

STRATEGIC GOVERNANCE IN ENFIELD: SHAPING OUR FUTURE, TOGETHER

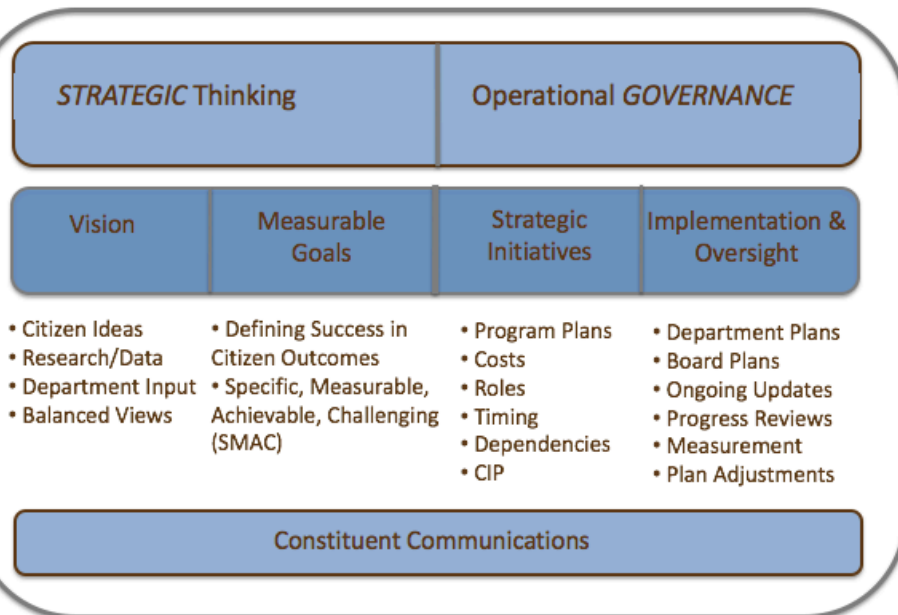
In March 2018, with strong community support, Enfield town officials began working with the Center for Strategic Governance (www.strat-gov.com) to adopt strategic governance to help leaders and residents create a desired future.

STRATEGIC Thinking + Operational **GOVERNANCE** = **STRATEGIC GOVERNANCE**

Strategic governance consists of two related ongoing efforts. The first engages residents and officials in deciding what matters most to their community and in envisioning a desired future that achieves those outcomes. This is strategic thinking; it helps people decide *what* to achieve. The second involves making that vision a reality by achieving strategic initiatives while managing day-to-day operations. This is operational governance; it focuses on *how* to achieve desired outcomes.

A Framework for Strategic Governance

Engaging Citizens to Envision and Achieve a Desired Future



Our Process



A PROPOSED VISION

Retain Enfield's town character, sense of community, natural environment, and heritage, because residents generally like the town as it is. *[while focusing on the priorities described here...]*



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)

Financial Condition/Affordability (1) – Strengthen Enfield's finances (build reserves, eliminate operating deficits, smooth tax rates; improve cash flow, release more TIF District funds for TIF projects; secure \$1million by 2022 in external grant funding, and increase the amount of non-property tax revenue (NPTR) by at least 2% annually through 2023.

Public Health & Safety (2) – Fire and EMS are not functioning as effectively or efficiently as they should or could. Issues seem to fall under the categories of staffing and management. Explore whether Enfield might benefit from a merger of the two into a Fire-Rescue department.

Infrastructure, Facilities and Technology (3)

Buildings/Facilities – Most departments cite that substandard buildings/facilities limit fulfilling their mission. They have asked for \$296,500 in upgrades over the next five years that still won't create truly effective space. Through a Municipal Facilities Optimization Study to be completed by December, we are identifying costs for either building a new municipal complex with enough shared space to serve all departments or completing major designs and renovations to existing Town buildings.

Water System – A Water Asset Planning/Management Study funded with a NH Department of Environmental Services (DES) matching grant will tell us by December whether DPW will need to rebuild some or all of the 10-mile long water supply system originally built in 1903. Replacing this infrastructure could cost \$3 million in today's dollars. We're also analyzing the existing water rate structure to ensure that the Town's fees are fair, equitable, and financially sustainable.

Wastewater System – We are launching an analysis of our wastewater assets (including ways to reduce stormwater/groundwater infiltration), a rate study to ensure that user fees are promoting financial sustainability within the Sewer Fund, and a feasibility analysis of constructing and operating our own municipal wastewater treatment plant. This should be completed by Spring 2019.

Community/Economic Development and Housing (4) – Enfield has been slow to create or adequately explore the viability of many community/economic development ideas that have been raised over the past years. The Community/Economic Development function needs to provide leadership at the municipal level; engage the Enfield Village Association and others interested in making progress; and increase the level of effective support for the Planning Board as it works on the Master Plan and any proposed updates to the Town's Zoning Ordinance.



Starting in November, we'll be engaging with residents to shape Enfield's goals and related investments thru 2023.

Learn more about strategic governance, the state-of-the-town, proposed departmental plans, and more at:

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