

Working together is success.

— Henry Ford



City of Laconia
New Hampshire

Goal Setting Facilitated Meeting

February 5, 2016



Promoting Excellence in the Public Sector



City of Laconia Goal Setting Report

Attendees

Mayor and Council

Mayor Edward Engler
Councilor Brenda Baer
Councilor Armand Bolduc
Councilor David Bownes
Councilor Ava Doyle
Councilor Robert Hamel
Councilor Henry Lipman

City Manager and Department Heads

City Manager Scott Myers
Police Chief Christopher Adams
Public Works Director Paul Moynihan
Director of Recreation and Facilities Kevin Dunleavy
Planning and Zoning Director Shanna Saunders
Assistant Fire Chief Kirk Beattie
Library Director Randy Brough
City Assessor Jon Duhamel
Water Department Superintendent Seth Nuttelman
Finance Director Donna Woodaman

The session was facilitated by:

Rick Alpers, Member Services and Risk Management Consultant, Primex³
Sally Tanner, Member Service Consultant, Primex³

Purpose and Intended Results

The purpose of the goal setting session was to assist the Laconia City Council and City department heads in establishing goals that will move the City forward. The goals identified will become part of the Council and management staff's ongoing action plan moving forward.

Identification and Prioritization of Goals

Goals were defined as qualitative statements of what the City intends to accomplish over a period of years. These are "big picture" items vital to organizational success.

Each council member and the City Manager were asked to prepare up to three goals that are essential to move the City forward, keeping in mind the goal definition. Each participant reviewed their goals as follows:



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Councilor Doyle:

1. Erosion at Weirs Beach and infrastructure of Lakeside Avenue
2. Socio-economic issues – substance abuse as an example
3. City involved in promoting Surf Coaster property
4. Regionalization of city municipal services

Councilor Baer:

1. Stop the downward spiral of income inequality
2. Create more major events for the city i.e Winter Carnival
3. Better relations between city planning/zoning with developers and other businesses
4. Attack the ongoing drug crisis
 - a. Need for programs
 - b. Support system for independent success
 - c. Partnership with all community stakeholders

Councilor Bownes:

1. Continued growth in downtown area
 - a. Public/private partnership theater
 - b. Parking Garage repairs or replacement
2. Finish master plan update with focus of planning and zoning to make departments more business friendly
3. Weirs Beach/Lakeside Ave. infrastructure updates to make city a year round destination
4. Work with neighboring communities and Belknap County to provide substance abuse prevention and Mental Health assistance programs

Mayor Engler:

1. City to focus on economic development prosperity
 - a. Encourage population growth
 - b. Encourage economic growth in resort amenities i.e. Weirs Beach
 - c. Complete analysis of old state school property and determine what role city should play with this property's future
 - d. City play a key role in the development of downtown area – theatre, parking, infrastructure improvements

Councilor Hamel:

1. Continue infrastructure repairs – to include: Buildings, roads, sidewalks, equipment and fences
2. Improve the overall image of the city
 - a. Keep the City to be safe place to live
 - b. Have public parks remain clean



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- c. Business friendly for contractors wanting to work on building developments
- d. Welcome signs replaced
- e. Development of certain large tracts of land
- f. Work closely with landlords to encourage upgrades to their rental properties
- g. Recycling – create a place to bring items rather than throw them out
3. Improve economics in the city
 - a. Increase skilled work force
 - b. Encourage/assist property owners to update their properties
 - c. Housing projects beyond just for low income
4. Concerns with aging population
 - a. a need for Transportation services
 - b. a need for additional Senior services/programs

Councilor Bolduc:

1. Restoring Weirs Beach – the actual beach
2. Development of Surf Coaster
3. Development of state school property – active role in the process
4. New downtown garage on city hall lot

Councilor Lipman:

1. Regional economic development with Laconia to play the lead. Regional is essential – what happens surrounding the Laconia area. Specialized services could be regional.
2. Connecting with businesses developers to become business friendly
 - a. Customer service training with focus of greater sensitivity with working with contractors etc. for simpler solutions
 - b. Assist and guide developers to successful projects
3. Develop leadership skills of city management team. Succession plan for leadership
4. Clearly define and establish expectations of policy/government vs operations to prevent micromanaging image

City Manager Myers:

1. Economic Development – establish a framework
2. Sustainable budgeting to support economic development/infrastructure
3. Regionalization – sharing services and resources
4. Changing demographics of Laconia – making investments in the schools. School system becomes a draw as opposed to sending kids to other districts.



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Development of Strategic Objectives for Top Goals

Strategic Objectives were defined as short and long-term quantitative results that directly support the goals. Objectives should be measurable, achievable, related to the key factors for success in the City, and consistent with the goals. Objectives describe what the City wants to happen.

Participants reviewed the goals reported and consolidated them into four categories. The four goals would be accomplished within two years and participants discussed how each goal and objective would be met.

Economic Development

- **Continued revitalization of downtown area**
 - Parking garage – decision by 4/30/16 – current status
 - Riverwalk – ongoing – going out to bid – potential construction Fall '16 or Spring '17 75% completion
 - Theatre development- municipal owned – city auditorium
Plans to operate/maintain 9/1/16
 - Zoning issues – downtown. Recommendations from planning board to council 10/1/16
 - Street signs/traffic pattern – recommendations 12/1/16
 - Major events – no date – rather accomplish and identify some events – Chamber of Commerce and Council
- **Weirs Beach**
 - Beach improvements - scope of work – Fall 2016
 - Lakeside Ave infrastructure – presentation to action committee – utilities to properties – underground. All on track. Fall 2016 with Spring 2017 completion
 - Land use – zoning recommendations for CR zone 4/1/16
- **Housing**
 - Encourage market rate family housing for rentals. Attract to area(county) especially Laconia
 - Attract families
 - Partnerships with developers – would zoning need to change? Spring 2017 for housing chapter of master plan
- **State School Property**
 - Going on the market Spring 2016 – need to make decision if city is to purchase the property. State will not make a decision until Fall 2016
 - Analysis of property – immediate due date
- **Regional Economic Development**
 - Continue to support – bring business to region – not just to city
 - Shared services



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Socio Economic Conditions

- Forming partnerships with community stakeholders
- Homeless population/indigent population
- Trouble youths staying in the community causing issues- generational cycle. Delivering resources to targeted populations by education to young in order to change behaviors.
- Drug crisis that includes the use of heroin. Community conversations with partners to leverage success to include various components such as recovery and education.
- Continue to raise prosperity for community
- Support services to the region to include programs and facilities to address the issues and provide treatments
- Provisions for aging population – current elderly and baby boomers on their way. Can City's Fire EMS be in the home health care service. How can this be done? Senior Services – work on the funding of programs and the delivery.

Develop Process – Business Friendly Reputation

- Staff training to include Conflict Resolution and Customer Service. Objections to policies is what is heard most from customers
- Streamline permit process. Electronic processing of permits
- Paying of bills simplified for city services
- Property evaluations – more often
- Look at policies – can they be revised? By departments. From complaints?

Relationship Building between City Council and Management

- Budget process – implement process between governance and operations 6/1/2016
- Provide proposals for programs before budget is presented
- Council to hear department ideas prior to gap between April 1 budget to actual budget hearings for June 1

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.*"

Center for
Public Sector
A d v a n c e m e n t



Bow Brook PLace
46 Donovan Street
Concord, NH 03301

603-225-2841
800-698-2364

www.nhprimex.org

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