



Strategic Plan

2024

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Executive Summary

Strategic planning has been a cornerstone of many successful corporations for decades. These businesses have found that identifying and stating their vision and creating measurable strategic goals provides many benefits in the complicated and often cutthroat private sector marketplace. Applying these concepts to local government has proven much more difficult, given the multiple disciplines and activities carried out by municipalities combined with differing levels of community support and political beliefs, but this complexity makes the process even more important. The goal of this strategic plan is to identify where the Town of Enfield is headed and to set operational objectives to move the Town in the right direction, while maintaining an emphasis on efficiencies and fiscal responsibility.

This strategic plan reflects the mission, vision, core values, and current operating state for the Town of Enfield. The Select Board and staff have used multiple sources of data and public feedback to create a strategic plan that tells the story of where we have been and outlines the goals and strategies which will direct the town's resources over the coming years. This plan will provide the guidance needed for town departments to determine performance indicators, prioritize projects, budget for the future, and make changes to how services are performed and delivered.

This plan focuses on making Enfield a welcoming and engaged community that delivers excellent yet efficient services, while prioritizing those things that make Enfield such a special place. Using our core values along with data collected during public meetings and the master planning process, the Select Board determined Enfield needed to:

Achieve sustainable growth by providing residents, businesses, partners, and our community, with the infrastructure, support, culture, and connection to thrive as the town continues to evolve.

In addition to the statement above the Select Board and town staff identified five (5) strategic themes to focus on, before adding specific strategic initiatives to give guidance towards the outcome to be accomplished:

I. Public Safety

- Strategic Initiative #1 -Develop Enfield's Fire and EMS to meet current and future needs in a more robust way. This will include full-time staffing or strategic partnerships with surrounding communities.
- Strategic Initiative #2- Implement a community safety plan including automotive and non-automotive infrastructure.
- Strategic Initiative #3- Implement community education to help prevent emergencies and help citizens better protect themselves.

II. Development and Town Culture

- Strategic Initiative #4 - Harness the power of TIF (Tax Increment Financing) for the public benefit and invest in infrastructure.
- Strategic Initiative #5- Prioritize affordable housing with future use of town properties.
- Strategic Initiative #6- Implement a “Complete Street” policy within the town.

III. Communication & Community Involvement

- Strategic Initiative #7- Create easy methods to communicate by improving existing methods, coordinated with best new use methods for the public to have access to.
- Strategic Initiative #8- Deploy an economic development campaign that emphasizes our evolution as a town to create sustainable value in retail, housing, zoning, and other matters of public importance.
- Strategic Initiative #9- Utilize dedicated staff to focus on communication design, deployment, and measurement for the purpose of ensuring the community is both informed and engaged in the town’s collective efforts.
- Strategic Initiative #10- Develop and implement an internal communications and training program for employees.

IV. Facilities & improvements: Future Sustainability of infrastructure

- Strategic Initiative #11 - Create a robust inventory system to manage our aging infrastructure and identify opportunities for sustainable expansion.
- Strategic Initiative #12- Develop a long-term maintenance plan and training program to ensure resiliency and continuity of operations.
- Strategic Initiative #13- Work with surrounding Towns and partners to share resources.

V. Operational Efficiencies and Technology

- Strategic Initiative #14- Develop a long-range technology plan that focuses on efficiency and ease of use.

From these initiatives, staff have created strategic objectives to guide each department towards completion of the initiatives above. As part of this plan departments will create and document performance indicators that will help measure progress towards meeting the plan’s objectives and initiatives. This plan will be reviewed and updated annually, not only to document what has been accomplished and what needs to be worked on, but to make additions and changes to ensure the plan aligns with current Town needs and goals.

Introduction

Strategic Planning has been a cornerstone of many successful corporations for decades. Businesses have found that identifying and stating their vision and creating measurable strategic goals provides many benefits in the complicated and often cutthroat private sector marketplace. A business needs to maintain a constant watch on processes, market conditions, supply chain and many other critical challenges facing the private sector. Strategic planning is particularly important because it focuses attention on the crucial issues and the challenges organizations face and helps key decision makers decide what they should do about them. A good strategic plan will provide a measurable road map into the future and will guide discussions when the vision or direction needs to be altered.

