



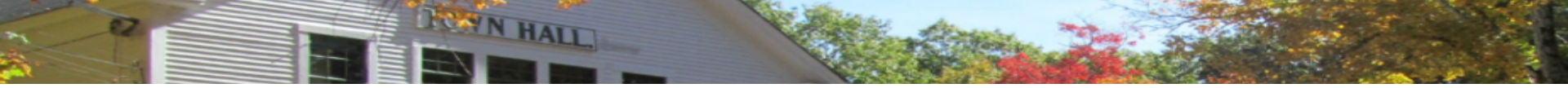
The Center for Strategic Governance

HELPING MUNICIPALITIES ACHIEVE A DESIRED FUTURE



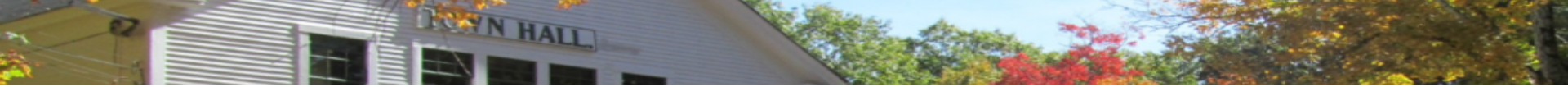
ENFIELD NH – SHAPING ITS FUTURE THROUGH STRATEGIC GOVERNANCE

NHMA CONFERENCE
NOVEMBER 2019



Speakers

- **Mike Akillian:** Director, The Center for Strategic Governance
- **Ryan Aylesworth:** Town Manager, Enfield NH



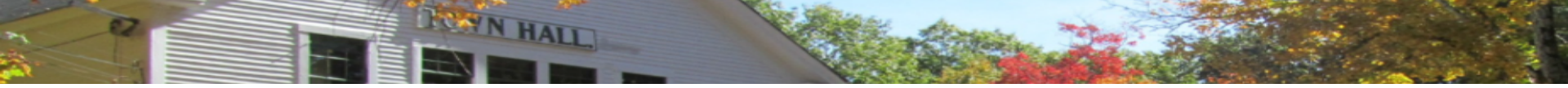
Topics

1. Defining strategic governance.
2. Enfield – an active case study
3. Q&A

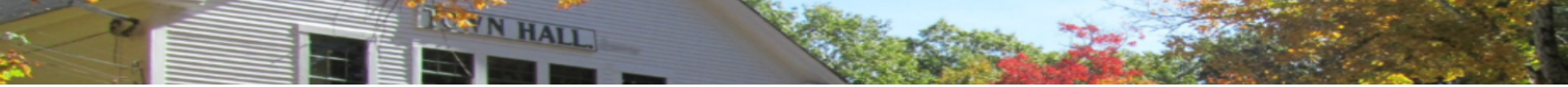


Why Strategic Governance

- NH residents spend \$3 billion a year in taxes.
 - \$1 billion for municipal government
 - \$2 billion for schools
- Strategic governance can help ensure that those dollars are being spent wisely -- or saved -- to deliver excellent value and outcomes for taxpayers.



1. STRATEGIC GOVERNANCE DEFINED



STRATEGIC Thinking + Operational **GOVERNANCE** =

STRATEGIC GOVERNANCE

Applied Leadership for Municipalities and Schools



Hallmarks of This Approach

- Is rooted in meaningful data.
- Is about strategic *thinking*, not just planning.
- Focuses on achieving outcomes that benefit residents.
- Reinforces the municipality's culture and values.
- Empowers all personnel to do their best.
- Links the strategic with the operational and measurable.
- Is a repeatable process that communities can learn to do on their own.

The Process





A Framework for Strategic Governance

What to Achieve

How to Achieve it

STRATEGIC Thinking

Operational *GOVERNANCE*

Vision

Measurable
Goals

Strategic
Initiatives

Implementation &
Oversight

- Citizen Ideas
- Research/Data
- Department Input
- Balanced Views

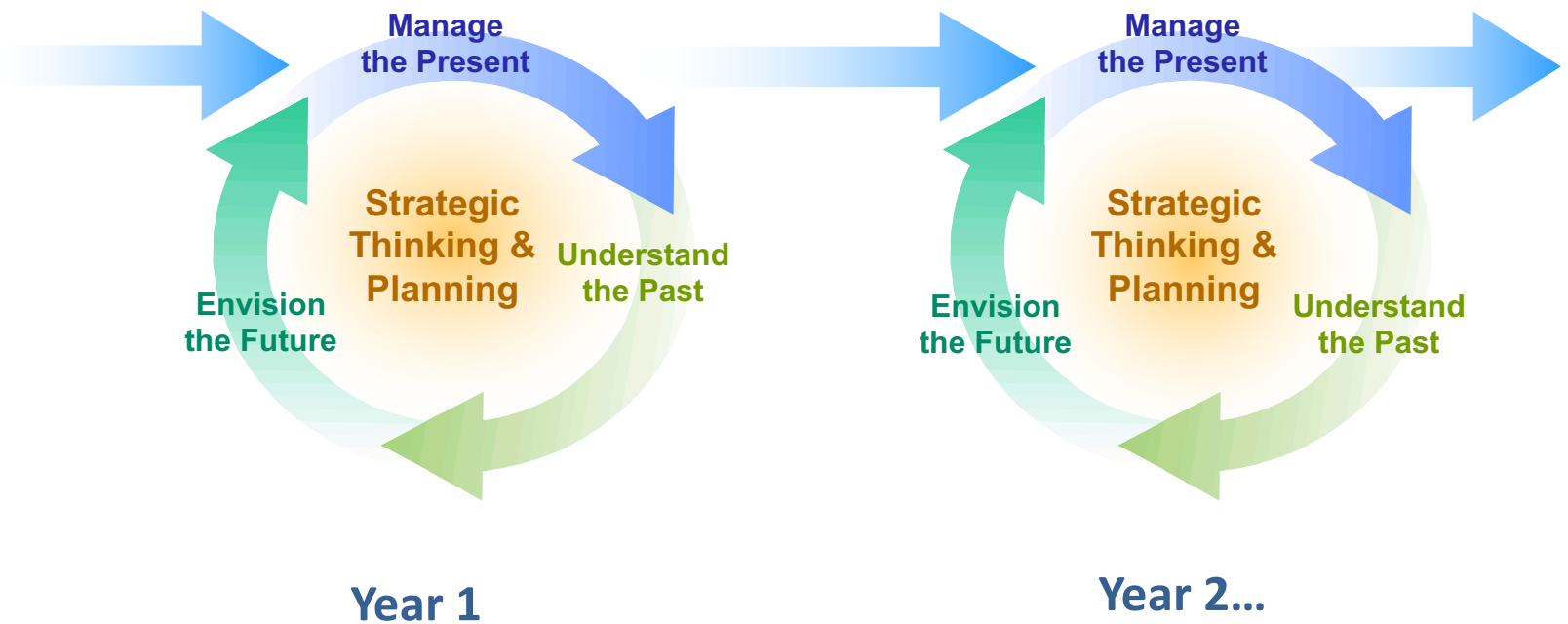
- Defining Success in Citizen Outcomes
- Specific, Measurable, Achievable, Challenging (SMAC)

- Program Plans
- Costs
- Roles
- Timing
- Dependencies
- CIP

- Department Plans
- Board Plans
- Ongoing Updates
- Progress Reviews
- Measurement
- Plan Adjustments

