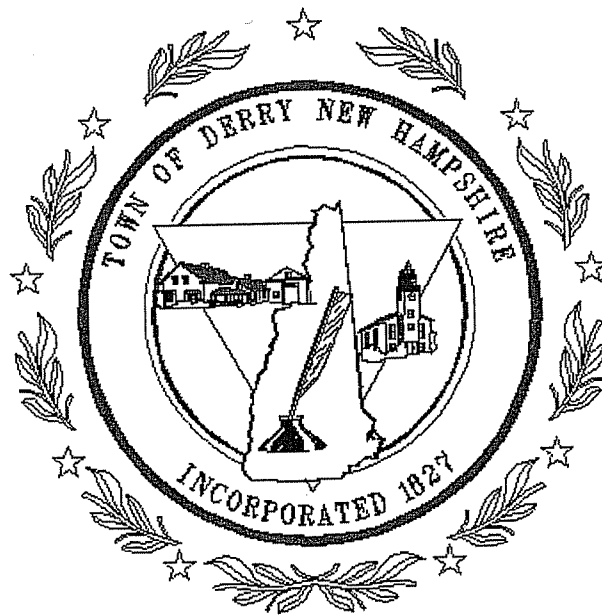


TOWN OF DERRY



Town Council
2009 Goal
SUMMARY REPORT
July 30, 2009

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**TOWN OF DERRY
GOAL SETTING PROCESS
JUNE and JULY, 2009**

Introduction

At the invitation of the Town Administrator, Primex was asked to facilitate the Town Council's 2009 goal setting process. This report summarizes that process with a look at how it was structured and what it achieved. Primex was pleased to assist the Town in this important endeavor.

Purpose and Scope

The primary purpose of this process was to establish goals that will become the foundation of the Council's and staff efforts over the twelve month period beginning on July 1, 2009. The goals contained in this report are those which the Council has noted as being of primary importance at this time. The identification of these goals does not preclude the Council from adding to them as the year continues. In some cases, it can be expected that the identified goal will expand as it is worked on.

Intended Results

The intended results of this process were to clearly articulate and prioritize the Council's July 1, 2009 to June 30, 2010 goals and to send those goals to the Town Administrator for action.

It should be mentioned that the Council noted that past goal setting processes had a limited impact and that the key reason for this was the lack of follow up at both the Council and staff levels. The Council clearly understands that first and foremost it must stay engaged in bringing these goals to fruition. That engagement is not intended to be "hands on" involvement but rather through the following overarching theme the Council identified:

The Council commits to follow up on its goals and will make those goals the focal point for staff at all levels. The Council understands that accountability throughout the organization will be the key to achieving its goals.

Methodology

The process followed the methodology as outlined below:

- Identification of broad goals.
- Identification of five focused goals from those identified broadly.
- Definition of broad actions to achieve each goal.
- Submission of summary report to the Council Chair.

The process was conducted over two meetings, the first taking place on June 16 and the second on July 14.

Participants

Those participating in the process included:

Rick Metts, Council Chair
Brad Benson, Councilor *
Brent Carney, Councilor
Brian Chirichiello, Councilor
Kevin Coyle, Councilor
Janet Fairbanks, Councilor
Neil Wetherbee, Councilor

*Attended July 14 session only.

The process was facilitated by Nick Manolis, Executive Consultant and was supported by Danielle Krause, Administrative Assistant.

Discussion

The discussions of both June 16 and July 14 are summarized below. The summary is not intended to be a verbatim account of those discussions but rather a portrayal of the discussions' major points. It should be noted that the discussions followed the Methodology described earlier in this report.

Identification of Broad Goals

Council members were asked to identify broad goals which they felt were important for the Town to address. In identifying these broad goals, Councilors were asked to think in global terms and without budget, staffing or implementation restrictions.

