

THE DEERFIELD CIVIC PROFILE

PROJECT DESCRIPTION

The Civic Profile is a process by which communities take stock of where they are today and develop an action plan for how they want to operate in the future. Whether the issue is a quality school system, an air pollution problem, lack of adequate affordable housing or solid waste disposal, the need for effective problem-solving skills is the same. A community must have strong leaders, from all sectors, who are able to work together with informed involved citizens to reach agreement on issues. The Civic Profile assists communities to develop their problem-solving ability. It is a self-evaluation tool that draws heavily on the collective wisdom of the participants and is not a test or a comparison between communities. It provides a method for citizens to affirm community strengths, identify concerns and problems, and then to help a community structure collaborative approaches to meet these challenges creatively, set directions for the future, and manage change.

The National Civic League, along with several university studies have identified those qualities that make a community work that help communities plan for the future and survive such dramatic change as extreme population growth, plant shut-downs or military base closings. These qualities make up the ten components of the Civic Profile and are the “tools” of the community self-assessment:

Community Information Sharing: Getting the right information to people who need it so they can make better decisions for themselves and for their communities.

Community Vision and Pride: Developing a positive self-image around what makes a community special and unique and taking proactive steps to keep it that way.

Civic Education: Doing all that is possible to help a community’s citizens “learn the ropes” so that they can contribute to the life of the community.

Citizen Participation: Developing opportunities for people to volunteer for important work in visible, active ways, and making their entry an easy one.

Community Leadership: Ensuring the on-going development of active business, non-profit, and governmental leadership that is results-oriented, looks to the future, and takes appropriate risks.

Cooperation and Consensus Building: Designing ways and forums for sharing ideas, opinions, hopes, and fears in collaborative atmospheres, attempting to achieve common goals, and when there is a disagreement, to discover ways to resolve it.

Regional Cooperation: Working toward region-wide policies and programs to deal with problems and challenges facing a community and its neighbors by crossing traditional boundaries to offer and seek cooperation.

Intergroup Relations: Promoting communication among diverse community groups to form coalitions, understand different views, discover ways to resolve conflicts, and to prevent unnecessary escalation.

October, 1995

DEERFIELD CIVIC PROFILE

Volunteerism and Philanthropy: Creating opportunities and an atmosphere for individuals, groups, and organizations to give to the community in time, knowledge and skills, and dollars, and to honor one another for our contributions.

Government Performance: Seeking the best from government in effectiveness, efficiency, responsiveness, accountability, fairness, and creativity.

To assist cities and towns to strengthen their Civic Infrastructure--those skills, institutions and systems that communities use to solve problems, govern themselves and decide their futures-- the Governors' Commission on New Hampshire in the 21st Century adapted a program from the National Civic League for use in New Hampshire, which they called the Granite State Civic Profile. This was the model that was adapted by University of New Hampshire Cooperative Extension for use in Deerfield.

SPECIFIC GOALS AND OBJECTIVES FOR DEERFIELD:

The Deerfield process began when a member of the Deerfield Planning Board first learned about Civic Profile and Community Stewardship at the Office of State Planning annual planning conference in 1993. At a joint meeting of the Deerfield Select Board and Planning Board in 1994, both boards supported undertaking Civic Profile and additional planning efforts because of growth in adjacent communities. After a presentation by UNH Cooperative Extension, Deerfield decided to undertake a Civic Profile. The Planning Board identified a core group of fourteen interested citizens who would be the Civic Profile Steering Committee. The committee identified six goals that they hoped to achieve through the Deerfield Civic Profile. They were to:

- Develop a fundamental community consensus around a shared vision for the future of Deerfield that can be built upon by other groups.
- Achieve greater effectiveness in conducting business in a more cooperative and collaborative fashion.
- Invite active participation in the community from those not currently involved in order to enfranchise a broader range of citizens and to expand the leadership pool.
- Learn to share information in more effective and productive ways to facilitate the decision-making process.
- Develop more effective ways to coordinate with various groups working within Deerfield so that our efforts complement each other.
- Achieve a renewed spirit and sense of community in Deerfield.

