

*Working together is success.*  
— Henry Ford



## Town of Auburn, NH Goal Setting Session

January 3, 2018

**Primex**<sup>3</sup>  
NH Public Risk Management Exchange

Center for  
**Public Sector**  
Advancement

Promoting Excellence in the Public Sector



## Purpose and Intended Result of the Session

The purpose of the session was for the Board of Selectmen and Town Administrator to come together to lay the horizon for the Town and establish goals and strategies that will help guide the Town over the next twelve (12) months.

## Participants

James Headd - Board Chair

Richard Eaton

Bill Herman - Town Administrator

Dale Phillips

*The exercise was facilitated by:*

Rick Alpers, Risk Management and Member Services Consultant, Primex<sup>3</sup>

Shelley Walts, Member Service Consultant, Primex<sup>3</sup>

## 2017 Discussion / Review

The session began with the Board and Town Administrator reviewing 2017 goals, accomplishments and continued action on goals.

## 2017 Goals

**Goal #1 - Study how to expand commercial growth around town with water and sewer extensions and/or update to zoning regulations.**

**Update:**

- The Planning Board has placed a zoning article on this year's warrant for minimum lot size standards for multi-family dwellings at March Town meeting.
- Commercial growth near 101 and Rockingham Road - This will take place once water and sewer is expanded in this location.
- Re-zone two parcels on 101 by Exit 2 from residential to commercial
- Liberty Gas line being considered to run through 3 miles of Town property which should lead to further commercial development
- Re-focus on extending water to bypass/Auburn line for commercial fire protection
- Continue to work on this Goal through 2018.

**Goal #2 - Continue to explore and plan for a storage building to potentially be located at the Public Safety complex in addition to a larger capacity salt shed.**

**Update:**

- Salt storage shed has been built
- Storage building continues to be in discussion. Board of Selectmen plan on making presentation to Budget Committee regarding needs, design, timing and responsibility of building.

**Goal #3 - Implement the MRI report recommendations already completed and prepare for the town office review which should address town office staffing needs and potential efficiencies.**

**Update:**

- The Police Department report is 95% implemented. The Fire Department report is 33% implemented. The Town Office report is yet to be finalized and delivered to the Town Administrator and Board of Selectmen. Finalization of the Town Office report is expected any time now.

**Goal #4 - Review of Town-owned land for potential sale or further Town use.**

**Update:**

- The Board along with the Town Administrator reviewed all town owned properties and successfully placed three on the market in 2017 and returned them to the tax roles.

## General Topics for Discussion in 2018

Each Board member and the Town Administrator identified their individual 2-3 priorities for the Town of Auburn to focus on in 2018.

**Jim Headd**

1. Broaden tax base with commercial development
2. Encourage the potential natural gas line development along Exit 2
3. Encourage Development of school-owned land by Exit 2

**Rick Eaton**

1. See that the Storage Building is accomplished and or completed
2. Develop a plan to study where the towns Parks and Recreation Department Administration should be operated. Volunteer driven or staffed by the town?
3. Potentially budget and hire a Facility Manager to maintain and over see all town-owned properties and buildings.

## Dale Phillips

1. Continue to promote the extension of water lines in the south end of town. This will lead to better development.
2. Encourage the natural gas line development along the Exit 2 portion of town
3. Continue to provide strong community services to our citizens

## Bill Herman

1. Re-authorize and charge the Auburn Development Authority to help spur positive economic growth for the community.
2. Study the future of Parks and Recreation in Auburn- Should it remain predominately volunteer driven or should it become a formal department of the town?
3. Re-design town wide budget process- with all departments submitting their department budgets at once. This will allow the Board of Selectmen and the Budget Committee view the budget as a whole once received from the Town Administrator.
4. Continue to effectively and efficiently implement the recommendations from the three MRI study reports.

## 2018 Goals

### Goal #1 - Economic Development

- ✓ Re-authorize Auburn Business Development Authority with a focus of:
  - ➔ Develop innovative ideas and practices to expand commercial development in and around Town. **Town Administrator to bring charge by June 1, 2018**
- ✓ Projects to include:
  - ➔ South end water development. **Report from an Engineer by July 1, 2018 if possible**
  - ➔ Exit 2 development of gas and water lines
  - ➔ Encourage development of the school property along Exit 2
  - ➔ Develop and promote a positive economic development culture for Auburn

### Goal #2 - Study and examine the future of the Parks and Recreation Department

- ✓ It needs to be determined if the department should remain predominately volunteer driven or should it become a formal town department with further oversight from town staff.
- ✓ A conversation with the community has been proposed to help the Town Administrator and Board of Selectmen determine the proper path for the department. This conversation would be similar to the one the community completed this past June regarding the AVS building project which by many measures was a successful model – **Completed by June 30, 2018**

### **Goal #3 - Construction of a new Town-owned storage building**

- ✓ Meeting with the Budget Committee **Jan 11, 2018** to discuss project
- ✓ The Board and interested parties will continue to work on the details of a project. The final proposal will be presented to the voters at the 2019 Deliberative Session and subsequent ballot vote **in March**.

### **Goal #4 - Redesign of Town-wide budget process**

- ✓ The Town Administrator will bring examples to the Board of Selectmen by **March of 2018**

## **In Closing**

Once again it was an honor for Shelley and I to assist you all in this important annual endeavor. Primex<sup>3</sup> appreciates the opportunity to provide assistance to members with goal setting, and 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  
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