

Purpose

The purpose of the work session is to review the mission, vision, and values statements to identify any changes or adjustments that should be made, and to engage with the “big picture” strategic issues the town will encounter over at least the next three years.

Think of these strategic issues as the broad categories into which the tasks we build into the strategic plan will be placed. And be aware that some of the things we write into the strategic plan – just as they did in the current strategic plan – may interconnect or overlap. For example, “community engagement” (See strategy 1.1.1 on page 21 of the current strategic plan) relates to or is a dimension of the strategic issues of growth, aging, diversity, technology, and funding.

Where should the town plan to be with respect to those issues by 2021, bearing in mind that they will continue to evolve and where we get to in three years may be only part way to achieving the complete vision – and even then it will continue to change?

In your visions, and the Council’s vision of where the town should be in 2021 with respect to the strategic issues, also think about how these relate to the “4 Big Things” identified in the comp plan as ways of thinking about what future we’re trying to realize:

- Change the game for Windham’s growth areas
- Create a North Windham to be proud of
- Invest in rural Windham to keep it rural
- Focus on community facilities and programs

Process

We will work through the mission, vision, and values statements, and the “big picture” strategic issues systematically so we get through them at Tuesday night’s work session.

Try as much as possible to express things in terms of how you envision the outcome, the “end state” with enough detail to understand what that is, but leaving the specifics of implementation for the next stage of the process, once input from departments and offices is incorporated and we have had a chance to respond to what the Council has expressed in the vision.

Specific ideas as to goals, tasks, programs, policies, etc. will be recorded and categorized under one or more of the “big picture” strategic issue areas, and/or matched up with departmental proposals or comp plan goals and strategies.

1. Review Mission, Vision, Values statements in the adopted strategic plan for 2015 – 2018.
 - a. Mission
 - i. Does the mission statement accurately reflection what we're here to do?
 - ii. Is there anything missing that should be added?
 - iii. Is there anything that is no longer relevant and should be taken out?
 - b. Vision
 - i. Does the vision statement communicate what we should be aspiring to as a local government, as a service organization?
 - ii. Is there anything missing that should be added?
 - iii. Is there anything that is no longer relevant and should be taken out?
 - c. Values (and definitions)
 - i. Are these the appropriate standards we should be striving to live up to?
 - ii. Is there anything missing that should be added?
 - iii. Is there anything that is no longer relevant and should be taken out?
2. Review of and response to Strategic Issues with organization-wide impact.
 - a. Comprehensive Master Plan Goals & Strategies. Note the areas of overlap with the other areas identified in the current/previous strategic plan, especially growth, aging, diversity, economy (and related issue, funding sources/revenues)
 - b. Growth
 - i. Addressed throughout the comp plan goals and strategies
 - ii. Are there other ways growth affects the town, affects what local government does or should do?
 - c. Aging
 - i. Addressed in the comp plan, particularly in housing; recreation, parks, and open space; public facilities and services; and transportation
 - ii. Think about the implication of the types of services and delivering those to an aging population. What does this mean for:
 1. Facilities?
 2. Transportation support?
 3. Program design, delivery, staffing?

- iii. Just as the population a whole is aging, the average age of workers is increasing, and the pool of replacement workers is shrinking. In what ways should the town be responding to, or preparing to respond to this?
 - 1. Succession planning
 - 2. Leadership/capacity development
 - 3. New models of recruitment/hiring/staffing
- d. Diversity
 - i. How does the town respond to the needs of, or prepare to meet the needs of an increasingly diverse population? What are the issues?
 - ii. What other dimensions of diversity are there?
- e. Technology
 - i. Where should the town aim to be with respect to engaging its constituents, the public at large, etc., as technology changes?
 - 1. In its public processes and meetings?
 - 2. In conducting and transacting business?
 - ii. Considering how pervasive technology is in everyday life, what role should the town play in creating digital infrastructure (wired and wireless broadband), digital literacy and inclusion? Where should the town be in the future and how do we move that way over the next three years?
- f. Funding Sources. The town has taken steps to insulate its budget process and planning from the often volatile state budget process, moving revenue sharing out of the budget-writing process, and having both a fund balance policy and strategic-plan based budget process that seek to stabilize finances and address the needs of the community
 - i. What other funding source or, more broadly, finance- or financial condition-related goals should we work to achieve?
 - ii. Capital budgeting policy and capital planning
 - iii. Other goals
- g. Economy/Economic Development
 - i. Comp plan goals and strategies
 - ii. Economic development strategic plan/WEDC
 - iii. Others?
- h. Regulation
 - i. Responding to increasingly stringent regulatory climate

1. OSHA, workplace safety and health
 2. Stormwater management
 3. Watershed management
 - i. Energy
 - i. Do we, and, if so, how do we incorporate the idea of sustainability into the town's decisions about facility and program design, service delivery, purchasing decisions, etc.?
 - ii. What about the notion of resiliency, i.e. the ability to recover from disruptions?
3. Summarize vision and strategies.
4. Next steps.
 - a. Review department/office submissions for alignment with Council vision
 - b. Develop, refine implementation strategies
 - c. Compile draft plan with recommended priorities
 - d. Council priority-setting session
 - e. Finalize and adopt plan