From the Civic Profile itself, the Committee expected that other goals for the community would likely be identified.

PARTICIPANT RECRUITMENT

From the very beginning of the process, the Steering Committee decided to include the broadest cross-section of the community as possible in the Civic Profile. In addition to current community leadership, an effort was made to include people who don't usually participate, community activists, and those people in

the community who could oppose action on the recommendations. No group or individual was excluded from consideration as a potential participant. It was to be an inclusive, rather than an exclusive process. The Steering Committee identified over 350 individuals who would be contacted directly to participate in the Civic Profile.

The Steering Committee then went through all of the names to try to guarantee that balance was achieved. Again special attention was paid to those people who do not usually participate. Letters were sent to each person on the list. Out of the 350 invitations that were mailed out, 80 indicated that they would attend the forum. Two weeks before the Profile, reminder notices were sent out to the attendees. This notice not only reminded the participants about the meeting but it also told them what they were to bring to the pot-luck supper on Friday evening. About 20 additional participants joined through word of mouth invitations.

THE PROCESS

Approximately 100 participants met for two sessions, Friday evening October 27th and all day Saturday October 28th, 1995 to discuss Deerfield's Civic Infrastructure. The Profile began with team building and an over-view of the entire process. The participants developed a word picture of what Deerfield is like now and a vision of what they would like Deerfield to be in the future. The participants then went into randomly selected small groups of approximately 8 people each, which were led by facilitators from the community and from Cooperative Extension who had been previously trained to lead the small group discussions. Each of the ten groups discussed one of the ten (10) components of the Civic Profile. For each component, the group was asked to evaluate two questions:

**How is Deerfield doing now?
What should Deerfield be doing in the future?**

After reaching consensus on the 5-7 most important points identified by the group, the small group facilitators reported their findings to the entire group and the other participants had the opportunity to comment on the reports. Key Civic Issues emerged as common themes.

Next, the participants split into small groups, based on their individual interests, to develop recommendations on methods to implement potential solutions to the Key Civic Issues. Each group was asked to define the following:

Critical steps to implementation

Resources needed

Principal leadership (group or individual)

Potential obstacles with potential strategies to overcome them

Timeline for implementation

Action step coordinator

At the conclusion of the second day's work, each small group reported their findings and recommendations to the entire group. Task groups formed to begin developing an implementation follow up plan of work for each issue.

DEERFIELD MOSAIC

WHAT IS DEERFIELD LIKE NOW:

The following perspectives on Deerfield were identified at the first session on Friday night.

- * Bedroom community
- * Rural
- * A real community
- * Frustrating
- * Bumpy roads
- * Diversified
- * Good people
- * High taxes
- * Largest land mass *in* Rockingham County
- * Three State Parks
- * Changing
- * Home
- * Lots of commuter traffic
- * No stop lights
- * A haven for home businesses
- * Unified
- * Abundant wildlife
- * Our children
- * Safe
- * Peaceful
- * Lack of large businesses
- * Ultimate pot luck supper
- * Generational
- * Still have town meetings
- * Lots of fundraisers
- * One school
- * Traditions
- * Volunteers
- * Lack of education
- * Culture
- * Deerfield fair
- * Off the beaten path
- * Good location
- * Good library
- * Lakes
- * Conservation land
- * Good churches
- * Elderly
- * Dedicated teachers
- * Outstanding volunteer fire department
- * Natural beauty
- * Suzie Sherburne
- * Open to experimentation
- * Good size summer population
- * Good government
- * Freedom of expression
- * Many two income families
- * Historic
- * Open space forests and farmland
- * Strong sports program
- * Good police department

- * Live and let live
- * Hills
- * Non-polluted
- * Great rescue squad
- * Many veterans
- * Excellent church leaders
- * Excellent postal personnel
- * Committed school board
- * Located close to higher educational opportunities
- * Home of extended families

WHAT DO WE WANT DEERFIELD TO BE LIKE IN THE FUTURE:

After deciding how Deerfield is presently perceived, the group then shared what their vision was for the community

