



Town of Exeter Goal Setting Summary





Town of Exeter Goal Setting Summary

Participants

Niko Papakonstantis, Chair

Molly Cowan, Vice Chair

Julie D. Gilman, Clerk

Lovey Roundtree Oliff

Nancy Belanger

Russ Dean, Town Manager

Melissa Roy, Assistant Town Manager & HR Director

The session was facilitated by:

Rick Alpers, Risk Management Consultant and Continuity of Operations Coordinator, Primex³

Purpose and Intended Results

The Exeter Board of Selectmen, Town Manager and Assistant Town Manager gathered on the evening of April 4th to work together to plan out what they would like to see the town achieve in goals over the next 12-18 months.

The group was asked to individually share what is currently going well for the Town of Exeter. The following were the responses collectively:

- Current state of the towns economic growth
- The Tax Increment Financing (TIF) District on Epping Road
- Outdoor dining
- New Assistant Town Manager
- Progress on Department Head succession planning
- Leveraging resources from outside grants and funding
- Consistent infrastructure improvements
- Tax rate currently stable
- Solar array
- Improvements in energy sustainability
- Good voter support



Town of Exeter Goal Setting Summary

- Overall staff retention is positive
- Changes to swazey parkway
- Award winning Wastewater Plant along with a great Public Works Director
- Exeter Public Access TV has improved its delivery of services
- The upcoming refresh of the town's website

The group was then asked what they thought still needed improvement or additional focus in town. The following is the groups individual responses:

- Additional improvement in staff retention
- Ability to offer additional training opportunities for all staff
- Keeping pay scales competitive across the board
- Continue with Department Head succession planning
- Improve communication to staff and the public
- Increase transparency with staff and the public when able to
- Improve training of volunteers
- Review current structure of all town committees
- Review and study overnight parking spaces in town
- Address Lincoln Street parking
- The current parking situation in the downtown in need of a focus
- Ongoing review of the public safety departments and their needs

Each individual in the group was then asked to share what three goals they would like to see the Town achieve over the next 12-18 months. The following are each members' top three individual goals:

Julie

1. Reclassification of staff and payscale to help with continued retention efforts
2. Increase the number of volunteers to serve on committees and board and to educate them about what their roles and responsibilities are (hold a potential volunteer fair)
3. Continuously review the demographics of the community to help determine the current and future needs of the citizens of Exeter



Town of Exeter Goal Setting Summary

Nancy

1. Increase the number of volunteers to serve on boards and committees along with educating them about their roles and responsibilities
2. Collect and review data on all public parking lots
 - a. How many spaces do we currently have
 - b. How many do we need now and in the future
3. Bring representatives of all town boards together to meet with the select board to discuss roles and responsibilities along with educating them about how certain processes work when involving the Town Managers office and the Board of Selectmen.

Niko

1. Continue with the reorganization and reclassification of all positions.
 - a. Continue with Department Head Succession Planning
2. Improve and grow programming for children and seniors in town
3. Explore the possibility of building a Public Safety Building for the FD and PD

Molly

1. Attract and increase affordable housing projects
 - a. Look at current zoning regulations to help determine if changes are needed to improve this goal
2. Improve the quality of Exeter's outdoor spaces
 - a. River front parking lot
3. Continue with the reorganization and reclassification of all staff positions.
 - a. Continue with succession planning for all Department Head positions

Lovey

1. Improve and support small businesses in Exeter
 - a. Help improve retention through various outreach programs
 - b. Complete a needs assessment of our small businesses
 - c. Grow the towns relationship with the chamber
2. Continue to grow our positive relationship with PEA
3. Increase the number of volunteers to serve on boards and committees as well as educate all volunteers about their roles and responsibilities



Town of Exeter Goal Setting Summary

Russ & Melissa

1. Maintain the Town's current bond rating and stable tax rate
2. Develop a strong working relationship with the new Director of Finance
3. Develop a plan for the Town Hall
 - a. Upgrades needed?
 - b. Intended uses?
 - c. Funding for upgrades?
 - d. Public/private partnerships?

The following is a comprised list of achievable goals for the board, staff and the community. These goals were derived and formulated from the above individual goals of each select board member and the Town Manager and the Assistant Town Manager.

GOAL 1: Volunteers

- Increase total number of volunteers to sit on various town boards and committees
- Create an orientation process to educate all volunteers on their roles and responsibilities
- Schedule an all boards mtg with the BOS to discuss how certain decision-making processes work with Town Administration and the Select Board to ensure clarity.

GOAL 2: Employee Attraction and Retention

- Continue to adjust current pay scale to remain competitive
- Re-structure and reclassify staffing positions when needed to ensure efficiency in delivering services
- Continue with creating succession plans for all Department Head level positions along with other positions in town deemed necessary by board and managers
- Continue to find creative tools and benefits to help attract and retain town staff that is also financially responsible for the town

GOAL 3: Economic Development

- Commence a study to see how many public parking spaces the town currently has and how many are needed today and in the future. With a focus on the Downtown
- Improve the towns outdoor recreational assets. Craft a plan to do so
- Continue with a focus through the Economic Development Director to engage with Exeter's small business to ensure they are receiving the resources they need to thrive and grow. ED Director to share a plan at a future BOS mtg.
- Improve and attract new affordable housing projects.
 - ➔ Locate parcels for projects
 - ➔ Review current zoning regulations to see if improvements can be made for these projects



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Wrap-Up, Recap and Action Plan

The next step following this session will be for the Board of Selectmen, Town Manager, department heads, and Town staff to work together to develop specific tactics for accomplishing the identified goals and objectives. Tactics describe specifically how the goals and objectives will be met.

Concluding Thoughts

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