Constituent Communications

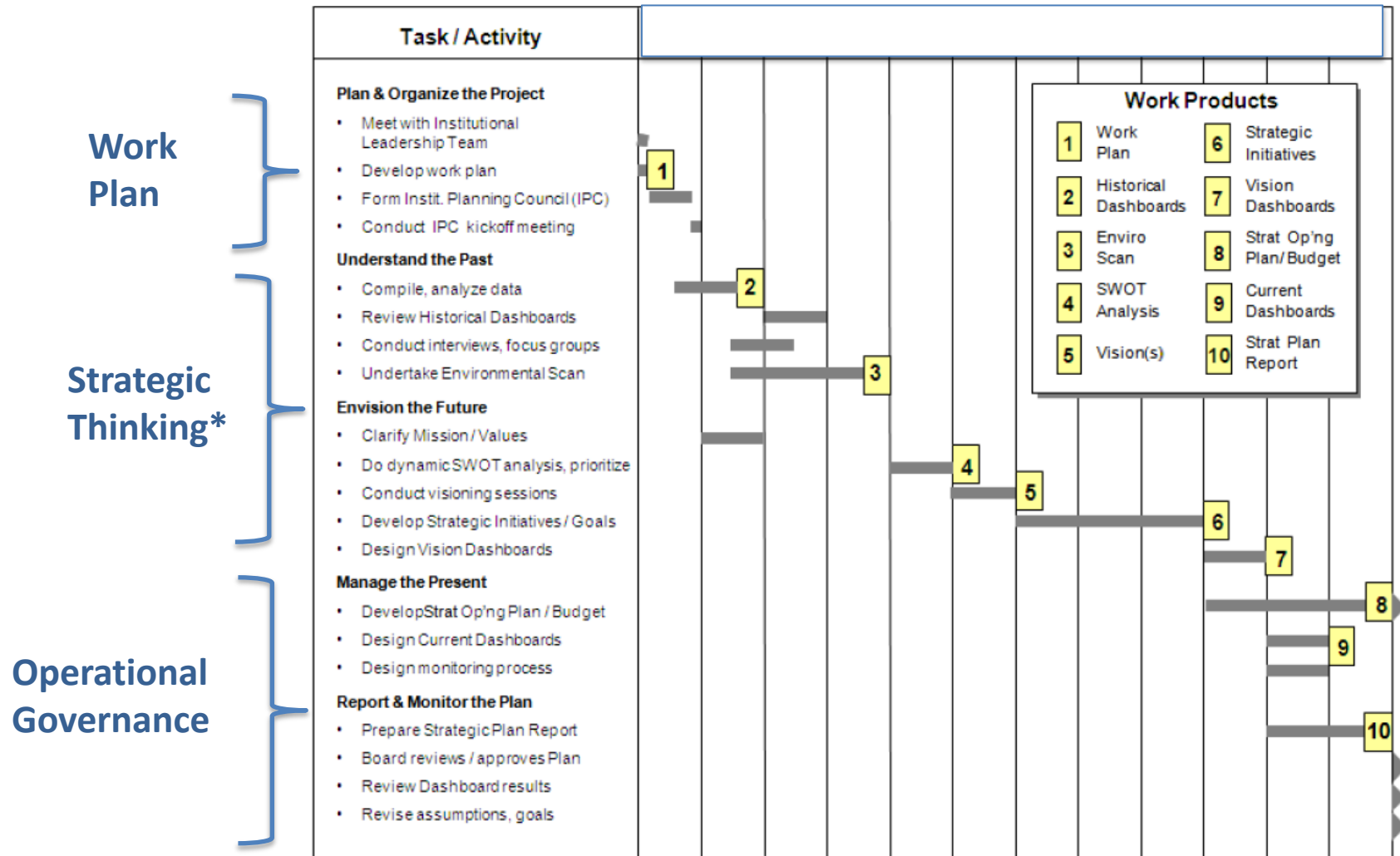
An Ongoing Cycle



... or sooner, as needed.



Phased process and workflow





Key Activity Areas

Understand the Past

Clear understanding of historical demand and performance, drivers of success, key environmental trends, critical issues.

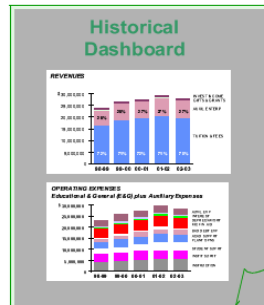
Envision the Future

Clarified mission, values, SWOTs. Relevant vision of a desired future -- outcomes. Proposed actions, initiatives, investments with rationale. Prioritized tradeoffs. Effective engagement with voters.

Manage the Present

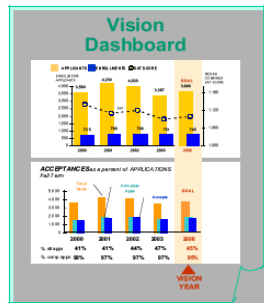
Set of tools (dashboard metrics, strategic budgets) to manage initiatives and actions, and to continually measure progress toward citizen-focused outcomes.

Dashboards for Each Part of the Cycle



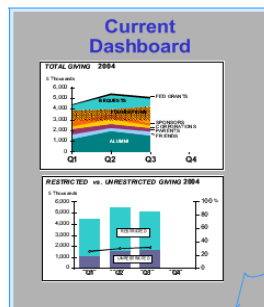
Historical Dashboard

Displays data for the past three-to-five years in the form of ratios, peer group comparisons, bar and pie charts, time series, etc. that highlight key trends and performance indicators and enable decision makers to understand the relationships among them and their strategic significance for the institution.



Vision Dashboard

Goals are established for a "vision year" three, five or more years in the future. These goals are expressed as a subset of the key performance indicators used in the Historical Dashboard. The Vision Dashboard enables year-by-year tracking of progress toward these goals.



Current Dashboard

Displays quarterly values for many of the same indicators used in the Vision Dashboard so that current performance can be monitored and near-term performance can be assessed in time to make mid-course changes if necessary. The Current Dashboard is one of the tools that “operationalizes” strategy in the ongoing life of the institution.



Focus on Resident Outcomes

Inputs

- Add a new police officer.
- Increase the DPW budget by \$2.4 million annually.
- Acquire accounts receivable software.
- Institute full-day kindergarten.

Outcomes

- Reduce property crime 15%.
- *By 2030, 70% or more of Amherst roads are rated good or better by the industry standard PCI index.*
- Maintain a tax collection rate of greater than 94%.
- Prepare children for success in the first grade.



Elements of a Sound Strategic Plan

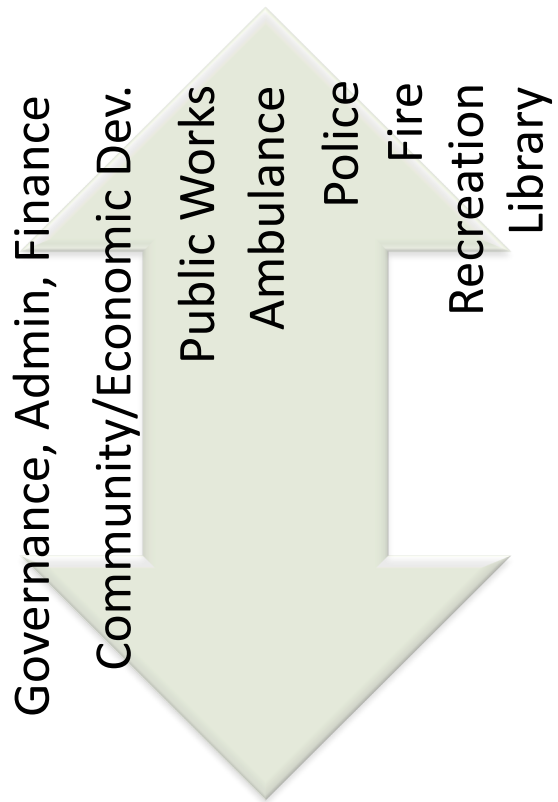
- **Mission** – Why the organization exists (enduring purpose).
- **Vision** – How the mission will be achieved over time.
- **Outcomes** – Constituent-centered results to be achieved.
- **Investments** – Initiatives/resources to achieve outcomes.
- **Structures and Staffing** – How to organize to do work.
- **Operations and Procedures** – Best practices.
- **Schedule** – Timeline to achieve planned outcomes.