- * Safe
- * Natural beauty
- * Open space
- * No commercial development
- * Preserve the lakes
- * Lower taxes
- * Tested top ranked school in educational system
- * Affordable
- * More revenue
- * Solid high school options
- * Not swallowed up by other communities
- * Strong sense of community
- * The people controlling the town
- * Continued respect for the environment
- * Diversity of the population
- * Public parks and better recreational opportunities
- * Strong community participation
- * Inclusion in education for everyone
- * Respect and encourage diversity
- * Decision making without conflict
- * Safety watch for children
- * Effective waste recycling
- * Public kindergarten
- * Senior citizen housing
- * Affordable housing for the kids when they move out
- * Strong churches
- * Maintain a clean town beach
- * Attractive for the children when they are grown
- * An information source like a newspaper
- * Nice bandstand in front of the town hall
- * A television station
- * A good restaurant
- * A mall
- * Not a mall
- * Maintain the rural agricultural character
- * Good sense of humor
- * Flexible transportation
- * A bank or at least an ATM
- * Small drug store not in the mall
- * Litter free town
- * Better roads
- * Drug free and adult bookstore free
- * A place for the teenagers in town

- * Maintain the town identity
- * Clean industry
- * Hunting for local residents only
- * No hunting
- * No industry
- * Sustainable tax base
- * Decide: Worcester or Woodstock
- * More employment in light industry
- * More jobs related to country employment
- * Pure water supply
- * Strong moral role models
- * Strong parental involvement in the schools
- * Local theater
- * Effective communication
- * Community education
- * Farmers market
- * Parents having more say in the kids education
- * Sharing and cooperation with other communities in the region
- * Community oriented police department
- * Encourage the arts
- * Polite and courteous (and short) school district meeting
- * Less reliance on current property tax structure
- * The roads not too fast
- * Support open space forest and farm land
- * An emergency water supply

THE TEN COMPONENTS

Friday evening, after developing the mosaic for Deerfield, the large group divided into ten smaller groups to address the ten components to successful community. What follows is a report of the findings of those ten work groups.

INTERGROUP RELATIONS:

HOW ARE WE DOING NOW?

- * There are few forums and/or systems to promote communication among diverse populations
- * Little is done to teach people the skills needed to communicate effectively
- * People have little opportunity to express feelings and thoughts in a non-judgmental climate of trust
- * There is some lack of respect for groups different from our own
- * Much of the town turmoil and conflict comes back to school related issues

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Actively promote an attitude of respect for each and every person and group in Deerfield
- * Develop pride in team building through civic projects which will bring a diverse cross section of people together working towards a common goal (ie playground)
- * Work on ways to broaden the scope and purpose of the Communicator to include more information, editorials and education
- * Provide a regular monthly forum, perhaps with a trained facilitator, for folks to come together and discuss issues which are important to Deerfield
- * How about a hot-line for people who need information or help in resolving conflict or dispelling a rumor caused by misinformation

COOPERATION AND CONSENSUS BUILDING

HOW ARE WE DOING NOW?

- * High number of focused groups competing for time, energy and money
- * Town government forums
- * School government forums

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Ongoing public forums in large and small groups
- * Activities, master plan negotiated, published and distributed
- * Information, education and dissemination through the media to understand the diverse issues
- * Welcoming committee with information directory and a local phone book
- * Voluntary mediation program

COMMUNITY INFORMATION SHARING

HOW ARE WE DOING NOW?

- * Communicator (monthly newsletter from FOCUS)
- * Bulletin boards around town
- * The Independent newspaper (weekly)
- * Verbal communication

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Bi-monthly town newsletter delivered to all residents
- * Local cable TV station
- * Face to face informational meetings and forums
- * Electronic bulletin boards (computer access)
- * 1-800-DEERFIELD telephone message center

CITIZEN PARTICIPATION

HOW ARE WE DOING NOW?

