
REPORT OF THE TOWN ADMINISTRATOR



**CHARTING A COURSE
CAPITAL PLANNING & COMMUNITY SERVICES
SERVICE DELIVERY & GOVERNANCE
JULY 17, 2008**

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MEMORANDUM – OFFICE OF THE TOWN ADMINISTRATOR

TO: SelectBoard
FROM: Carter Terenzini, Town Administrator
RE: Service Delivery & Governance
DATE: July 17, 2008
CC: All Departments; RAC: MNC; RSPT; J. Farnham



▪ The Background:

Shortly after the 2008 Town Meeting, the SelectBoard (BoS) met to establish their goals, and the relative priorities of those for the coming few years. This process was to (a) send a clear signal to all as to what the Board's goals were, (b) know that, before diverting resources, tasks and projects that "popped up" had to be measured against these goals, and (c) have something to evaluate staff and progress against.

This list of items came from (a) a BoS work session, (b) consultation with the staff, and (c) observations by the Town Administrator. Each of those items was scored by the BoS members, put into one of the upcoming three years and then reviewed and formally adopted. Two items were at the top of the list. One was a fairly simple administrative matter (our travel reimbursement policy) while the other was a substantially more complex task we now report on.

▪ The Task:

Over the past year or so there has been substantial conflict and debate over some very basic matters of the need/demand for services for seniors, how best to provide the physical space from which to deliver that service, how best to meet the needs for building, gymnasium, and field space of the various recreation programs, and how best to plan for, and manage, those capital improvements.

There was common agreement that the organization needed to take a "time out" to review what services they should be delivering and the best governance structure for doing that. In keeping with the above, the areas of this review were primarily in the Financial (i.e. capital planning) and Recreation and Senior Services Programs.

▪ The Process:

With the support of the SelectBoard I went to meet with the various parties in these two broad areas. This has come to be known as the "Listening Tour". It involved 10 meetings including 7 with full citizen or staff committees and 3 in depth interviews with individual staff.

Throughout this the staff and groups were asked to reflect upon how we might best address these issues (dissolve, form anew, re-brand/rename a current department, a new department, a team approach, and on and on). The “Listening Tour” notes were circulated to all the committees, staff and BoS members for a final “check-in” (Exhibit A).

Related surveys including the initial Senior Center Feasibility Study (Coogan/Bruce Hamilton; February of 2003) and the current Master Plan update (Lakes Region Planning Commission; December of 2006), were also reviewed.

▪ **What I Heard:**

Financial

On the financial side, after a discussion of statute with the Planning Board (RSA 674:5), the 1987 Annual Town Meeting (ATM) vote designating them as the Capital Planning body, and the work on their plate, the Board determined it was not best suited to perform this function. Meanwhile, the Municipal Needs Committee (MNC), which has been actively engaged in discussions of capital needs, was awaiting clear guidance as to its role in our organization. Further muddying the waters, there is a 1995 Town Meeting article adopting a 10 year capital plan for buildings by a predecessor to the MNC. However, I was not able to readily locate an absolute record of how the MNC came to be.

Service Delivery

On the senior services side, those I met with enumerated a great many areas of interest and concern. These can be grouped into four main cohesive areas:

- a.) Recreation /Socialization
- b.) Finances, Safety & Legal
- c.) Health & Wellness
- d.) Transportation

When the group moved on to how some of these needs might be met there seemed to be a driving desire to not get “lost in the shadow” of some other effort. There was also a great deal of discussion, as I found in other groups, as to exactly who we were talking about (i.e. ages and characteristics) when we discussed various user groups such as “seniors” (we eventually agreed upon 60+ years of age).

The overall concern was that the seniors needed a central point/coordinator to pull much of the information together.

The Recreation Advisory Committee (RAC), Recreation Strategic Planning Team (RSPT), and Recreation staff, spoke of a responsibility to provide a full range of services across a continuum from toddlers to seniors. However, when we spoke about the broad issues facing seniors they

had mixed feelings about trying to meet all these needs under their umbrella. They felt they would be best to meet the recreation element enunciated by the seniors but not the other three.