Strategic Governance Applied in Enfield





Shift from Vertical to Horizontal



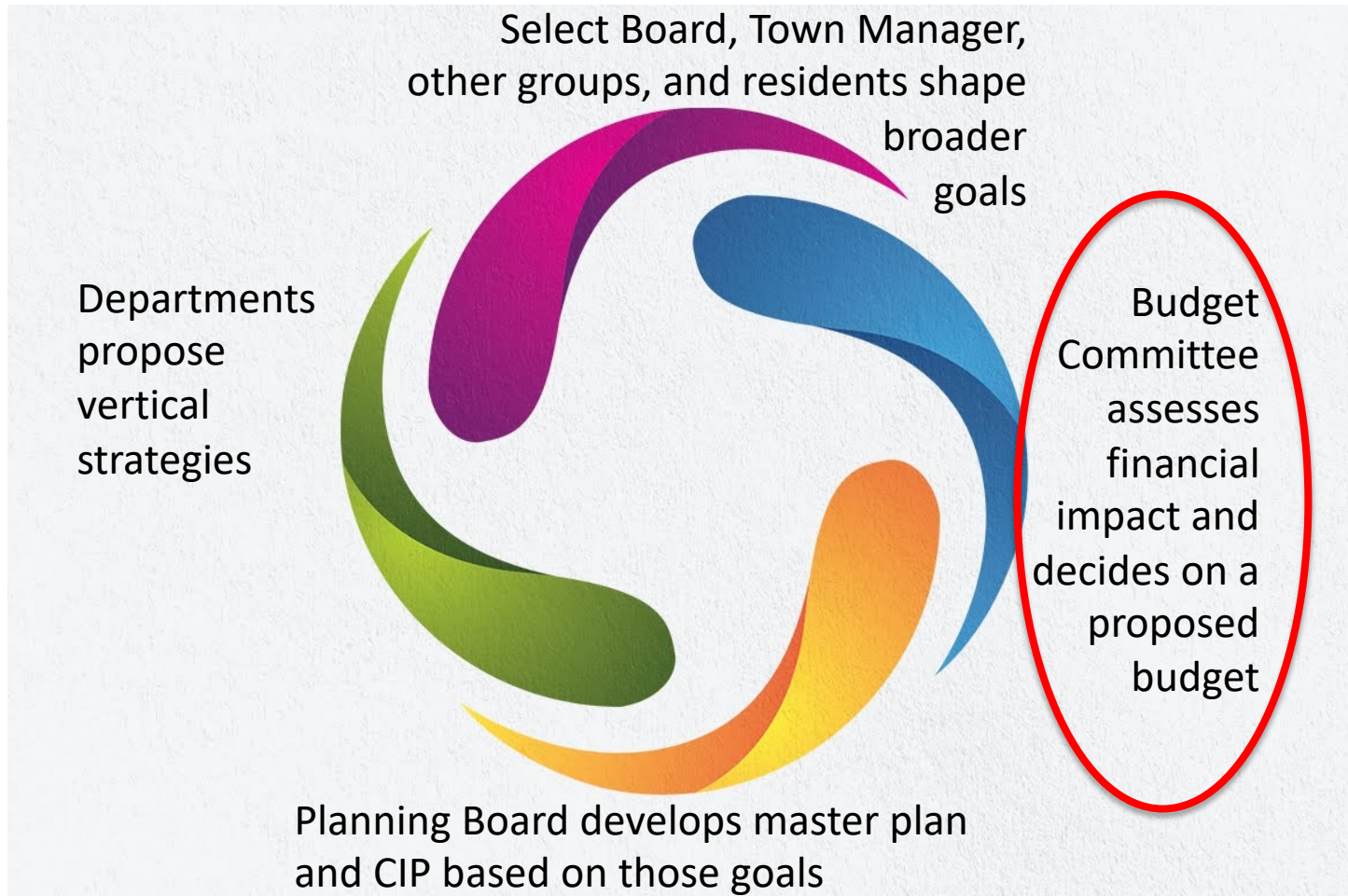
Operating Departmental Focus



Quality of Life Factors for the Community



Budget Committee Assessment





Multi-Year Financial Analysis & Priorities

- Roll up five years of proposed budgets and evaluate potential tax impacts (dynamic spreadsheet tool)
- Prioritize annual plans and budgets by aligning with horizontal priorities and current vision
- Explore/evaluate financing options to moderate tax spikes

Engaging the Planning Board & CIP Committee





Basis for Community-wide Planning

- State legislation organizes municipalities into siloes to work in focused and efficient ways.
 - Select Board, Library Board, School Board(s)
 - Other committees, commissions, and boards.
- Master planning & CIP are the only processes that foster horizontal dialogue, planning, and citizen engagement.



Purpose of Master Planning & CIP

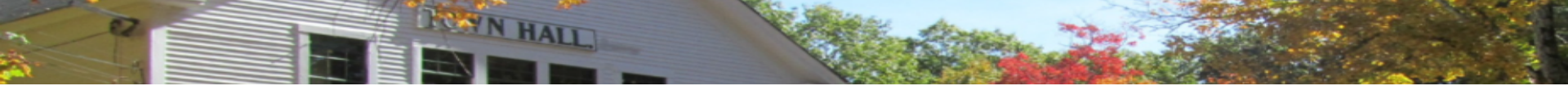
Vision

(What's to be achieved)

Land Use

(How to achieve it)

The master planning & CIP processes are two key ways we can engage our residents, businesses, and institutions to envision and achieve a desired future.



Master Plans – NH RSA 674:2

- Two Required Chapters: Vision and Land Use
- Optional Chapters:
 - Transportation
 - Community Facilities
 - Economic Dev.
 - Natural Resources
 - Natural Hazards
 - Recreation Utility & Public Service
 - Cultural, Arch & Historical
 - Regional Concerns
 - Neighborhood Plan
 - Community Design
 - Housing
 - Implementation
 - Energy
 - Coastal Management



CIP & Operational Governance

- CIP = *How to finance capital investments*
- Provides at least 6 yr (RSA 674:5) prospective budgeting tool
- Includes all capital projects from municipal *and* school district(s)
- The multi-year financial analysis completed in strategic budgeting process, serves as basis
- Moves from plan to implementing *success!*

Maintaining A Virtuous Cycle

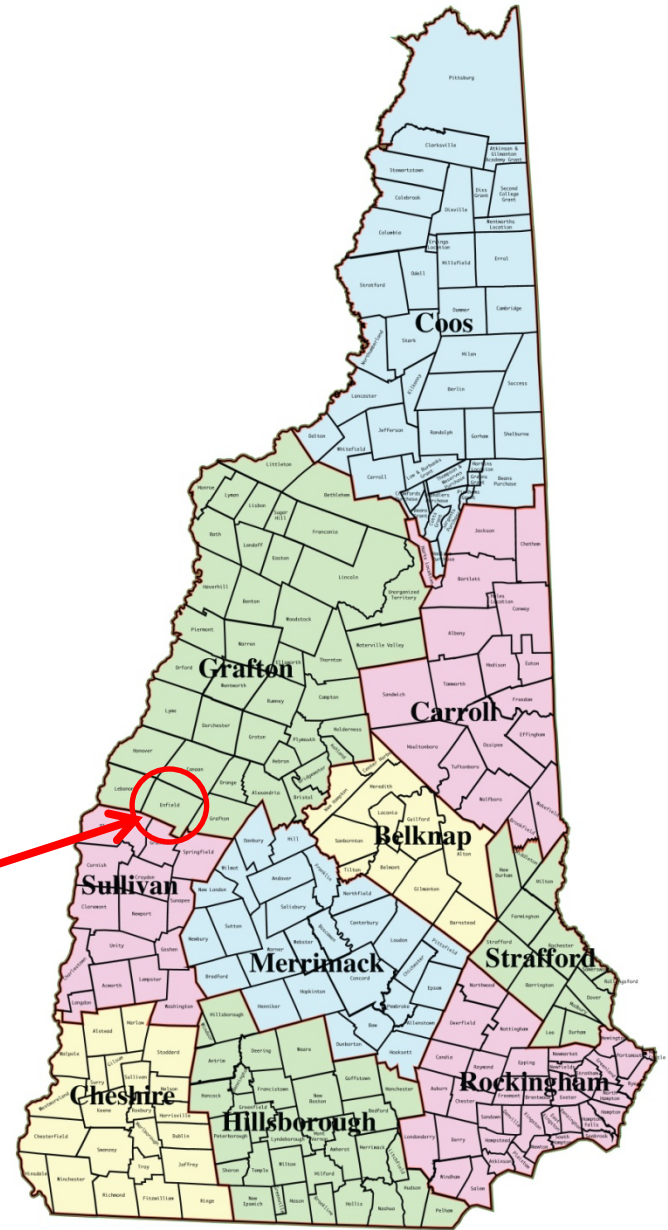




1. ENFIELD CASE STUDY



Where's Enfield?