Applying these concepts to local government has proven much more complicated, given the multiple disciplines and activities carried out by municipalities, combined with differing levels of community support and political beliefs. The community's elected and professional leadership is constantly buffeted by potentially conflicting constituent feedback. Laws are enacted by state and national authorities that compel action or prescribe certain outcomes while providing declining levels of assistance to respond. While the perception may exist that the Select Board or Town Manager is all-powerful, rarely do they possess the resources, community support, political will, or legal authority to do all that is expected of them. This very complexity demands a comprehensive and strategic approach to managing the organization's affairs.

A strategic approach to decision making and support from the Select Board, Budget Committee and Staff will help focus organizational energy avoiding diversion to less critical tasks. It will also help provide discipline and retain clarity of purpose from year to year which will maintain fiscal constraint. In other words, it will help us maintain our focus, logically driving decisions to say "yes" to some things while saying "no" to others as we allocate our scarce resources. The value of maintaining clarity of purpose may best be illustrated when grants are made available. It is very easy to chase "free money," but if the money is for something you had no plans for, or is considered a low priority, is it really something you should spend time, resources, and money to do?

History

The Town of Enfield has been planning for many years. Examples of strategic efforts to date include the creation and implementation of the Tax Increment Finance District (TIF) and the Capital Improvement Plan (CIP). The TIF plan was created with long term development in mind, outlining a list of specific projects to be accomplished. It is reviewed and amended on an ongoing basis. In 2011, the Capital Improvement Plan (CIP) was created to plan and manage large capital expenditures. Over the last decade the plan has assisted with the management of large capital purchases while strategically growing the capital reserve fund.

Even with these planning efforts, there has never truly been a strategic plan in place. There was an initial push for strategic planning started in 2018 when the Town of Enfield contracted with the Center for Strategic Governance to create a strategic and measurable plan for each department. Plans were developed with measurable goals and metrics for most departments. Before completing the plan, the Town, as well as the rest of the world, set aside many projects, such as this, to respond to the COVID-19 pandemic. During the COVID pandemic a Town Manager transition also occurred which further hampered the continuation of the strategic planning process.

Even with the strategic plan on hold, the planning process did not stop. In 2020, the Town of Enfield launched its Master Plan Task Force and entered a very open and public process to rewrite the Town's entire Master Plan. The first five chapters of the Master Plan do a wonderful job covering the Town's plans for land use. More importantly, the Master Plan Task Force's public input process created a solid foundation regarding the wishes of the community that the Select Board and town staff could use as a basis for long-term vision and goal setting.

The public outreach for the Master plan was widespread over a couple of years' time, to glean as much information from as many people as possible. The process started with a focus group to discuss the Master Plan with thoughts about what information should be gathered and how to go about gathering information. After that, the Master Plan Task force used many different ways to gather information including, but not limited to:

- A community wide survey
- Visioning session the day after Town Meeting in 2021
- Hosting a community input session in 2021
- Asking residents to respond to questions of the week.
- Hosting four different educational sessions and asking for feedback.
- Attending public events to talk directly to residents.
- Using focus groups of purposefully selected people to review chapters and provide feedback.
- Hosted a final draft review and comment session.
- Hosted public meetings twice a month for two years.

From this input the Master Plan Task force was able to create the following guiding principles that can be found on page 9 of the 2022 Master Plan:

Enfield will be a Town that:

- Protects our diverse natural resource base, particularly the water resources integral to our community's character and quality of life. We will employ the use of both regulatory and non-regulatory conservation methods to ensure the health of the ecosystems that sustain our community.
- Honors our unique history through purposeful preservation. Enfield will actively work to preserve, protect, and enhance historic structures and sites so they may support viable uses and enrich the lives of current and future generations of residents and visitors.
- Reinforces our traditional New England settlement pattern and design by revitalizing our downtown and villages into vibrant community hubs that celebrate and respect our heritage, maintain small-town character, and promote and enhance economic vitality. Enfield will concentrate growth in our downtown and village areas to preserve the farms and forests that are the foundation of the rural character residents value.
- Supports and preserves our rural character while simultaneously embracing 21st century technology, environmentally progressive strategies, and clean and renewable energy sources and solutions. Enfield will commit to promoting energy efficiency in all municipal and public operations.
- Maintains and enhances public recreation access and amenities for all. Enfield recognizes the significant role recreational activities play in creating social ties, supporting the health and well-being of residents, and promoting economic growth.
- Provides safe roads and convenient public transportation alternatives. Enfield will encourage walking and biking throughout the town with trails, paths, sidewalks, and bike lanes forming a network connecting residential areas with our downtown, the lake, and adjoining communities.
- Expands the range of housing options affordable to a diverse, inclusive, and multi-generational community in a manner that aligns with our character and values. Enfield will encourage housing where it can be served by existing infrastructure.