In discussing finances, it was pointed out that the Welfare Office already hosted a wide range of such information. This office could assist, individually and in groups, seniors with such programs. However, you could see a palpable bristling over the thought of having to go to “Welfare”. On safety issues, a recent Police Department program on avoiding “scams” was well spoken of.

When discussing health, the programs of the Visiting Nurse Services, were well received and spoken of. However, there was a general sentiment that the population needs a more wide range of screenings and wellness clinics.

In addition to this anecdotal evidence, I searched out statistical data that might have been compiled. The 1999 survey done by the Senior Needs Committee is now nine years old. In addition it can’t be considered statistically valid, (200 distributed with 32 returned).

The 2006 survey conducted in conjunction with the Master Plan update, however, can be considered valid guidance. With almost 6,000 surveys sent out, there was a 23% response rate. One portion of the survey asked respondents to rate how well the town performed certain services. Of the five top service areas in which our performance was rated “worst”, three are related to the issue at hand (a 5 score is “worst”, a 1 score is “best”).

34.	Recreational Programs for Seniors	3.6
33.	Senior Programs/Services/Transportation	3.4
32.	Property Assessing	3.4
31.	Zoning Board	3.3
30.	Recreational Programs for Adults	3.3

Physical Location

In discussing where these services should be delivered from, a number of seniors said they wanted their own separate and distinct space. Others suggested this merely reinforces a sense of isolation. Those persons suggested many seniors like the interaction and energy of being mixed in with others (and the mentoring opportunities).

With respect to facilities planning the RSPT said that, as frugal taxpayers, it was critical to have coordination of service delivery and the maximum use of a multi purpose building to realize the most effective use of our revenues.

General Organizational Issues

Notwithstanding some differences in opinion about what services to deliver, and how, I found some common agreement on several issues. The various groups – in different words and phrases and tones of voice – expressed a desire for:

- Clear Map of where we are headed
- More decisiveness & support
- Better Defined Policies
- Communication & Clarity
- Clear leader for the Town “Who should we talk to / go to?”

▪ **Recommendations:**

General

What brought us to this point is confusion amongst various groups as to how they came to be and what their mission is. This needs to be avoided in the future.

Recommendation #1: The Town should codify its process for forming, naming and discharging committees at the appropriate time.

This should include the following:

- a) Always establish a Board with a clear Charge and Composition. This would identify what segments of the community (i.e. specialized expertise, citizen at large, representative from a standing board, etc.) should be appointed, what the tasks are they are undertaking; and the time frame for completion if any.
- b) Formally swear the members in and give them a copy of RSA 91A and relevant statutes and materials.
- c) Provide an orientation and a point of contact for all new committees.
- d) Discharge committees, with the thanks of a grateful community, when their task is completed.
- e) Create a central roster of these committees, members, and terms.
- f) Consider a round table meeting of all town committees, at least once a year.
- g) Continue the Volunteer Appreciation effort of last year.
- h) Create a Volunteer to serve your Town Form and a Volunteer Bank. (Exhibit B)

Financial

The community does not have a current capital improvements program (CIP). This is a central vetting process through which all department requests are measured in relation to the needs and goals of the total organization. A CIP provides a clear guide for the Board in explaining to the

community how it rations the capital dollars it has available to it. Finally, there must be a CIP in place if you ever adopt an impact fee.

It need not be overly complex. It can be simple, ranging from a one year spreadsheet where the committee ranks the requests and the BoS simply allocates the dollars downward, to a very formalized CIP. In whatever form it takes, the Planning Board indicates it does not have the time or wherewithal to fulfill its statutory responsibility for the CIP while the citizens on the MNC seem driven and dedicated.

Recommendation #2: The SelectBoard should seek Town Meeting authority to allow the Governing Body to appoint a Capital Improvement Planning Committee (CIPC).

Town Meeting might well wonder what that would look like so I suggest that, upon the action of the Town Meeting, the BoS act to adopt an ordinance that fits your needs and looks something like Exhibit C.

Recommendation #3: The Municipals Needs Committee, upon the new CIPC being appointed, should be discharged with the thanks of a grateful community.

Until that time the MNC, is awaiting direction on the proposed Transfer Station expansion. I am told that “throughput” was the least of the reasons this was proposed yet that is how it was perceived. Reportedly there are other needs which are actually driving the proposal. These still need to be addressed.