- * There is a lot of citizen participation in many diverse activities
- * Controversy and criticism can be a dis-incentive to participate
- * Loss of opportunity for community participation without a high school
- * No formal outreach program to involve new participants

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Continue and expand avenues of communication such as:
 - A. Local Deerfield phone book
 - B. Communicator
 - C. Cable TV
 - D. Local newspaper
- * New resident "Welcome Wagon" packet Your Orientation To Deerfield
- * Support the creation of a single High School and increase opportunities for teen/youth participation
- * Encourage participation by providing more information about: long range town issues, volunteer opportunities, duties of town offices, condensed minutes of board meetings and update on town finances

VOLUNTEERISM AND PHILANTHROPY

HOW ARE WE DOING NOW?

- * Greatest opportunity for volunteerism is in the schools
- * Volunteer organizations are separate, no central organization
- * Most groups raise their own funds they do not interact and help one another
- * Many of the same people volunteer on many of the same groups "hot issues"
- * Currently there are no clear town wide long term philanthropic goals
- * Volunteer opportunities not readily apparent to newcomers and all citizens

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Town could use something like a “welcome wagon”
- * Publicize the needs of individual organizations
- * There needs to be another place listing organizations that is readable and accessible
- * System for organizing charity fund raisers and volunteer services
- * Communication is the key

CIVIC EDUCATION

HOW ARE WE DOING NOW?

- * We rely heavily on person to person information sharing
- * We have many forms of written communication Communicator, Independent, Phone Book, public posted notices and public signs (signs outside the school)
- * We get information from organizations in which we participate ie scouts, church etc.
- * Much information is available from town officials and at the library
- * Information is available at town and school meetings and at other official meetings, if you attend

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Establish a welcome packet available at the town office to include town history, town organizations, (including a mission statement), meeting schedule, contacts and phone numbers, school organization, local businesses and services social and non-profit organizations (including mission statements meetings and contact information), town services, nature trails, post office hours, closest hospital, regional services, etc.
- * Establish a mentor program-a group of volunteers who know Deerfield and how it works - to seek out newcomers and “take them under their wing” - introduce them to the in’s and out’s of Deerfield and to act as a resource to field questions
- * Have a weekly town newspaper or newsletter or expand coverage in the Independent as well as using available media (ie cable channel and internet) and have the secretaries of town organizations submit summaries of each meeting for publication
- * Get kids involved in town issues school social studies program should teach about the town
- * Offer an adult civics seminar just previous to the town and school meetings to include parliamentary procedure and how to participate in town government

GOVERNMENT PERFORMANCE

HOW ARE WE DOING NOW?

- * The master plan reflects the needs and desires of the community and was well implemented but not as much as possible
- * Deerfield has high quality; diversified, knowledgeable volunteers new and young are encouraged to get involved
- * Boards communicate well within themselves and to each other
- * Some residents aren’t always aware of town, state and governmental affairs
- * Town government has shown ingenuity in resolving issues

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Develop more effective ways of disseminating information and accessing government (eg TV bulletin boards, research connections, informational meetings, synopsis from legislators and newspapers)
- * Increase efficiency of town government--perhaps reduce the number of selectmen and have a town administrator
- * Show ingenuity in restoring secondary school options
- * Continue to encourage top notch volunteerism
- * Develop methods to more fully implement master plan goals and make it more user friendly

COMMUNITY LEADERSHIP

HOW ARE WE DOING NOW?

- * Development of community leadership skills and community involvement are important for youth (and they want to be involved). We should continue to offer these opportunities (4-H, scouts, town committees, sports in school etc.) and provide youth with role models and mentors (teachers, community leaders etc.)
- * Non-profit groups (Deerfield Fair, business groups, women's club, volunteer fire and rescue squads, auxiliary, church, veterans etc.) are significant in the life of the community and in developing new community leaders. It is critical that they continue to draw in new younger members and participants and to continue to involve diverse sectors of the community. These non-profits provide a safe place to encourage sharing, involvement, contributing and "finding a voice" which is key to developing continuing community leaders
- * Private sector contributions to community leadership are not large