Enfield – A Brief Overview

- 4,600 residents (population increases during summer months)
- Roughly \$6.5 million municipal operating budget
- 35+/- FT employees; 30-40 PT & seasonal employees

Form of Government

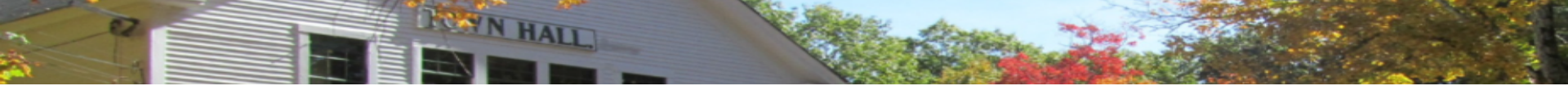
- Representative Town Meeting
 - Town Meeting = Legislative Body
- Governing Body = 3-Member Board of Selectmen
- Town Manager (RSA 37)
 - Town Manager is the administrative head of all municipal departments and responsible for their efficient administration
 - Town Manager reports to and is appointed by the BOS





Municipal Services

- **Office of the Town Manager**
 - ✓ Municipal Management
 - ✓ Tax & User Fee Collection
 - ✓ Assessing
 - ✓ Accounting/Bookkeeping
- **Public Safety**
 - ✓ Police
 - ✓ Fire
 - ✓ Ambulance
- **Public Works**
 - ✓ Highway
 - ✓ Solid Waste
 - ✓ Buildings & Grounds
 - ✓ Water & Sewer
- **Office of the Town Clerk**
- **Recreation**
- **Land Use & Community Development**
 - ✓ Planning
 - ✓ Zoning
 - ✓ Economic Development
- **Inspection Services**
 - ✓ Building
 - ✓ Health
 - ✓ Fire
- **Public Library**
- **Human Services/Welfare**
- **Cemeteries**



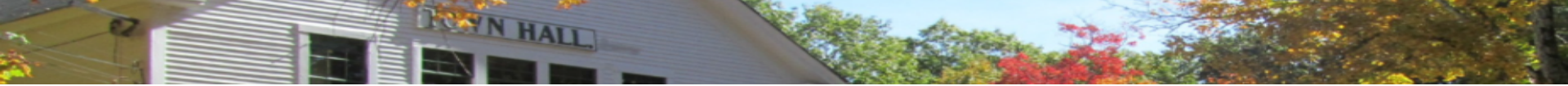
Our Starting Point

- New Town Manager and elected officials confronting financial challenges (i.e., deficits in the GF and Sewer Fund) and a need to address public concerns about accountability/transparency
- Municipal department heads and their departments had never participated in strategic planning
- Town last completed an official update to the Master Plan in 1995 (proposed updates in 2006 never adopted)
- Town had not developed a formal CIP plan since 2004
- Increased concerns about the efficacy of the Fire Department and Ambulance (both call-/volunteer-based)
- Multiple economic development plans prepared in the last 10-15 years, but, somewhat lacking with little implementation



The Process





Department-level Strategic Plans

- Governance, Administration & Finance
 - Public Works
 - Police
 - Fire
 - Ambulance
 - Library
 - Recreation
 - *Economic & Community Development*
- Department heads asked to:
- “Think broadly” and develop plans to meet the anticipated needs of residents and businesses through key outcomes.
 - Specify needed investments, tradeoffs, and timetable.

So, what sorts of components are included in the operating department plans?





Town of Enfield POLICE DEPARTMENT

Mission

It is the mission of the Enfield Police Department to fairly enforce the law in an impartial and sensitive manner; to secure a safe and healthy environment for the community and to provide competent, professional and dedicated police service which places emphasis on protecting the fundamental constitutional rights and privileges of all people.

Vision

We envision the Enfield Police Department to be a leader in law enforcement through a people to people approach, with the ability to provide a caring and innovative design to service highlighted by pride, integrity, and respect for all; earning the confidence of the public we serve.





Department Goals

Goal #1: Improve Traffic Safety on Roadways of Enfield

Goal #2: Decrease Property and Personal Crime in Enfield

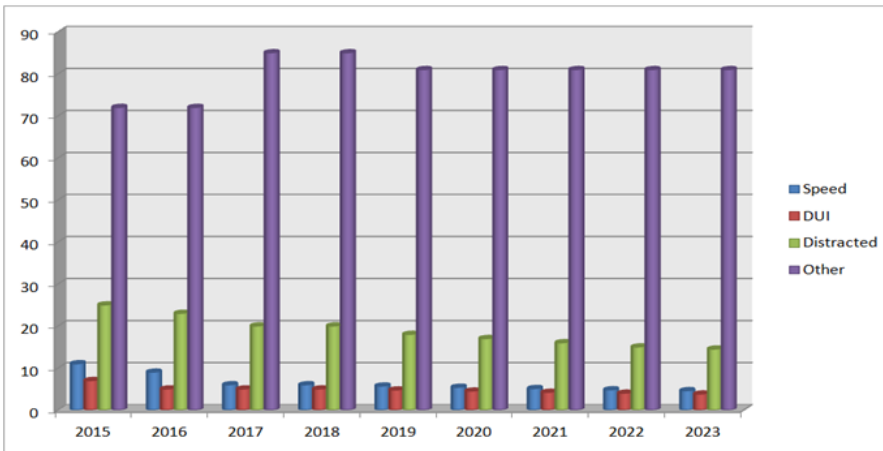
Goal #3: Improve Community Relations, Perception and Communication

Goal #4: Improve Effective use of Facility and Equipment

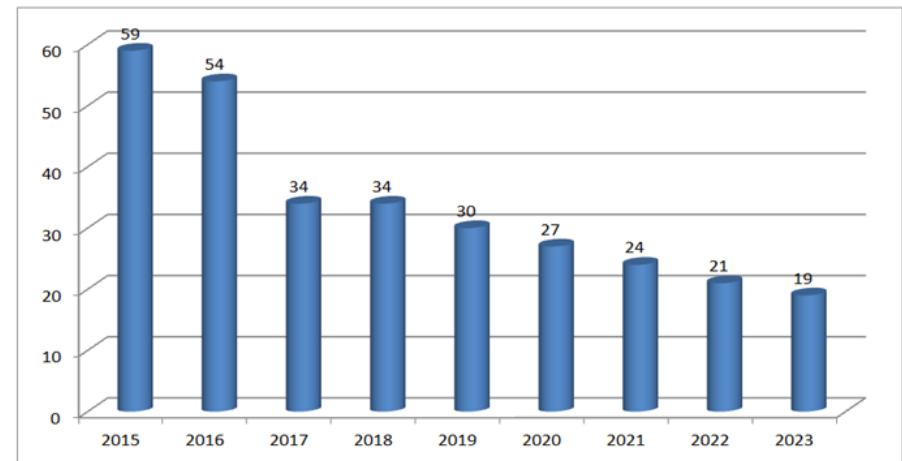


Vision Dashboard

TRAFFIC SAFETY



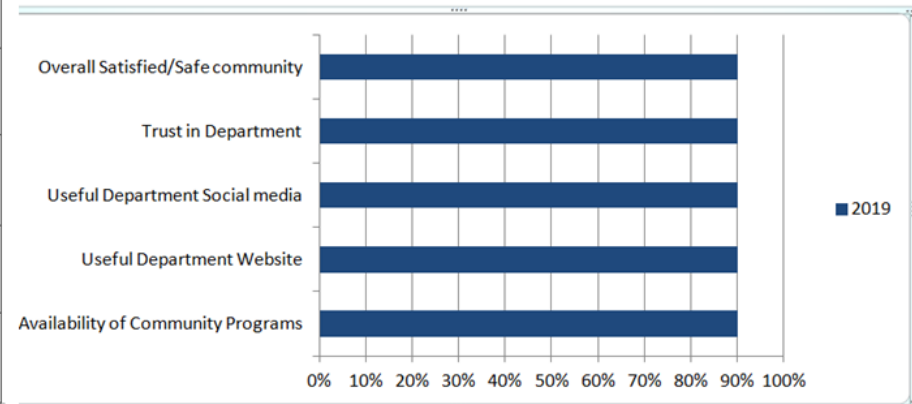
CRIME REDUCTION



FACILITY EFFECTIVENES

	IACP/CALEA	CJIS	DOL
Building Security			
IT Security			N/A
Officer Space			
Evidence			N/A