Although the MNC has been giving guidance by the staff on how best to proceed, they appear uncomfortable with anything less than formal action by the BoS.

Recommendation #4: The SelectBoard should ask the MNC to revisit the proposed expansion of the Transfer Station in terms of safety, morale, processing, storage, and customer traffic flow and identify phasing and/or short term low cost means of addressing these.

This should bring the issue to some closure. The report will be needed by November 1 to allow for any budgeting needed in FY '10.

Community Services Delivery

I do not recommend any dramatic changes or staffing. I do however recommend several new advisory boards, the discharging of several, a specialized part-time position devoted to senior issues and a change in how we function. This is driven by team approach to organizing our units and delivering our services.

Recommendation #5: The relevant staff should collaborate to function as a Community Service Team.

Its purpose is to

“Enhance the quality of life for the community and its people through a healthy body, mind and spirit”

This is not a new department, it is a periodic team meeting where like service providers meet with their counterparts. It includes the following departments:

- Human Services
- Visiting Nurses Services
- Recreation

It will have a team leader who can pull others (Police, Fire, Library) in as appropriate.

Recreation: There seems to be common agreement that we need to do a better job at delivering service to the seniors and upper age bracket adults. I do not recommend that Recreation tackle the other three elements enunciated by the seniors (i.e. health, financial, transportation). However, I think all the Recreation folks acknowledge the need to do a better job of service delivery and communications.

Recommendation #6: The Recreation Department should develop an action plan to continue its improvements in continuum of programs across the ages, image, marketing and communications.

Next, it is my understanding that the RSPT’s report is being included as an addendum to the Master Plan to reflect the broad goals, particularly with respect to the physical plant, of this department. This action resolves the status of that report.

Recommendation #7: The SelectBoard should discharge the RSPT Committee with the thanks of a grateful community.

This will leave the question of how best to implement their work. This should be driven primarily by the staff with the advice counsel of our active citizenry and user base. However, someone needs to be the “champion”.

Recommendation #8: The SelectBoard should amend the RAC name to Parks & Recreation Advisory Board, and perhaps the department name, and issue a new charge and composition to reflect this added emphasis.

The current “charge” is included as Exhibit D.

Finances, Safety and Legal: We already have many of these services in place, but as previously noted, some people feel stigmatized by how one of them is named. Yet, the record of the BoS meeting of July 10th will reflect conversations on everyday challenges – such as energy pricing – that go far beyond the name “Welfare”.

Recommendation #9: The SelectBoard should create a Human Services Department to replace the current Welfare Department.

The Human Services Director would replace the Welfare Director. The job description should be stood on its head to reflect that 90% of the work is delivering information and coordination of services to which people are eligible (fuel assistance, food stamps, the economic stimulus rebate, tax deferrals and the like.) The Director also participates in other efforts to support people such as suicide prevention and many similar programs. Only a small portion of their work is actual general assistance payments (Exhibit E).

Recommendations #10: The SelectBoard should create the part-time position of Senior Services Coordinator.

We do not have enough staff time within any existing position to deliver these more specific services to seniors. In addition, combining it with something else as an “add-on” will merely fuel the senior’s fears of getting lost. This position (Exhibit F) should not be a substantial bottom line cost to the budget as we can tap, for the balance of this Fiscal Year, unused Recreation Department Personnel funds which will remain in the full time account.

I am told that the Recreation Department had intended to use a portion of its FY’08 part-time labor account to hold the current program supervisor through the end of the year. This is for general assistance (phone, etc.).

While this may mean a smaller budget turned back than in previous years, (\$30K in ’07; \$18K in ’06; \$32K in’05) we need to weigh that against the BoS views of the need for this Senior Services Coordinator. In fact, if this new Senior Services Coordinator works out well, we may develop a small corps of volunteers dedicated to the needs of the community center we can help fill the Recreation Department’s needs.

This will be a major decision point.

Recommendation #11: The Moultonborough Police Department should develop a special expertise to serve seniors.

