semi-annual event)

November 2014

- ✓ Goal Review Session (*annual event)
in conjunction with
- ✓ Work on other goals from 2013 session (*quarterly event)

Other:

Each Town Council Meeting

- ✓ Review goals as part of Chairman's Report

Prior to Planning for 2016 FY Budget

- ✓ Comprehensive review of all Town services is completed

Center for
Public:Sector
.....
A d v a n c e m e n t



Bow Brook PLace
46 Donovan Street
Concord, NH 03301

603-225-2841
800-698-2364

www.nhprimex.org

Trust. Excellence. Service.