COMMUNITY RELATIONS



Goal #1: Improve Traffic Safety on Roadways of Enfield



Measured Outcome: Reduce motor vehicle crashes caused by speed, distracted driving and impaired driving by 5% annually



Strategic Initiatives to Reach Goal #1

- 1) Implement driving-under-influence enforcement patrols.
- 2) Implement distracted driving enforcement patrols.
- 3) Implement enhanced traffic enforcement patrols.
- 4) Increase in-service officer training hours.
- 5) Effectively change driving behavior.



Strategic Initiatives for Goal #1

1) Implement Driving-Under-Influence Enforcement Patrols

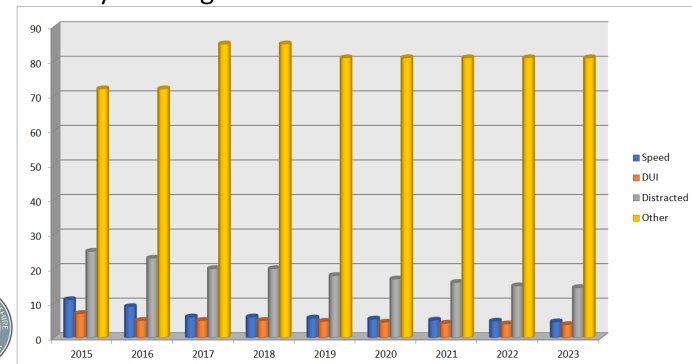
- 100 patrol hours of target patrols for impaired drivers.
- Increased patrol hours where officer specifically targets detection and apprehension of impaired drivers.
- Target patrols allows officer to concentrate on specific issues while regular patrol responds to all other calls.
- Increased visibility of Enfield Police Department to reduce crime and change driving behavior.
- Possible cost offset by grants.

COST: \$5,000 annually starting 2019
(\$4,353 projected grant for 2019)



Goal #1 Desired outcomes

- Effective traffic enforcement will reduce MV crash due to impairment, speed, distracted driving by 5% annually starting 2019.





Funding for Strategic Initiatives of Goal #1 (Traffic Safety)

	2019	2020	2021	2022	2023
DUI Enforcement Patrol	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Distracted Driving Patrol	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Enhanced Traffic Patrol	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Training	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Change Driving Behavior	0	0	0	0	0
Cost	\$16,500	\$16,500	\$16,500	\$16,500	\$16,500



	2019	2020	2021	2022	2023
Traffic Safety/SI #1	\$16,500	\$16,500	\$16,500	\$16,500	\$16,500
Crime Prevention/SI#2	\$81,200	\$82,843	\$84,499	\$86,188	\$87,912
Community Relations/SI#3	\$2,500				
Facility Effectiveness/SI#4	\$44,000	\$2,000	\$2,000	\$2,000	\$2,000
Cost	\$65,200	\$99,700	\$101,343	\$104,688	\$106,412



Projected budget with 2% salary 1% cost increase

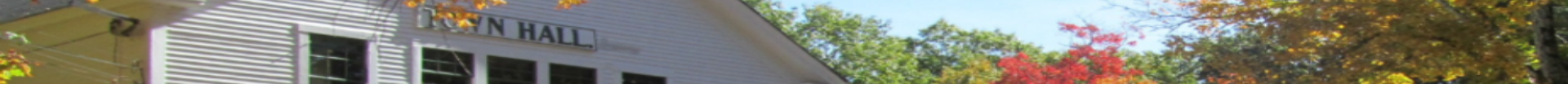
	Operating Budget	Special Initiatives	Total Budget
2019	\$734,076	\$65,200	\$799,276
2020	\$747,051	\$99,700	\$846,751
2021	\$759,711	\$101,343	\$861,054
2022	\$772,787	\$104,688	\$877,475
2023	\$786,104	\$106,412	\$892,516

The only additional projected dept-level costs not reported in this table pertain to cruiser replacements and related capital expenses

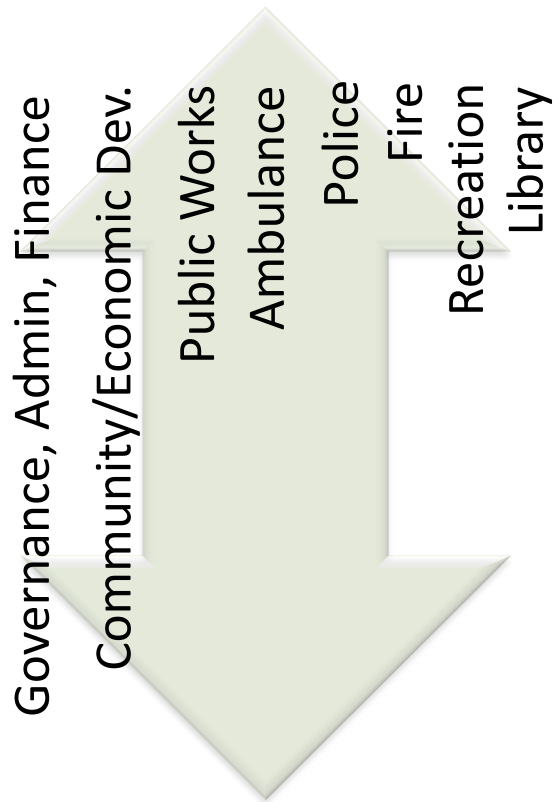


Strategic Governance Applied in Enfield





Shift from Vertical to Horizontal



Public health & safety (Police, Fire, EMS)
Infrastructure/Built Environment/Technology
Community/ Economic Development
Financial Condition/Affordability
Environment/Landscapes
Historic/Heritage
Town Character
Housing
Recreation
Education

www.enfield.nh.us/strategic-governance-enfield



What's Emerged

A PROPOSED VISION

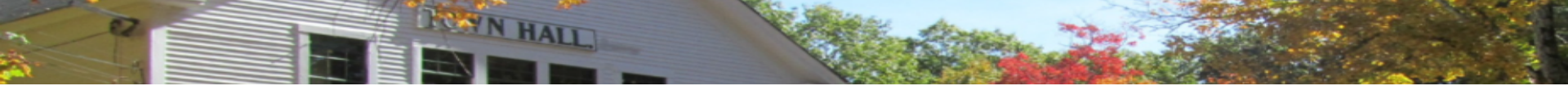
Retain Enfield's town character, sense of community, environment, and heritage, because people pretty much like the town as it is. BUT...