This is nothing less, although the Senior Resources Officer is not a new position, than we did for our children when we created the School Resources Office. It is simply a recognition of the need for specialized training and knowledge in this area. It will include programs on safe driving, scam predators, elder abuse prevention and social and mental health issues.

Health and Wellness: The Visiting Nurse Services has one of the highest positive ratings of any of the services that we deliver (exceeded only by Fire/Rescue, library and ambulance). We do not need any changes to their basic service delivery or governance. However, the broad public health needs of seniors and the community are modestly greater than current practice.

Recommendation #12: The VNS should become more active in broader health issues and offer more pro-active screenings, wellness and nutrition clinics.

Some of these are currently done in a limited form while some were previously done. The VNS Director says she could undertake these with little, if any, new money except for some added time from the VNS Staff. Her initial thoughts are:

- | | |
|--|--------------------------|
| ▪ Nutrition & Education: | ▪ BP Clinics |
| Diabetes / General Diet | ▪ Flu Clinics |
| American Heart Association | ▪ Emergency Preparedness |
| ▪ Foot Clinic – Podiatrist | ▪ Cold/Flu Prevention |
| ▪ Fall Prevention – Medi Alert | - Hand washing |
| ▪ Living Will & Durable Power of Attorney for Healthcare | ▪ Cholesterol |

Transportation: While some communities in the region have made some progress in tackling this issue – on a limited basis – for their community; in this rural an area with such geographic spreads between users and facilities, we should not think we can solve this alone. We need to be active partners in efforts such as the Carroll County Transportation Advisory Committee. Also, as we had to with the Emergency Response Regions, we may need to look at another affiliation.

Recommendation #13: The SelectBoard should send a clear signal of our intent to be active partners in transportation planning.

To reflect the priority we place upon this, the person appointed should be someone of prominence in our organization.

Recommendation #14: The Human Services Department should investigate establishing a local “Buddy Ride” Program.

This would be a clearing house where people in need of a ride and drivers looking to save gas money or socialize can connect. This would be similar to the state’s car-pooling program. This would need substantially more investigation into insurance requirements, personal safety, and resources required than was allowed by this effort. However, it may prove a meaningful stop gap until more permanent measures are put in place.

Recommendation #15: The SelectBoard should create an Advisory Council on Aging and the current Senior Needs Committee should be discharged with the thanks of a grateful community.

This will give the seniors a continued voice in the programming designed to meet their needs (Exhibit G).

Physical Location

So if we do these things where will these services be delivered from? We essentially have three choices:

- (a) Floating/Common Space (i.e. Schools, Library, etc.)
- (b) Lions Club
- (c) Community Center

Each has its immediate and long range pluses and minuses which must be balanced against our short term and long term goals and operational issues.

Recommendation #16: The Town should deliver those new senior services from the “Police Station” portion of the current Community Center.

The reasons are:

- We have exclusive control of the property;
- It is closest to supplemental “floating” space at the Library and Town Hall;
- It is closest to other related staff and agencies; and
- It gives us a chance to “prove out” the multi-use concept of a community center.

It is important to note that this will not give the Seniors the exclusive control of this portion 24/7. I envision it being a few hours a day Monday through Thursday or a similar schedule. It should also be noted that we have a severe shortage of space as it is. Permanent programs occurring in the meeting room area will require extraordinary coordination and cooperation of all the parties as it is used as work space, preparation for large special events, and lunch space, as well as for existing programs.

Recommendation #17: The SelectBoard should establish a Community Center Advisory Board to assure the various users they are getting fair and reasonable access to the facility.

During discussions of the proposed community center, it is my understanding that one of the points of great debate was who will control the building. There was a fear that one department could overpower the other needs. It is my further understanding that the SelectBoard had discussed an Advisory Board of some nature giving a voice to all users, (Recreation, Seniors, Schools, Lions and the like). While we are not there yet (and may never be) it is important to (a) acknowledge we will have the same issue with the current Community Center and to (b) set this governance matter to rest now and for the future (Exhibit H).

Recommendation #18: The staff, with the advice and counsel of the Community Center Advisory Board should revisit the proposed new building plan.

