



## Chapter 10 Being Accountable and Collaborative

*Our municipal government will provide high quality public services in a manner that is equitable, transparent, and consistent with all other values in our Sustainability Master Plan and will engage in local and regional partnerships to achieve mutually shared goals and objectives.*

### Goals and Strategies for Being Accountable and Collaborative

**Goal 10-1: The diversity of individuals contributing to Town decision-making and operations will be expanded.**

- ▶ **Strategy 10-1.1:** Increase diversity amongst the Town's officials, employees, and volunteers by setting **diversity** targets, followed by practical initiatives that include outreach to prospective candidates, enhancing hiring or volunteer pools, and encouraging sponsorship or mentorship opportunities.
- ▶ **Strategy 10-1.2:** Support **inclusion** within the Town's labor force by mandating unconscious-bias training, providing on-going related reminders and tips and celebrating diversity through visible actions.
- ▶ **Strategy 10-1.3:** Explore opportunities to increase participation at the in-person Town Meeting by eliminating or reducing barriers to attendance, such as by providing or coordinating childcare and transportation. Employ a virtual option if it becomes allowable by RSA Chapter 91-A.
- ▶ **Strategy 10-1.4:** To increase youth participation in local government, establish student positions that will serve to provide the Town with the student perspective on current issues and opportunities, as well as encourage broader participation by students on the Town's boards and commissions.



- ▶ **Strategy 10-1.5:** Establish a living database of community organizations and influencers that represent traditionally underrepresented population groups (e.g., low-income, communities of color, students, etc.), which can be shared with the Town’s board and commissions as a resource for ongoing outreach.
- ▶ **Strategy 10-1.6:** Develop an inclusive meeting guide and share it with the Town’s board and commissions to increase participation by and to better accommodate diverse voices. Harvard University’s Office for Equity, Diversity, Inclusion, and Belonging offers an example that can be found here: [https://edib.harvard.edu/files/dib/files/inclusive\\_meeting\\_guide\\_final\\_1.pdf?m=1617641674](https://edib.harvard.edu/files/dib/files/inclusive_meeting_guide_final_1.pdf?m=1617641674).
- ▶ **Strategy 10-1.7:** Adopt procurement practices that encourage qualified diverse business enterprises to become part of the Town’s supply chain and prioritize local business enterprises.

**Goal 10-1. Performance Metrics:** (1) Diversity profile of the Town’s elected and non-elected officials; (2) Number of unconscious-bias trainings; (3) Percent of officials, employees, and volunteers taking unconscious-bias trainings; (4) Number of residents attending Town Meeting; (5) Number of students on Town boards and commissions; (6) Number of persons from traditionally underrepresented populations at Town meetings; (7) Establishment of student positions on boards and committees; (8) Creation and distribution of the Community Contact/Influencer Database; (9) Creation and distribution of the Inclusive Meeting Guide; (10) Percent of Town purchases made from diverse business enterprises; (11) Percent of Town purchases made from local businesses

**Goal 10-2: The Town’s focus on promoting excellence in governance standards and practices will be continued.**

- ▶ **Strategy 10-2.1:** Develop, mandate, and track participation of ongoing employment policy trainings to reinforce the Town’s ethics policies. Extend the required ethics trainings to board members.
- ▶ **Strategy 10-2.2:** Continue to respond to public requests via multiple means (e.g., in person, computer, phone, paper).
- ▶ **Strategy 10-2.3:** To reinforce public transparency, continue to make data generated and used by the Town accessible to the general public.
- ▶ **Strategy 10-2.4:** Explore establishing a Communications Manager, who would be responsible for the routine, non-emergency external messaging of all Town departments, boards, and commissions across mediums.
- ▶ **Strategy 10-2.5:** Develop a strategic planning framework to guide municipal operations. This framework should include a mission, vision, core values, and critical success factors.

**Goal 10-2. Performance Metrics:** (1) Number of trainings administered on the Town’s Employment Policies; (2) Percent of officials, employees, and volunteers taking trainings on the Town’s ethics policies; (3) Designation of a Communications Manager; (4) Completion of a strategic planning framework



**Goal 10-3: Municipal departments will be supported in providing outstanding public services.**

- ▶ **Strategy 10-3.1:** Administer a regularly scheduled public survey to measure the public's satisfaction with the Town's facilities and services. Ensure that these surveys capture the public's evolving needs.
- ▶ **Strategy 10-3.2:** Explore the procurement of an asset management platform that will enable the Town to better understand the assets it has, along with their location, age, and condition. Integrate this asset management platform with the Town's Capital Improvement Plan (CIP).
- ▶ **Strategy 10-3.3:** Pursue state and federal grants in a coordinated and centralized manner, such as through the assignment of a dedicated Grants Coordinator to fund projects.
- ▶ **Strategy 10-3.4:** Pursue public-private partnerships and/or partnerships with adjoining municipalities to offset the cost of large infrastructure projects.
- ▶ **Strategy 10-3.5:** Replace the aging components of the Town's water distribution system.
- ▶ **Strategy 10-3.6:** Determine the feasibility of instituting stormwater impact fees based on the impervious areas on a property to be used as a funding source for the Town's stormwater program.
- ▶ **Strategy 10-3.7:** Explore the modernization of the Town's main fire station. Ensure **net-zero** building practices are incorporated into any facility renovation or new construction.

- ▶ **Strategy 10-3.8:** Continue to assess the need to expand the police station or otherwise provide additional facility space to accommodate growth in staff and assets aligned with projected service needs.

**Goal 10-3. Performance Metrics:** (1) Administration and results of the regularly scheduled public facilities and services survey; (2) Procurement and implementation of an asset management platform, and its integration with the Town's CIP; (3) Percent of the total cost of municipal programs and projects funded by state or federal grants; (4) Number of and cost savings associated with public-private or regionally shared infrastructure projects; (5) Percent of the Town's municipal water distribution system in good repair; (6) Feasibility and financial impacts of instituting municipal stormwater impact fees; (7) Ongoing condition and needs assessments of public safety facilities

**Goal 10-4: The Town will continue to collaborate with local and regional entities including Dartmouth College and Dartmouth Hitchcock Medical Center to achieve mutually beneficial outcomes.**

- ▶ **Strategy 10-4.1:** Encourage both the Town Manager, Selectboard and the highest levels of Dartmouth College administration to include strengthening the Town and Gown relationship as a top priority on their annual agendas/goals.
- ▶ **Strategy 10-4.2:** Continue to work with Dartmouth College on the issues and opportunities facing each entity and workable solutions.
- ▶ **Strategy 10-4.3:** Continue to work with Dartmouth College to plan together for needed public improvements and to troubleshoot activities that could adversely impact the community.



- ▶ **Strategy 10-4.4:** Actively participate in regional organizations to work on current issues, plan for future needs, and explore areas for future collaboration. Ensure data sharing is an included component.
- ▶ **Strategy 10-4.5:** Regularly document the Town's successes and failures, along with lessons learned, for the benefit of residents and other municipalities.

**Goal 10-4. Performance Metrics:** (1) Summary of major joint achievements between the Town and Dartmouth College; (2) Number of project planning discussions held between the Town and Dartmouth College; (3) Number of regional meetings attended by Town staff; (4) Annual lessons learned sharing with residents and regional counterparts