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Community leadership should have a clear vision of desired results and be results oriented, producing quick fair consistent decisions and involve risk taking; which will be easier if there are is a clear vision
- * Technology needs to be recognized and utilized. We need to be trained to use technology as a tool for accomplishing, supporting, and fostering many of our priorities
- * Community leadership needs to draw upon all the resources of the community to continually identify and update a long term vision for pro-active decision making. Community leadership is critical to Deerfield maintaining an identity and creating its future rather than letting it happen to us
- * We should encourage more private sector visibility and recognition and involvement in community leadership. We need to know more about the business associations and encourage its development. We should encourage visibility and involvement of home based businesses along with all other businesses
- * Public sector boards and committees are presently and should continue to include diverse views and participation - be enthusiastic, be leadership vehicles, take advantage of the skills, knowledge and talent of the citizens, represent a self government environment, reflect the community run nature of Deerfield, reflect the contributions of vested interests and include new residents who are welcomed and supported in developing as new community leaders
- * Communication is key to the community. It is helped now by the community school and by the school newsletter and by the supportive nature of the community in general, but more and better is needed for all sectors (public, private and non-profit). We need a town paper or other vehicle, we miss the paper we had, the Communicator_becomes increasingly important as we become larger and by necessity have to deal with decisions more formally. A communication will also recognize and inspire and develop community leaders
- * Deerfield community leadership needs and must have:
 - A. Boards and committees that are willing to collaborate
 - B. A macro (town wide) public policy planning process and the leadership to pull it together
 - C. Communication with the community
 - D. Training, interning and mentoring that is systemic and well thought out and ongoing for newcomers and longer term volunteers etc.

COMMUNITY VISION

HOW ARE WE DOING NOW?

- * We see ourselves as being and wanting to be a rural community, close knit while offering accessibility to more opportunities. “Close knit” in that if people are sick and need help, help is close by
- * We have a positive self image and strong pride in our appearance. In general, we see Deerfield as a good place to live
- * For the most part we feel we have, so far, successfully preserved and enhanced what is good here
- * Our vision and image of ourselves also includes a sense that there is divisiveness or division within the community.
- * It is described as related to economics or a concern that there are fewer opportunities for lower income residents to afford Deerfield

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * We want to be a community where our children would want to return, we want an awareness of the next generation
- * Continue to look at ways to preserve Deerfield to what we want it to be in a reasonable consistent way, also keeping respect for independence. Also look at changes in ordinances and regulations that may be needed
- * Be pro-active around problems including past issues such as growth, landfill, management and closure, school, and traffic problems
- * Better information about and communication of what is going on in town
- * More opportunities for community wide and broader volunteer activities

REGIONAL COOPERATION

HOW ARE WE DOING NOW?

- * Regions that Deerfield is a member of:
 - New England
 - Manchester => Seacoast > Concord
 - School Supervisory Administrative Union 53
 - Healthcare regions
 - Deerfield and it's neighboring towns
 - Rockingham County
 - Southern NH Regional Planning Commission
 - Conservation District
 - Fish & Game Regions
 - State & Federal representative/legislative districts
 - Sports -Lamprey River District
 - Economic Region/Area
 - Bio Region

Regional Cooperation Categories (the points listed below can be grouped as follows)

- * Education (includes Culture) - **ED**
- * Environmental - **EN**
- * Government - **G**
- * Health & Human Services - **HHS**
- * Safety - **S**
- * Working toward a regional high school - **ED**
- * Select Board meets with those of neighboring towns - **G**
- * Conservation Commission meets with those of neighboring towns about land conservation - **EN**
- * Sports - there is regional effort around league development for children's sports - **ED**

- * Hazardous waste disposal (not recently) - **EN**
- * Insufficient communication from/with our legislators about issues, results and needs - **G**
- * Insufficient communication from/with our county government and representatives - **G**
- * There is a level of regional healthcare cooperation through Lamprey Clinic and VNA - **HHS**
- * Cooperation between ambulance, rescue, 911 and fire departments - **S**
- * Disaster planning (Seabrook) - **S**
- * Library system - **ED**
- * Red Cross (blood donation) - **HHS**
- * Maintaining wildlife habitats - **EN**
- * Environmental protection - **EN**
- * Land conservation (LCIP) - **EN**
- * Arts Festival - **ED**

WHAT SHOULD WE BE DOING IN THE FUTURE?