PRIORITIES

... Improve the following aspects that shape our quality of life:

- Financial condition/affordability (1)
- Public health & safety (Police, Fire, EMS) (2)
- Infrastructure, facilities and technology (3)
- Community/economic development & housing (4)



Year 1 Progress/Outcomes (1 of 4)

- **Financial Condition/Affordability (1)**

- **Fund Balances & Cash Flow**

- Increased GF undesignated fund balance from \$80,000 to \$570,000 (goal is \$1.7 million, or 10% of total operating budget, by 2024)
 - Decreased the Sewer Fund deficit from \$700,000 to \$550,000 (goal is to eliminate the deficit entirely by 2024)
 - Grew the Town's CIP Capital Reserve Fund balance by roughly 10% (goal is hit \$2 million by 2025)
 - Significantly improved cash flow and eliminated need for TANs

- **Property Assessments, Taxes, & User Fees**

- Completed a 5-year revaluation and the increases in property values (7.6%) were largely offset by a 5.1% decrease in tax rate
 - Taxes and user fees continue to be collected at the 97% level

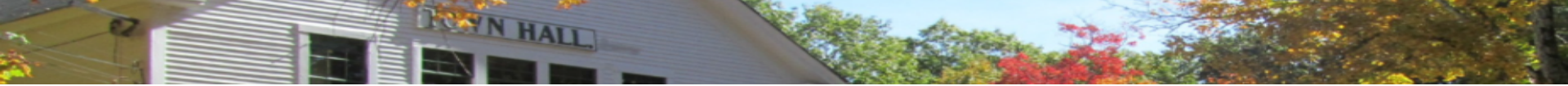


Year 1 Progress/Outcomes (2 of 4)

- **Public Health & Safety (Police, Fire & EMS) (2)**

- **Fire/EMS Governance & Integration**

- Assessed the efficacy of the existing FD governance (governed by three elected firewards for past 80 years)
- Significant issues with FD oversight & accountability
- Declining volunteerism & in-fighting plaguing FD and Ambulance
- Advantages to aligning FD and Ambulance (i.e., promoting cross-training, shared admin, and moving toward integrated department)
- Town Meeting approved warrant articles to (A) move FD oversight under the Town Manager (dissolving firewards) and (B) fund a comprehensive transition planning effort that touches on organizational structure, internal relations, policies & procedures, training programs, documentation & record keeping, recruitment & retention (this effort has been underway since late-June)



Year 1 Progress/Outcomes (3 of 4)

- **Infrastructure, Facilities & Technology (3)**

- **Buildings/Facilities**

- Municipal facilities “optimization study”; Municipal Facilities Advisory Committee; Conceptual design & cost estimation

- **Water & Sewer Systems**

- Water Asset Management Plan; pursuing funding for approximately \$3.3 million worth of infrastructure upgrades.
 - Wastewater Asset Management Plan (*in development*)
 - Feasibility study of siting, constructing and operating a local wastewater treatment plant (Enfield current sends its sewage to the City of Lebanon for treatment) (*in development*)
 - Analyzing the existing rate structure to ensure that the Town’s fees are fair, equitable, and financially sustainable.



Year 1 Progress/Outcomes (4 of 4)

- **Community/Economic Development & Housing (4)**

- **Staffing & Job Descriptions**

- The Town's full-time Planning & Zoning Administrator resigned in December 2018, and the position was restructured to have more explicit emphasis on community & economic development functions (Land Use & Community Development Administrator)

- **Preparation of a Community & Economic Development strategic governance plan (in progress)**

- **Master Planning (in progress)**

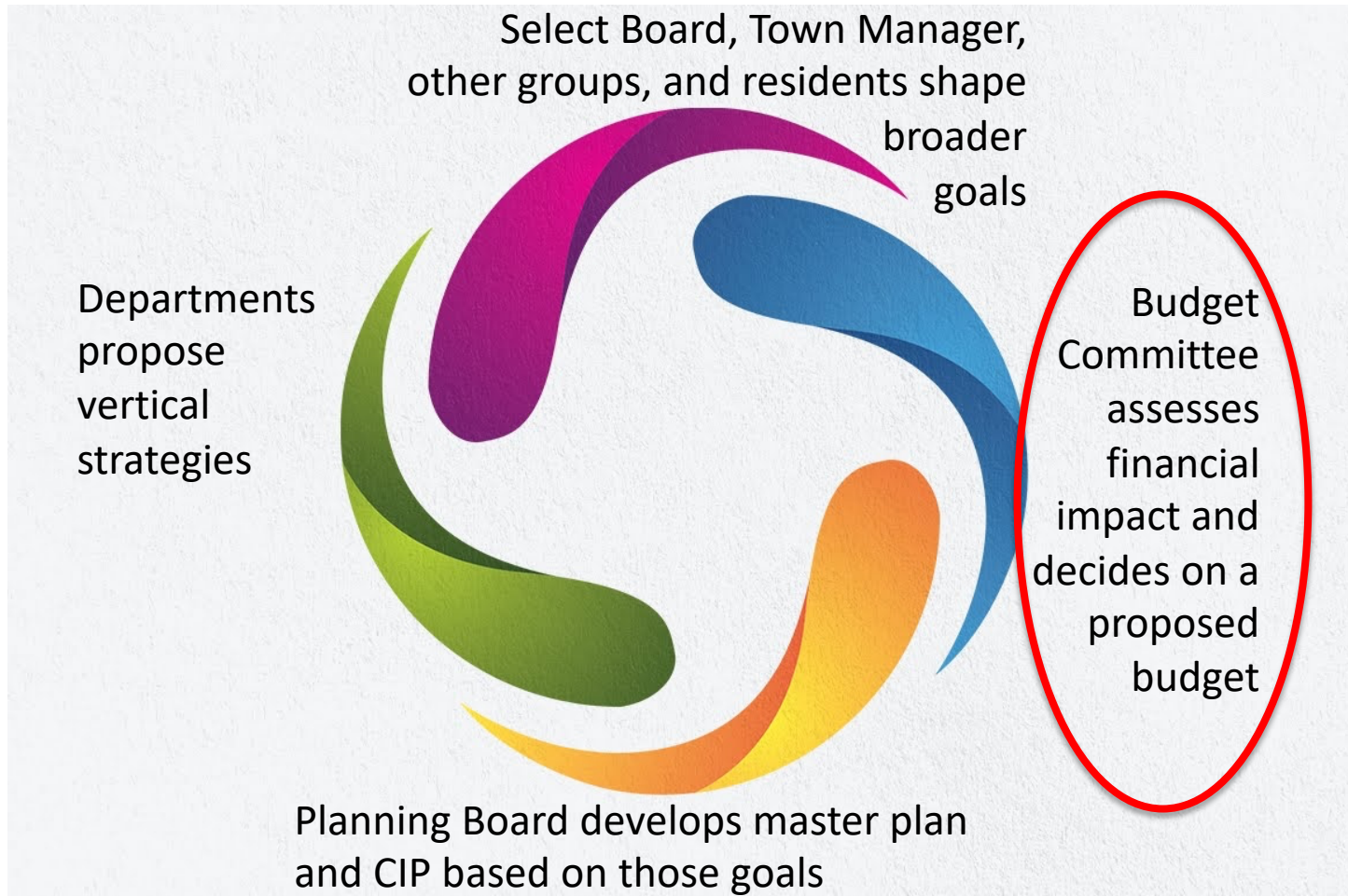
- Currently in the “pre-planning” process, but there is consensus that community/economic development and housing must be central themes/priorities
- Process will place considerable emphasis on public engagement



Key Considerations Moving Forward

- Continue to embed SG in the culture/fabric of depts
 - Ensure meaningful data continues to be collected
 - Ongoing communications and informal “check ins”
 - Annual updates/revisions to department SG plans
 - Ensuring that annual budget requests are in alignment with department SG plans
- Maintaining buy-in from elected officials & public
 - Departments continue to present SG plans to BOS, Budget Committee, and the public at large
 - Ongoing education to ensure understanding of support for SG survives the various election cycles

Budget Committee Assessment





How has strategic governance changed financial decision-making?