Not in the Master Plan but added by the Select Board

- Balances long term and short-term costs and the value that expenditures and investments provide to citizens.

The Master Plan was completed in 2022 and adopted in early 2023. At the 2023 Town Meeting a budget was approved authorizing the next five chapters of the Master Plan, including subjects such as recreation, facilities, energy, preservation, and conservation.

Process

In 2023, the strategic planning initiative was reinstated, and the Town hired Sojourn Partners to facilitate the process. The plan took a different approach and focused its efforts on working with the Select Board partnered with Enfield's administrative staff to develop the vision and strategic goals laid out in this plan. This strategic plan differs from the other plans in Town by taking concepts, projects, and outcomes from the other plans to create measurable operational objectives that can be used by town staff to aid in budgeting, decision making, and day to day operational objectives.

To create this plan Sojourn Partners led the Select Board and town staff through a series of exercises over multiple meetings. The exercises lead the Select Board and town staff through the following process:

Strategic Planning Goals Include:

1. Clarify an overall vision for the town;
2. Create new strategic priorities;
3. Engage in collaborative assessments including Mind Mapping, SWOT (Strengths, Weaknesses, Opportunities, Threats), & PESTEL (Political, Economic, Sociocultural, Technological, Environments, Legal)
4. Examine and document changes and scenarios for future growth;
5. Examine and document operational changes;
6. Make strategic decisions, tactical plans & short-term actions;

This process developed five focus areas, strategic initiatives, goals, and performance indicators that you will find in this plan.

Statement of Vision, Mission, and Values

Our Vision: Enfield is a welcoming and engaged community focused on strategic growth while prioritizing the preservation of our natural resources, rural character, sense of community, unique heritage, and recreational assets.

Our Mission: To deliver exceptional municipal services and programs in an efficient manner that meets and exceeds the expectations of the community now and into the future.

Our Values: these fundamental beliefs of our Town define our culture. These were drawn from offsite town collaboration with leaders and citizens:

- More than a place to live
- Family friendly
- Civic responsibility
- Safety for all citizens
- Health for all citizens
- Prevention of incidents
- Sustainable growth/evolution of town
- Vigilant planning
- Deliberate town planning
- Tracking & measuring progress
- Connected to nature
- Collaboration with our citizens
- Collaboration with surrounding towns
- Constructive disagreement in harmony
- Citizen connection
- Communication that reaches all citizens
- Citizen awareness
- Citizen engagement
- Citizen responsibility
- Positive town brand
- Town experience
- Business friendly

Strategic Statement

Achieve sustainable growth by providing residents, businesses, partners, and our community, with the infrastructure, support, culture, and connection to thrive as the town continues to evolve.

Strategic Themes and Initiatives

The five strategic themes that will help us achieve our vision are:

- I. Public Safety
- II. Development and Town Culture
- III. Communication & Community Involvement
- IV. Facilities & improvements: Future Sustainability of infrastructure
- V. Operational Efficiencies and Technology

Strategic Plan

Each strategic theme must help support the vision and strategic statement of the town. All strategies should be focused on initiatives that either directly or indirectly relate to improving the high-performance expectations of the Town's long-term viability. In this section of this document, we outline the strategic themes and map the initiatives and action items to a strategic theme.

I. Public Safety

Public Safety in Enfield will ensure all citizens remain healthy and safe in our public spaces with an emphasis on prevention, quick reaction, and a sustainable safe community. Safety requires our infrastructure to accommodate safety for traffic, parks, recreation, health infrastructure and all community activities. We will do this through vigilant planning, tracking, and measuring proactive goals as well as building the town infrastructure to support a safe community.