- * Work towards a regional health source system, including welfare and low income support - **HHS**
- * Continue and support environmental protection and land conservation - **EN**
- * Improve communication from legislators - **G**
- * Develop better athletic facilities and other benefits through regional cooperation - **ED**
- * Encourage/develop regional academic events - **ED**
- * Work with neighboring towns to solve curriculum educational problems - **ED**
- * Improve the level/quality of communication (e.g. from county government); effective communication develops initiative - **G**
- * Develop regional community experiential educational center - **ED**

KEY ISSUES:

After reviewing the ten components of successful community related to the Civic Profile, the group came to consensus on the KEY ISSUES that exist in Deerfield. The six KEY ISSUES were: I. Citizen Participation, II. Economic Development, III. Central Organization, IV. Semi-Static Communication, V. Dynamic Communications and VI. Vision for the Community. The group then divided into six small groups to develop strategic plans for Deerfield to address the six issues.

I. CITIZEN PARTICIPATION

Action Step Coordinator
Jim D' Alessio
Rebecca Hutchinson,
Joan Mountford,
Amy Marquis

Critical Steps to Implementation

Educate the Public

- * News article about the school district meeting (Jim)
- * Civic training-educate the public about town and school meetings (the process and ways to participate)
- * Do this by mid February

Critical Steps to Implementation

Youth Involvement

- * Communicate with town boards to invite youth to participate
- * Action agenda for school board to allow advertising youth opportunities in the school
- * Support local centralized high school
- * A page in Communicator for and by youth and target the families of high school students

Critical Steps to Implementation

Encourage Participation

- * Define and communicate the levels of participation
- * Recognize all contributions and volunteer efforts
- * Meet and phone contacts to organizations during winter of 1995-96

Critical Steps to Implementation

Integrate with Community Planning Process

- * Liaison from smaller to larger group
- * Need for community recognition of volunteers

II. ECONOMIC DEVELOPMENT

Action Step Coordinator
Bill Carbonneau & Paula McCoy

Critical Steps to Implementation

- * Needs to be planned economic development
 - determine the type of development that occurs
- * Needs to gather more information about what towns people want
- * Need to re-examine planning and zoning regulations
- * Evaluate financial impacts, expenses and choices of the town and school
- * Evaluate tax structure and the kind of taxes

Resources Needed

- * Involvement of entire town
- * Formulation of goals
- * Identify resources in other towns
- * Diversified volunteers
- * Money

- * Knowledge of legal issues/acknowledge moral/philosophical issues
- * Maps

Principal Leadership

- * Select Board/elected officials
- * Planning and zoning boards
- * Conservation commission
- * Anyone who is interested
- * Local businesses

Potential Obstacles

- * Diverse opinions/reaching consensus
- * Laws and regulations
- * Naysayers
- * Lack of information

Timeline

- * Advertise for potential members of economic planning and development group in next issues of the Communicator
- * Form economic planning & development group by Feb. 1, 1996
- * Research begun by group .time determined by committee
- * Recommendations for zoning .November
- * Action Step Coordinators will:
 - Advertise for members
 - Issue personal invitation to those identified under principal leadership
 - Hold meetings and id. room

III. CENTRAL ORGANIZATION

Action Step Coordinator
Connie Clement

Critical Steps to Implementation

- * Assemble group
- * Organizational development .leadership
- * Strategic development .concept
- * Obtaining community support
- * Citizen participation

Resources Needed

- * Money
- * People, labor, leaders
- * Identify other regional resources
- * Communications (how to get information out)
- * Materials/supplies
- * Place/location

Principal Leadership

- * Representatives from civic profile committees

Potential Obstacles

- * Money
- * People power
- * Time
- * Conflicting goals
- * Complacency
- * Difficulty in communicating

Timeline

- * Organize group .today

- * Hold meeting . 2 weeks
- * Report at town and school meetings 3/96

IV. SEMI-STATIC COMMUNICATION

Action Step Coordinator
Karen Mailhot

Critical Steps to Implementation

- * Form and Name welcoming group
- * Strategy
- * Secure funding
- * Involve neighbors and children