- Budget Committee and Selectboard have a better sense of competing demands and tradeoffs that must be confronted – **we cannot have it all unless we are prepared to pay for it all**
- Town officials are transitioning away from their customary budgeting practice of preemptively capping increases in appropriations (i.e., 2-2.5%) and instead **focusing first and foremost on desired outcomes and subsequently supporting a budget capable of achieving those outcomes**
- Recognition among Town officials that this is an ongoing and iterative process → we don't need to hit home runs our first couple times through... **singles and doubles are still wins**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2														
3														
4	Town Tax Rate	\$ 7.38												
5	Percent Increase		2.00%	2.00%	2.00%	2.00%	2.00%							
6	Revenues	\$ 2,500,000												
7	Percent Increase		0.50%	0.50%	0.50%	0.50%	0.50%							
8	Property Value	\$ 550,000,000												
9														
10			Annual Budget Breakdowns, Initiatives & Capital Costs Start								Budgets, Initiatives & Capital Cost Projections			
11	Department		Year 1	Year 2	Year 3	Year 4	Year 5	Year	2019	2020	2021	2022	2023	2024
12	ADMINISTRATIVE/FINANCIAL	Operating Budget							542,574	553,425	564,494	575,784	587,299	599,045
13	Assessing (Revaluation)	Operating Budget							45,000	35,000	35,700	36,414	37,142	37,885
14	Human Services	Operating Budget: Admin & Assistance							38,125	38,887	39,665	40,458	41,267	42,093
15		Operating Budget: Regional Associations							37,752	38,507	39,277	40,063	40,864	41,682
16	Initiatives													
17	Effective Governance	Strategic Governance - Annual Updates	7,500	-	-	-	15,000	2019	7,500	-	-	-	15,000	-
18		Proprietary Electronic Survey	500	500	500	500	500	2019	500	500	500	500	500	-
19	Efficient Service	Full Time Assistant & Technology Needs	76,626	77,628	80,364	83,213	86,182	2019	76,626	77,628	80,364	83,213	86,182	-
20		Enhanced Employee Recruitment	2,000	2,000	2,000	2,000	2,000	2019	2,000	2,000	2,000	2,000	2,000	-
21		Additional Employee Training	8,000	8,000	8,000	8,000	8,000	2019	8,000	8,000	8,000	8,000	8,000	-
22		Adjustments to Employee Longevity	(6,000)	(6,120)	(6,242)	(6,367)	(6,495)	2019	(6,000)	(6,120)	(6,242)	(6,367)	(6,495)	-
23		Initiatives Subtotal	88,626	82,008	84,622	87,346	105,187							
24														
25	AMBULANCE	Operating Budget							147,598	150,549	153,500	156,632	159,765	162,960
26	Initiatives													
27	Reduce Response Time	Establish 2 Full Time Staff	100,000	102,000	104,040	106,120	108,243	2019	100,000	102,000	104,040	106,120	108,243	-
28		Recruit 6 Additional On-Call Personnel	500	500	500	500	500	2019	500	500	500	500	500	-
29	Upgrade Facility	Repair Leaking Foundation	20,000	-	-	-	-	2019	20,000	-	-	-	-	-
30		Replace & Repair Corroding Heating Sys	4,000	-	-	-	-	2019	4,000	-	-	-	-	-
31		Expand and Improve Storage Area	2,500	-	-	-	-	2019	2,500	-	-	-	-	-
32		Repair and Expand Training Area	20,000	-	-	-	-	2019	20,000	-	-	-	-	-
33		Initiatives Subtotal	147,000	102,500	104,540	106,620	108,743							
34														
35	BUILDING & HEALTH INSURANCE	Operating Budget							77,542	79,093	80,675	82,289	83,934	85,613
36														
37	DPW (including W&S)	Operating Budget							2,630,573	2,683,184	2,736,848	2,791,585	2,847,417	2,904,365
38	DPW - Highway Initiatives													
39	Road Improvements	Overlay (\$80,000 cost/mile)	160,000	168,000	176,400	185,220	194,481	0	-	-	-	-	-	-
40		Reclaim (\$300,000 cost/mile)	600,000	630,000	661,500	694,575	729,304	2019	600,000	630,000	661,500	694,575	729,304	-
41		Reconstruct (\$1,000,000 cost/mile)	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013	0	-	-	-	-	-	-
42	Bridge Improvements	Bog Road	-	700,000	-	-	-	2019	-	700,000	-	-	-	-
43		Oak Hill Road	-	-	-	250,000	-	2019	-	-	-	250,000	-	-
44	DPW - Various Initiatives													
45	Equipment Replacement	Grader Overhaul	35,000	-	-	-	-	2019	35,000	-	-	-	-	-
46		Truck 200	45,000	-	-	-	-	2019	45,000	-	-	-	-	-
47		Truck 209	95,000	-	-	-	-	2019	95,000	-	-	-	-	-
48		Truck 212	-	35,000	-	-	-	2019	-	35,000	-	-	-	-
49		Steamer	-	20,000	-	-	-	2019	-	20,000	-	-	-	-
50		Roadside Mower	-	-	80,000	-	-	2019	-	-	80,000	-	-	-
51		Truck 214	-	-	-	185,000	-	2019	-	-	-	185,000	-	-
52		Loader	-	-	-	-	150,000	2019	-	-	-	-	150,000	-
53		Shaker Bridge Pump Station Generator	-	35,000	-	-	-	2019	-	35,000	-	-	-	-
54		Grounds Mowers	10,000	-	10,000	-	-	2019	10,000	-	10,000	-	-	-

Tax Rate “Sensitivity Analysis” Tool



Engaging the Planning Board & CIP Committee





A Different Approach to Master Planning

- Rely on **useful information** for decision making; avoid useless data.
- Rely on the history, experience and judgement of **residents/officials**.
- Maximize the resources of the **Regional Planning Commission**.
- Structure the plan based on **themes**, not siloed chapters.
- Define related **outcomes, investments and timing** for each alternative.
- Share well-considered alternatives to each theme to get **contextual public involvement, feedback, priorities, and support**.
- **Involve the schools** in this process so that all governing boards participate.
- **Tie CIP schedules** to the timing of strategic initiatives.



The Standard Chapter Approach

What chapter(s) of a master plan should we tackle?

Transportation

Community Facilities

Economic Dev.