Strategic Initiative #1

Develop Enfield's Fire and EMS to meet current and future needs in a more robust way. This will include full-time staffing or strategic partnerships with surrounding communities.

- i. Complete the construction of the public safety building which will create safety capacity and build a sense of public pride and support.
- ii. Initiate cross training for Fire, PD and EMS focusing on firefighters and officers to become EMT and/or Level 1 certified.
- iii. Budget to incentivize officers and other emergency responders to complete cross training and respond both on and off duty to assist the fire department and fast squad.

- a. Utilizing the State Stipend Program for funding assistance.
 - b. Create and implement an off-duty response bonus program.
 - c. Develop policy on cross-trained positions.
- iv. Build partnerships with surrounding communities to understand their capabilities and needs and seek to create shared equipment and service plans that are viable within these partnerships.
 - a. Organize and deliver quarterly regional training.
 - b. Deliver one large scale drill every three years.
- v. Complete a comprehensive needs assessment for all emergency services to understand future capacity and the gaps that must be filled by forecasting and documenting future needs based on economics, demographic and population shifts that may occur.
- vi. Complete an operational analysis for creating and maintaining fulltime staffing and infrastructure for Enfield's Fire and EMS
- vii. Implement a fire and EMS recruitment marketing campaign to recruit paid on call responders.

Strategic Initiative #2

Implement a community safety plan including automotive and non-automotive infrastructure.

- i. Establish safety plan to address growth risks and needs to include traffic, lakes, water, and recreation, and address risks and needs to include varying demographic unique needs including children and aging populations.
- ii. Reduce motor vehicle crashes caused by speed, distracted driving, and impaired driving by 5% annually. The Police Department will participate in the New Hampshire Highway Traffic Safety program with a focus on traffic safety enforcement and traffic safety education including:
 - a. Participating in DUI, Distracted Driving and Speed patrols
 - b. Implementing distracted driving enforcement patrols.
 - c. Implementing enhanced traffic enforcement patrols.
 - d. Increasing in-service officer training hours.
 - e. Developing and hosting informational classes on traffic safety for the public.
 - f. Developing campaigns to promote safe driving and pedestrian safety.
- iii. Find and implement a reporting system for non-emergency issues such as road or sidewalk problems, streetlights, water leaks, trees down, potholes, park deficiencies, police crime or vandalism, land use violations, septic issues, and zoning violations.
- iv. Improve the sidewalk system by creating a sidewalk condition index and prioritizing maintenance and repair issues.

- a. Inventory existing sidewalks including locations, widths, conditions, etc.
 - b. Analyze all crosswalks to determine if they need Rapidly Flashing Beacons or other safety upgrades.
- v. Improving existing sidewalks and intersections by planning expansion and connections into other areas of Town. We may need to hire an engineer to confirm these recommendations.
 - a. Host a charrette with residents and stakeholders to prioritize areas for sidewalk improvements.
- vi. Complete a road condition index with a matrix to aid in the prioritization of paving, maintenance, and research and implement software for continued updates.

Strategic Initiative #3

Implement community education to help prevent emergencies and help citizens better protect themselves.

- i. Create and deliver community education programs that include public health and emergency preparedness (Lead safety, lake smart practices, wildlife, and emergency preparedness for water, swimmers, and storms).
 - a. Host monthly public classes rotating through all departments.
 - b. Grow programs for direct outreach to organizations.
 - c. Department participation in Town events.
- ii. Develop and implement a monthly citizen academy.
 - a. Citizen academy open to public ages 14 and older with class and field exercises on what PD, FD, EMS, Highway do and respond to.
 - b. Quarterly public education session on issues of safety or scamming.
 - c. Other classes will include public safety, fire safety, disaster preparedness, crime prevention, first aid/CPR, etc.
- iii. Grow social media presence and use outreach to further public safety messaging and recruitment.
 - a. Research and implement social media AI methods and tools.
 - b. Create new Town Government Facebook Page
 - c. Leverage and grow Town YouTube page.

II. Development and Town Culture

Enfield will leverage a town culture that remains connected to nature and community in a cohesive balance. We hold a service mindset focused on citizen connection, civic engagement, and useful public spaces. We are more than a place to live; we are a place to thrive in our diversity of people with an emphasis of a town where people are connected, and support varying civic groups and needs. Enfield will provide the spaces to connect with each other in our unique natural environment. We will do this deliberately through planning for infrastructure, zoning, and promotion of our values as a community.