The following nine broad goals were identified by the Council:

- Bike Path Completion
- Economic Development
- Code of Ethics
- Development of a Communication and Marketing Strategy
- Merger of Police and Fire Dispatch Functions
- Organization-wide Efficiency Review

- Follow Master Plan
- Development and Execution of a Plan to Build Relationships with Elected Officials and Governmental Agencies
- Development of a Plan to Increase Revenue Streams While not Impacting Current Residents/Businesses

Identification of Focused Goals

The Council reviewed the nine broad goals and identified the following as the goals which would be specifically focused on:

- Economic Development
- Development of a Communication and Marketing Strategy
- Organization-wide Efficiency Review
- Development of a Plan to Increase Revenue Streams While not Impacting Current Residents/Businesses
- Development and Execution of a Plan to Build Relationships with Elected Officials and Governmental Agencies

It should be noted that these goals were not prioritized but rather comprised those goals which the Council felt were of most importance to address.

Definition of Broad Actions to Achieve Each Goal

The Council turned its attention to broad actions it would task staff with to achieve each of its focused goals. This part of the discussion was intended to provide staff with both a foundation of the Council's thinking behind each goal and with a broad roadmap to follow to achieve the goal.

- **Economic Development**

Purpose of the goal

Provide clear direction regarding focus of Town's economic development efforts and take action to provide meaningful visibility to those efforts.

Broad actions

Choose the part of Town which will be the focal point for development with TIFF and Route 28 identified as primary targets

Finish the bike path

Determine funding mechanism

Develop marketing strategy (hire outside consultant to assist in this effort)

Particular focus is the TIFF district

Council uniformly and enthusiastically endorses TIFF

- **Development of Communication and Marketing Strategy**

Purpose of the goal

Improve the image of the Town and to improve communication within the Town organization. Enhance public's perception of Town employees and convey a consistent message both within the Town organization and externally of that organization.

Broad actions

Develop process for dissemination of the Town's message

Create one central point to craft the message and to oversee its delivery

Identify the positive nature of what the Town has to offer

Establish schedule to get the Town's message "out"

Assess and expand the Town's current message delivery sources

Develop guidelines for responses to press inquiries

Focus on "citizen friendly" service from all Town employees

Identify service guidelines and engage employees in training to support those guidelines

Recognize employees who go "above and beyond" with regard to service

Tie the communication/marketing strategy to economic development with a particular focus on pro-activity

Council sets the tone for the Town's "story".

- **Organization-wide Efficiency Review**

Purpose of the goal

Maximize human resources while maximizing financial resources; validation that Town is appropriately staffed.

Broad actions

Identify service levels the Town should provide

Identify service levels the Town currently provides

Establish a series of "what if scenarios" based on diminished or static revenues

Charge the Town Administrator with responsibility to have the review conducted and concluded.

(The Council noted that this review is a critical issue for both the current and next Town Administrator)

- **Development of a Plan to Increase Revenues Streams While Not Impacting Current Residents/Businesses**

Purpose of the goal

To determine whether the Town is adequately charging for services it provides and to consider both an increase and decrease in revenues based on services levels with a particular focus on those services delivered "outside the community."

Broad actions

Analyze all outside services to determine whether (and how) providing those services impacts Derry.

(The Council identified the Chief Financial Officer as having primary responsibility for this goal.)

- **Development and Execution of a Plan to Build Relationships with Elected Officials and Governmental Agencies**

Purpose of the goal

Build the relationships which will prove advantageous for the Town

Broad actions

Council serves as the tone setters by developing a "new face" for the Town.

Get Derry's "story" out.

Town Administrator and department heads are the keys to developing these relationships.

Seek "partners" to accomplish this goal.

Concluding Thoughts

"Hats off" to the Council for engaging in this process. A forward looking elected body benefits the community in countless ways.

Though the process has resulted in the identification of goals and actions, it is by no means complete. The key now is making these goals come alive.

Thank you again for the opportunity to participate.