Form follows function. If this team approach to service delivery is adopted and can be proven to work the program of any community center changes. A hold should be placed on any further building efforts except to revisit the building footprint and build out plan. This design review would be managed by the staff with the advice and counsel of the Community Center Advisory Council and potential users.

Once the footprint is verified a potential phasing plan could be developed. Phase I would concentrate on the new (Lions Club) or upgraded (Playground Drive) fields, parking areas, and other infrastructure as deemed appropriate. We should also concentrate on beach improvements which rated at the mid-range of needs/satisfaction in the Master Plan Survey.

Any public funding required for this, together with any other volunteer efforts, could be well defined by the '09 Town Meeting. Other phases can come along as demand and support develop and a fully vetted business plan has been prepared.

Time Line

Some may see this as a long arduous path of massive organization but... It's not.

The timeline can be fairly clean.

- **Recommendation #4** could be acted on at the BoS meeting of **July 24th**.

The Select Board should ask the MNC to revisit the proposed expansion of the Transfer Station in terms of safety, morale, processing, storage, and customer traffic flow and identify phasing and/or short term low cost means of addressing these. Page 9

- **Recommendation #5, 13, and 18** could be acted on at a BoS meeting in **August of 2008**.

The relevant staff should collaborate to function as a Community Service Team. Page 10

The SelectBoard should send a clear signal of our intent to be active partners in transportation planning. Page 12

The staff, with the advice and counsel of the Community Center Advisory Board, should revisit the proposed new building plan. Page 13

- **Recommendation #10** could be advertised now but acted upon in **September of 2008**.

The SelectBoard should create a position of Senior Services Coordinator (pt). Page 11

The balance can be phased in at a pace as determined by the BoS.

Bottom Line

These proposals will not make everyone happy yet everyone is gaining something.

- It moves the debate forward.
- It lays out a clear plan of action to begin improved service delivery to our seniors on a coordinated basis.
- It lays out a framework in which these, and related services, can grow.
- It lays out a framework for establishing future standing and ad-hoc committees to help minimize internal conflicts within our own organization.

Some may feel threatened, some may want to continue on their own path but, as an organization, we can't be all things to all people and we must bring these matters to a conclusion to allow us to focus our energies on our priorities. Graphically, I'll put it this way



The Nina

The Pinta

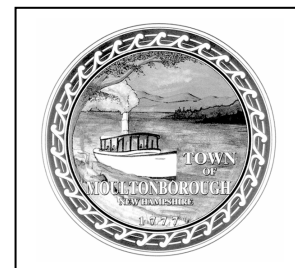
and the Santa Maria

Each had a separate captain, a separate function and were of different backgrounds yet, as a fleet, they all had one united mission under one leader with one vision; to find a new and better way to deliver goods (services) to their government and economy.

Exhibit A

MEMORANDUM – OFFICE OF THE TOWN ADMINISTRATOR

TO: BoS
FROM: Carter Terenzini, Town Administrator
RE: Policy Development
DATE: June 16, 2006
CC: RAC; RSPT; J. Farnham; MNC; All Departments



Notes from “The Listening Tour”

There was common agreement from the Board of Selectmen that the organization needed to take a “time out” to review what programs they should be delivering and the best governance structure for doing that. With their support I went to meet with the various parties in the two broad areas of financial and recreation and seniors. What follows is the notes from those meetings. These have been circulated to each asking for comments on any broad areas of our discussion that I missed. Please send me those by July 10.

In the meantime, various persons and staff have been asked to reflect upon how we might best address these issues so that they are an active part of the process (dissolve, form anew, re-brand/rename a current department, a new department, a team approach, and on and on). We hope to have all of these discussions completed by July 20 for review with all of the parties. I invite the active participation by the BoS by submitting any questions or thoughts that come to your mind as we go through this process.

Groups Met With:

- **Financial:** Planning Board
Municipal Needs Committee
- **Service Delivery:** Seniors Working Group

Recreation Advisory Committee
Recreation Strategic Planning Team
VNS Director
Welfare Director
Carroll County Transportation Planning

The notes have been organized to reflect similar function ideas; italics reflect an observation by me.