Strategic Initiative #4

Harness the power of TIF (Tax Increment Financing) for the public benefit and invest in infrastructure.

- i. Hold quarterly TIF meetings.
- ii. Educate the Public on the power of TIF.
- iii. Study and address flood way issues.
- iv. Develop a current TIF plan with specific projects that encourage development including a calendar of project priorities.
- v. Determine the viability of an Urban Compact along Route 4.
- vi. Use TIF funds for the connection of the rail trails to sidewalks and access points throughout Town to create a more walkable community.

Strategic Initiative #5

Prioritize affordable housing with future use of town properties.

- i. Create a housing authority or commission to assist in the development of housing in and around the village area.
- ii. Create a plan for Town owned land that can be used for housing.

Strategic Initiative #6

Implement a “Complete Street” policy within the town.

- i. Hold a Charette to define what a “Complete Street” will be for the Town of Enfield and decide if the definition should have different requirements in different parts of Town.
- ii. Write a policy or plan to upgrade streets to meet this new definition.
- iii. Develop a village infrastructure plan that has buy in from all stakeholders.
- iv. Incorporate complete streets and safety enhancements with supporting improvements like parking areas.
- v. Educate Public on importance and definition of what a complete street is in Enfield.
- vi. Share other Cities/Towns successes.

III. **Communication & Community Involvement** [With the public, each other, and others outside the town]

Enfield's unique experience will be emphasized to our own citizens and visitors through deliberate communication and activities that showcase who we are. We will also create communication systems & methods that reach as many people as possible in an efficient way. This will promote Enfield's culture, enhance commerce, and facilitate access to civic involvement.

Strategic Initiative #7

Create easier methods to communicate by improving existing methods, coordinate with best new use methods for the public to have access to.

- i. Incorporate more than public safety into the citizen academy classes such as composting, ADUs, recycling practices, etc.
- ii. Develop and implement robust Code Red and website notification education campaigns to increase participation using social media, the newsletter and direct sign-up stations at town events.
- iii. Develop online fillable and submittable permit applications, and payables for all departments.
- iv. Electronic payments accepted for all Town permits, taxes, fees etc. with payment plans for big ticket fees.
- v. Develop FAQ section on website for all departments.
- vi. Implement a public survey every 3rd year to ensure high quality services are being provided by the Town.
- vii. Research best practices from other public entities and define/deploy simple communications through channels people will use.
- viii. Integrate current practice with evolving best practices, to create and distribute repeatable messages of value to more citizens.
- ix. Fund new programs and methods for both hardware and sustainable infrastructure.
- x. Enhance GIS system to include permits, surveys, and other land use data.
- xi. Create dashboards that communicate with the public showing current performance metrics including financial health of the Town, crime, and emergency response statistics, etc.

Strategic Initiative #8

Deploy an economic development campaign that emphasizes our evolution as a town to create sustainable value in retail, housing, zoning, and other matters of public importance.

- i. Complete zoning rewrite that emphasizes development around water/sewer infrastructure and encourages residential development.

- ii. Complete an economic development packet that can be distributed both electronically and in print form to educate investors and others about the Town of Enfield.
- iii. Use message maps that ensure reaching the public both inside and outside the town. This will promote channel use to our citizens as well as visibility for investment and partnerships.
- iv. Utilize diverse methods of communication, including social media, print and signage.
 - a. Create a new Town of Enfield Government Facebook Page
 - b. Complete economic development booklet for potential investors and businesses

Strategic Initiative #9

Utilize dedicated staff to focus on communication design, deployment, and measurement to ensure the community is informed and engaged in the town's collective efforts.

- i. Create a public information officer position to either be added to a job description or as a stand-alone position of the Town.
 - a. Define communication mediums the Town will use for its primary communication methods.
- ii. Continue to develop the PD social media presence and improve information available on the town website and newsletter.
- iii. Train a staff member in each department on public information disbursement.
- iv. Create a new government Facebook page.
- v. Explore other social media communication options for the Town.

Strategic Initiative #10

Develop and implement an internal communications and training program for employees.