Resources Needed

- * Welcome Packet .(town government, map, video, phone book, services listing, emergency stickers, TOT finder, recreation, made in Deerfield)
- * Phone book .expand
- * Video
- * Database

Principal Leadership

- * Karen Mailhot
- * Paul Dewey
- * Dorothy Anderson

Potential Obstacles

- * Funding
- * FOCUS
- * New resident listings use town records, realtors
- * Rental people

Timeline

- * Assemble group this fall
- * Contact FOCUS ASAP
- * Begin work on packet

V. DYNAMIC COMMUNICATIONS

Action Step Coordinator
Leslie VanBerkum, Marty Humphrey, Mary Winslow

Critical Steps To Implementation

- * Skills development for facilitation, mediation, and communication in small group settings
- * Face to face regular forums which provide personal outreach, apprenticeships, youth, volunteers
- * Mentoring
- * Opportunities for non-adversarial discussion
- * Newspaper for frequent regular publication of information
- * Use of media, HOTLINE and direct mailings, phone tree

Resources Needed

- * Broad input from the community
- * Money
- * Leadership
- * Volunteers
- * Utilization of existing resources

Principal Leadership

- * New group or FOCUS

Potential Obstacles

- * Money
- * Deerfield not served by one post office
- * Lack of high school
- * Amount of volunteer time needed
- * Lack of communication skills

Timeline

- * Contact with FOCUS
- * One person to check out needs for postal mailings
- * Media

VI. VISION FOR THE COMMUNITY

Action Step Coordinator
Vicki A. Motz

Critical Steps to Implementation

- * Create a leadership group
- * Decide on process ground rules - how decision made, timeline, consensus, how to decide what goes into report
- * Gather information
 - Id all stakeholders by diverse views/roles! vested interests in order to solicit input Research in the community about present and future views re vision
 - More meetings like today
 - Neighborhood group gatherings
 - Survey (s)
 - Interviews
 - Effort to contact specific groups, etc.
 - Someone who knows the master plan involved in leadership group
 - Using information to inform and gather more information through the news/media
 - What's already been done
 - What's presently being done and resources we can tap
- * Draft vision - preliminary
- * Input/feedback draft
- * Redraft vision
- * Feedback/input final draft
- * General consensus/agreement to vision - community wide & key groups
- * Periodically revisit vision

Resources Needed

- * Money
- * Diverse participation/community wide input
- * A clearly described plan to articulate the vision
- * Volunteers, experts, leadership, logistical support research
- * Help from stewardship program, outside planning assistance
- * Time, patience, perseverance, sense of humor
- * Collator/writer

Principal Leadership

- * A new group, diverse with representation from all groups and sectors! public, private, non-profit, come from general population, inclusive, open opportunity for new people to be involved but effective size group

Potential Obstacles

- * Need a process to deal with disagreement and form consensus and establish priorities (conflicting views need not be mutually exclusive)
- * Agree on ground rules to be used in process - agree on a different form of decision
- * Need to decide who signs off, endorses the vision - town meetings and/or government body

Timeline

- * Start now to put together a leadership group .to decide process, to implement steps, to gather information, etc.
- * By 1996 town meeting have a preliminary report of what has happened re-articulating a community vision
- * Action step coordinator will:
 - Write a letter to invite these people and Civic Profile steering committee to meet Thursday November 16 at 7:00 p.m. at Select Board Office to develop leadership group

APPENDIX

STEERING COMMITTEE

Phil Bilodeau
Tyke Frost
Edie Markson
Judy Bush
Kate Hartnett
Jean Menard

George Clark
Roger King
Frank Mitchell
Sam Coco, Sr.
Doug Leavitt
Joe McHugh

Joseph Dubiansky
Karen Maithot
David Sidmore
Kevin Fisher

ADDITIONAL PARTICIPANTS

Dorothy Anderson
Nick Karadkoudas
Glenda Sorak
Annie Barnes
Carol Karadkoudas
Robert Stevens
Bonnie Beaubien
George Keech
Connie Stone
Erick Berglund
Linda Keech
Susie Stroud
Helen Bross
Mary Lee Keech
Joe Tannian
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