Natural Resources

Natural Hazards

Recreation Utility & Public Service

Cultural, Arch & Historical

Regional Concerns

Neighborhood Plan

Community Design

Housing

Energy

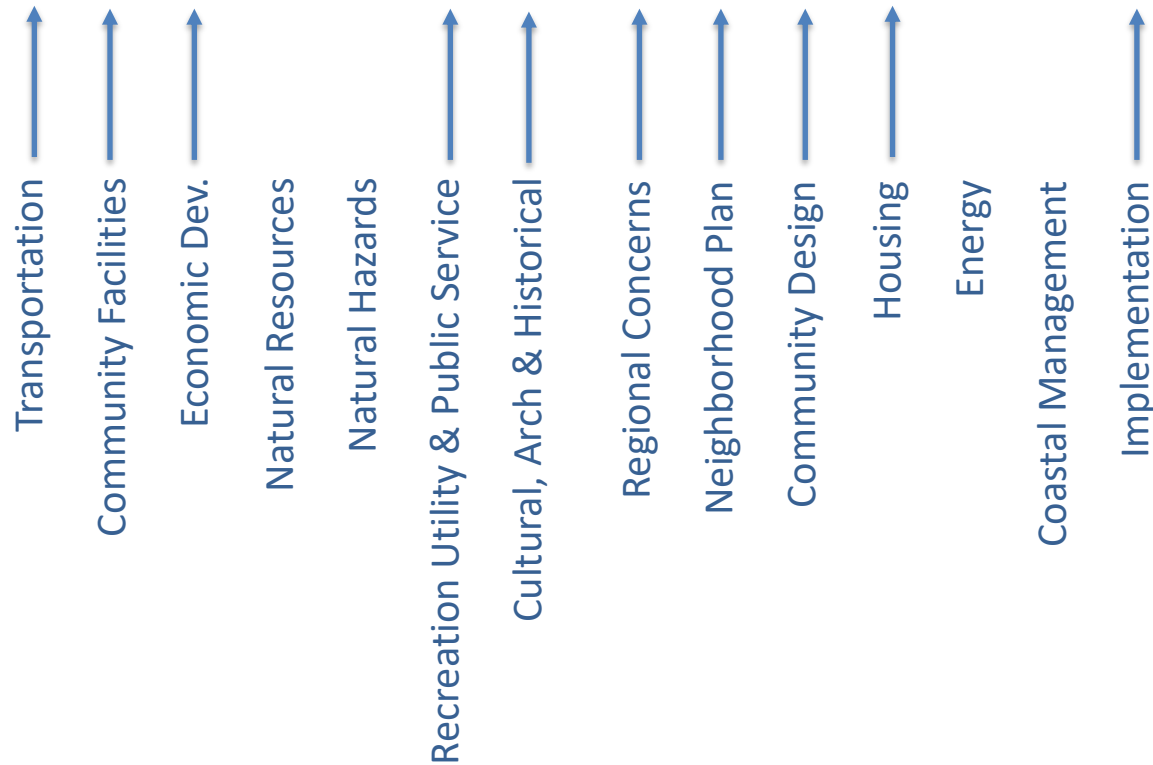
Coastal Management

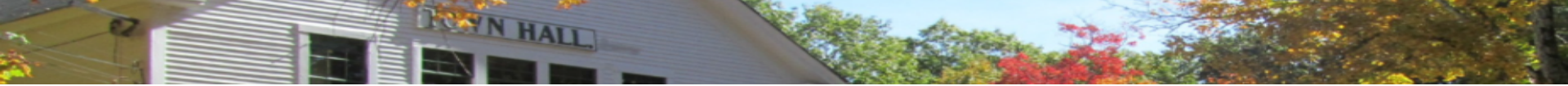
Implementation



A Theme-based Approach

How do we ensure that residents can live here through all stages of their life?

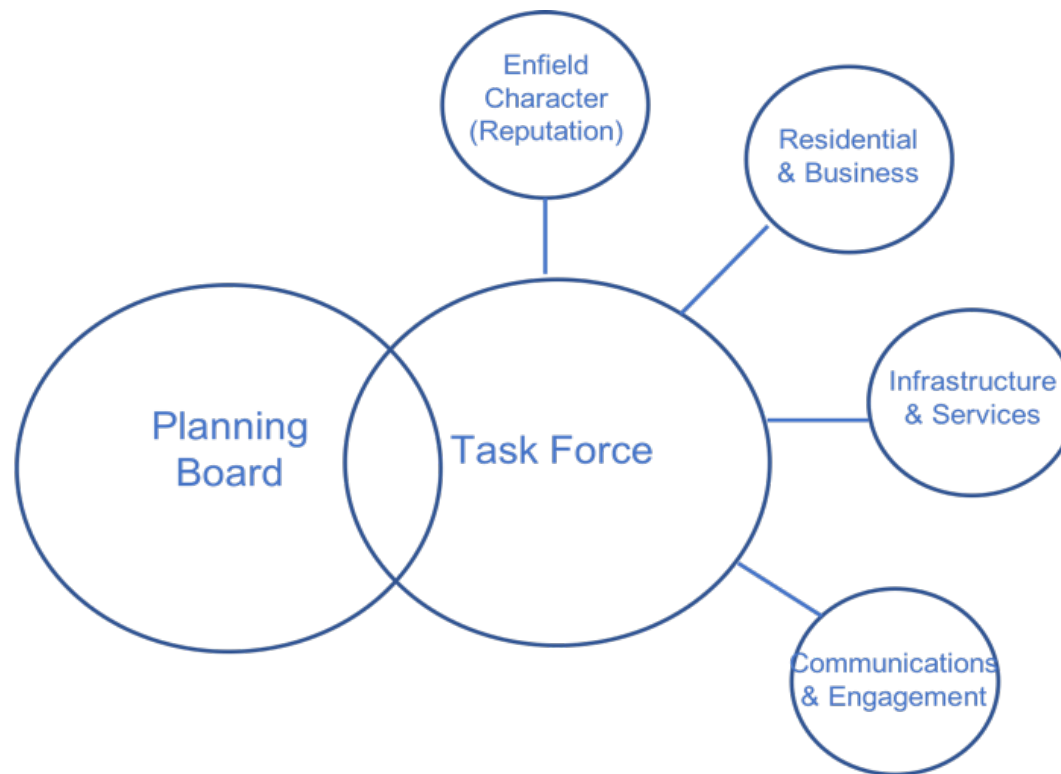




Enfield's Theme-based Master Planning Process

1. *How do we define and measure the character of Enfield? Given that it will continue to evolve, what will be required to preserve and/or reshape it in the coming years?*
2. *How can residential living and business enterprise best co-exist in Enfield? What role should business play?*
3. *What municipal and community services are especially important to Enfield residents and businesses? What infrastructure will be needed to support those services in the coming years?*
4. *How should Enfield protect and preserve its physical environment that is so valued?*

Organizational Structure





Stakeholder Reactions

“This has been an excellent exercise for us all to go through, with all departments and major committees being involved. It is encouraging us to ‘think outside the box’, see several common areas of concern, and identify issues that need further study.”

John Kluge, BOS Chair

"I welcome the progress our Town has made in the past year in moving forward with a planning process for the future of Enfield.”

Meredith Smith, BOS Member

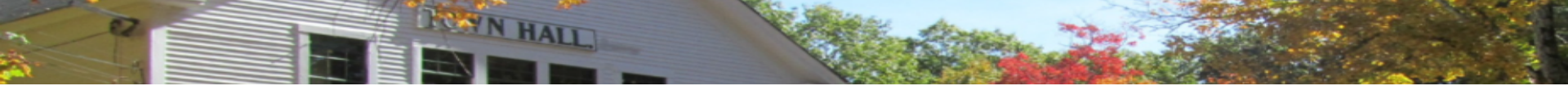
“This process is helping the Police Department articulate a vision and challenges us to use objective data and analysis in evaluating our progress toward achieving goals.”

Roy Holland, Chief of Police

“Strategic governance is helping DPW set more ambitious goals, and it is giving us the tools to better communicate with residents.”

Jim Taylor, Public Works Director





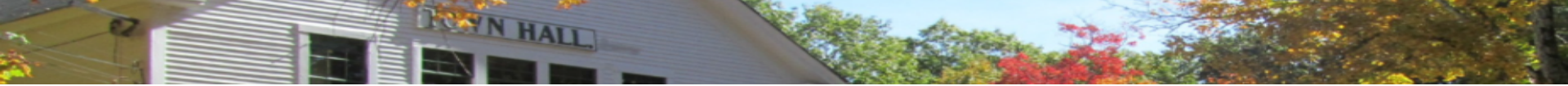
Overall Impact

- Improved clarity of (shared) vision for Town
- Building a culture of accountability and creativity among Department Heads for strategic thinking/operations
- Development of better tools/processes for evaluating the financial impact of various initiatives over a multi-year time horizon (*work in progress*)
- Increased public awareness/engagement in municipal decision-making; better articulation of what/how/why services are being provided; adapt to public needs
- Setting citizen expectations for what can/will be delivered
- Growing public trust and confidence in municipal government
- Vision, priorities, and dept. operating plans will help inform upcoming updates to the master plan (Planning Board)





5. QUESTIONS & DISCUSSION



Ongoing Benefits of Strategic Governance

- Setting smart priorities and making better decisions
- Presenting a clear rationale
- Transparency
- Better decision making
- Fiscal accountability
- Achieving outcomes that residents value
- Effective communication
- Stronger voter support



The Center for Strategic Governance

HELPING MUNICIPALITIES ACHIEVE A DESIRED FUTURE

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SHARING THE PROCESS

Municipal and school officials can draw on a proven process for conducting strategic governance. Help shape future plans, align annual



TEMPLATES AND TOOLS

Draw on a wide array of templates and tools that support success at each stage of the planning and governance process. Learn how other communities are



ENGAGING WITH CITIZENS

Learn ways to effectively educate and gain support from your constituents through effective dialogue. Increase the likelihood of having plans and budgets supported



COACHING, CONSULTING & TRAINING

Get specialized coaching and have key personnel trained so your community can become self sufficient in managing the strategic governance process on an ongoing process.