- i. Create a written onboarding program including full benefit review, tour of Town, introductions, and a job specific training program for each department.
- ii. Hold an annual seminar for employees to explain employee benefits and benefit changes annually prior to open enrollment.

IV. Facilities & Infrastructures: Future Sustainability of Infrastructure

Enfield will create a sustainable infrastructure that supports the needs of citizens as we evolve and change. We will be deliberate about our services and infrastructure, provide for them, and follow actionable plans. Infrastructure means Physical (i.e., Water/sewer lines, Buildings, Parks, Land...) and Service (i.e., Recreation, Emergency services, Fire, Police, Ambulance, Administrative...)

Strategic Initiative #11

Create a robust inventory system to manage our aging infrastructure and identify opportunities for sustainable expansion.

- i. Create sustainability and asset management programs for all Town infrastructure and departmental equipment.
- ii. Develop new and improved water sources, possibly using TIF to aid in funding.
- iii. Install backup power to at least one well.
- iv. Complete sewer line repairs to minimize stormwater infiltration.
- v. Create a PR campaign to educate the public and reduce sump pump connections to the sewer system.

Strategic Initiative #12

Develop a long-term maintenance plan and training program to ensure resiliency and continuity of operations.

- i. Training and cross training departmental duties and software uses.
- ii. Create a robust training plan in each department including performance metrics to ensure increased and consistent training.

Strategic Initiative #13

Work with surrounding Towns and partners to share resources.

- i. Identify ways to strengthen mutual aid and to regionalize services and equipment.
- ii. Create a regional inventory of equipment, including future equipment.
- iii. Find ways to work together to enjoy economies of scale.

V. Technology and Efficiency: Increase operational efficiencies.

Enfield will harness the power of technology to enhance the services we offer and to create operational efficiencies and sustainability. Understanding the technological divide, Enfield will focus on user friendly programs and an increase in training for staff and residents to ensure the programs become a tool to increase usability and not a barrier to information.

Strategic Initiative #14

Develop a long-range technology plan that focuses on efficiency and ease of use.

- i. Purchase software to implement digital permitting, work orders, and other processes to make services more convenient and accessible for all internal and external customers.
- ii. Install or partner with an ISP to install fiber in the parts of Town that do not have it, with a goal of connecting every resident and business in Town to high-speed internet access.
- iii. Complete the transition to cloud-based programs to reduce the need for onsite servers and hardware.
- iv. Implement a training program for staff and residents to encourage understanding and use of the technology.
- v. Focus technology with an emphasis on cohesive resident interface and accessibility.

Ongoing Monitoring and Updates of this Plan

This document is dynamic and flexible and is to be used as a guide to move forward over the next five years. It is intended to aid the town but not limit the town to one immutable path. We will update this document when external factors dictate a change in strategy and will continue to manage towards the strategies and initiatives outlined above.

Conclusion

This plan has been written using data collected from many different sources including the many public forums hosted during the Master Planning process. The Select Board and staff used this information along with information gathered through multiple public meetings and private encounters with the citizens of Enfield, along with their knowledge of the needs of the Town to create the goals and strategic initiatives provided in this document.

In addition to this plan, the Town Manager will create a working document used by staff to break down each strategic initiative into bite size objectives that will help meet and give measurement to each strategic initiative. This document will be a part of the plan, with the intention that it will be a living document that will be changed on an as needed basis by the Town Manager to maintain direction and define job priorities for staff to meet the strategic initiatives outlined in this plan. From this document and the operational document maintained by the Town Manager,

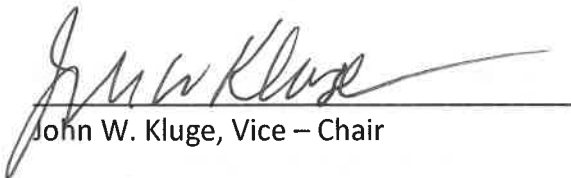
performance indicators will be created and measured by departments to show the progress of each initiative.

This plan will be reviewed and updated annually, not only to document what has been accomplished and what needs to be worked on, but to make additions and changes to make sure the plan aligns with current Town needs and goals.

Adopted on April 1, 2024, by the Enfield Select board:



Erik Russell, Chair



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