



# Town of Moultonborough Goal Setting Summary







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## Participants

Jonathan Tolman, Chair

Shari Colby, Vice Chair

Jean Beadle

Karel Crawford

Kevin Quinlan

Charlie Smith, Town Administrator

## The session was facilitated by:

Sally Tanner, Member Services Consultant, Primex<sup>3</sup>

## Purpose and Intended Results

The purpose of this goal setting session was to assist the Town of Moultonborough's Board of Selectmen in establishing short and long-term goals that will move the town's vision forward. The process included setting goals and strategic objectives. The goals identified will become part of the Board of Selectmen's ongoing action plan moving forward.

## Ground Rules

At the outset of the session, participants identified a list of ground rules that set the stage for how to proceed. Participants chose the following ground rules for themselves:

- Respectful
- No idea is a bad idea
- No speaking over people

## Identification and Categorization of Goals

**Goals were defined as qualitative statements of what the Town of Moultonborough intends to accomplish over a period of 12 to 24 months. These are "big picture" items vital to organizational success.**

Participants were asked to present goals to move the organization forward. As each goal was presented, the individual decided whether a goal was similar to, or different from, a previously stated goal. The individual goals (*bulleted list after the collective goal name*) created a larger collective goal and narrative that took shape during the session. The goals were then named, and a narrative was created by the board and presented for feedback and additions. Goals are presented in the order they were addressed and are not ranked for importance.

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## Development of Strategic Objectives for Goals

**Strategic Objectives** were defined as short- and long-term quantitative results that directly support the goals. Objectives should be measurable, achievable, and consistent with the goals, and should also align with the Town of Moultonborough's overall vision, mission, and core values. These objectives create the basis for an ongoing action plan going forward.

Participants worked together as a group and were tasked naming and summarizing the larger goal to develop at least two strategic objectives to help the town of Moultonborough achieve this goal.

**Strategic Objectives** – Participants were asked to describe WHAT they wanted to happen, as well as WHEN the action/result should happen, and WHO is responsible. In summary:

WHAT will happen?

WHEN it will be completed?

WHO is responsible?

### Goal #1: Facilities

**Goal Summary** – To evaluate both current and future infrastructure for the town to determine needs.

- Complete existing open projects:
  - States Landing – bathroom pavilion, amenities
  - Lees Mills – docks, landscaping
  - Hockey Rink – roof
  - Pathway – finish or end and return funds to General Fund
- Assess and develop plans for infrastructure upgrades: Town Hall, Transfer Station, Community Center, Taylor property
- Automation – eliminate collection of cash where possible. Establish control procedures over cash
  - Automate all current paper processing of permits
  - Record retention
  - Video technology
- Investigate digital workflow – combining land use, assessing and tax collection
- What to do about a community center
- Identify space solutions for needs of town departments (Land Use, Human Resources, Recreation, etc. Includes community center, Building Committee)
- Build community center through a variety of community events and redevelopment of the "right fit" community center

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## Strategic Objective #1

**WHAT:** Completion of State's Landing, Lee Mills, Hockey Rink, and pathway

**WHEN:** 6-12 months

**WHO:** Town Administrator and DPW Director

## Strategic Objective #2

**WHAT:** Assess and develop plans for all town facilities through a space study

**WHEN:** 6-12 months

**WHO:** Town Administrator and DPW Director

## Strategic Objective #3

**WHAT:** Evaluation of all technology infrastructure for more efficient processes

**WHEN:** 6-12 months

**WHO:** Town Administrator

## Strategic Objective #4

**WHAT:** Evaluate current cash process for safer transfer – eliminate where possible.  
Proper control of cash

**WHEN:** 6-12 months

**WHO:** Town Administrator and Town Auditor

## Strategic Objective #5

**WHAT:** Reevaluate community center plan

**WHEN:** 6-12 months

**WHO:** Board of Selectmen

## Goal #2: Responsible Budgeting

*The individual goals that made up the category:*

- A balance budget
- Capital reserves
  - Establish funding requirements
  - Annually fund reserves

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## Strategic Objective #1

**WHAT:** Responsible maintenance and utilization of capital reserves

**WHEN:** 6 months

**WHO:** Town Administrator and Board of Selectmen

## Strategic Objective #2

**WHAT:** Fiscally responsible budgeting

**WHEN:** 6 months

**WHO:** Town Administrator and Board of Selectmen

## Goal #3: Long-Term Infrastructure

The individual goals that made up the category:

- Focus efforts on affordable housing to attract younger generation and families
- Sewer and Water
  - Study cost from Cru Con building thru village, or:
  - Tuftonboro to village
  - Needed for future housing and lakes preservation
  - Cyanobacteria
- Expanded services for small business future growth
- Establish and implement an action plan for the improvement and maintenance of all water bodies within town limits

## Strategic Objective #1

**WHAT:** Establish costs to expand sewer line for future growth

**WHEN:** 18-24 months

**WHO:** Board of Selectmen, Planning Board, Zoning Board

## Strategic Objective #2

**WHAT:** Collaborate with local, regional, and state elected boards to determine action plan for improving water quality

**WHEN:** Ongoing

**WHO:** Boards and Town Administrator

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## Strategic Objective #3

**WHAT:** Collaborate with local, regional, and state elected boards to determine action plan for improving availability of affordable housing

**WHEN:** Ongoing

**WHO:** Various Boards and Town Administrator

## Goal #4: Communication

*The individual goals that made up the category:*

- Keep up with Legislation in Concord that has to do with municipal and county government
- Establish open and clear lines of communication with clear chain of command. (Sense of "we are all in this together")

## Strategic Objective #1

**WHAT:** Keep clear lines of communication open regarding NH legislature that affects municipalities and county

**WHEN:** Ongoing

**WHO:** Board of Selectmen

## Strategic Objective #2

**WHAT:** Establish open and clear line of communication with clear chain of command

**WHEN:** Ongoing

**WHO:** Board of Selectmen and Town Administrator

## Wrap-Up, Recap and Action Plan

The next step following this session will be for the town of Moultonborough staff to work together to develop specific tactics for accomplishing the identified goals and objectives. Tactics describe specifically HOW the goals and objectives will be met.

## 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."

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