Planning Board (May 14: full complement)

After a discussion of the statute, the vote of the 1987 ATM designating the Planning Board as the Capital Planning body, and the work on their plate, the group – by consensus – reached an agreement it was not best suited to serve as the Capital Planning body. I will do some work and bring back suggestions on a new format so that the various bodies (PB; BoS; MNC) might go to the ATM in the Spring of '09 united on a new structure.

Seniors Working Group (May 7: 18+/- persons; May 28: 10+/- persons)

The initial meeting was just to introduce myself and talk with them about a process I hoped the BoS would adopt to begin to clarify the issue of which services we would deliver and the governance structure for that. The second session was to catalog all of the things the seniors were hoping could be done for them. The following is the list.

- 1.) Inventory? What's out there?
- 2.) How we provide that?
- 3.) Who are we talking about: By consensus 60+

2 persons said	65
5 persons said	60+/-
4 persons said	55

4.) Wants:

- a.) √√ Transportation to/from P.O./Bank; Grocery/Stores
- b.) Meals on Wheels (*issues undefined*)
- c.) Nutrition
- d.) Health & Wellness
 - Meds/Obtain
 - Good Mental Health
 - Cope w/Loss (Family & Friends)
- e.) Socialization & Recreation
 - Card Games
 - Trips
 - Museums
 - Physical: Swimming (Water Aerobics)
 - Lectures
 - Classes
 - Computer
 - Cooking
 - Arts / Crafts
 - Bingo
 - Jewelry
- f.) Legal
- g.) Finances
- h.) Safety
 - Junk Mail/Solicitations
 - *PD equivalent to SRO?*
- i.) √√ Communication Calendar for Events

5.) Challenges:

- a.) Survey of senior needs was 2000; Survey of MP?
- b.) We lack mailing list/data base
- c.) Not everyone has computer/e-mail
- d.) Rely on USPS?
- e.) How many 2nd residents will become year round?

- f.) Space: Regular available space: Choices
Floating/Common (i.e. Schools, Library, etc.)
Fixed?? (?? Lions How)
(Really just need tables, etc.)

6.) How??

- a.) Central Point/Coordinator??
b.) Telephone: Live Voice: How??
c.) From Inventory & Info: To Gaps

Recreation Strategic Planning Team (June 03; 9+ persons)

The group expressed frustration over its status and having recognition. “If its official, its official.” Frustration flowed from that and not yet having its report acted upon.

A major question was, “Who should we talk to / go to? One spoke of frustration over not being listened to (on this and in a previous service).

They spoke of the need for a “Clear leader for the Town.”

There were questions about the definition of seniors (referred to seniors consensus above)

The need to define the wide gamut of services being provided across the continuum.

Web Site –

- Communication w/in the Town
- Getting correct info out
- Perhaps Bi-monthly???

With respect to facilities: they reinforced the belief that as frugal taxpayers it was critical to have coordination of service delivery and the maximum use of a multi purpose building.

Municipal Needs Committee (June 4; 6+/- persons)

We had a general discussion of the role of the Planning Board as Capital Planning body; the 1987 Town Meeting vote and the need to comply with statute. They felt the organization needed:

- 1.) Clear Map of where we are headed
- 2.) Better description for the user of how things function
- 3.) Better Communication
- 4.) Better/Clearer Town Image; A lot of natives/a lot of new people
- 5.) Master Plan Ensure its Implementation (Report Card?)
- 6.) Volunteer Appreciation (More Clearly Enunciated)

Recreation Advisory Committee (June 09: 10+/- persons)

They observed that Boards such as theirs often come about because of issues; [especially if the parties don't get resolve]. They feel they are a bridge from the community. They spoke to a need for:

Leadership
Little more decisiveness; support;
Hard Policies
Communication & Clarity

Future Boards such as theirs could use an Orientation at their first meeting to more fully understand their role and the charge being given them.

When we spoke about the broad issues facing seniors; they had mixed feelings about bringing all of those under their umbrella. They felt they should stick to Recreation.

Exhibit B



Town of Moultonborough

6 Holland Street - P.O. Box 139
Moultonborough, NH 03254
(603) 476-2347 * Fax: (603) 476-5835

VOLUNTEER TO SERVE YOUR TOWN

Good government starts with you! Volunteers are the lifeblood of small towns. They bring talent, energy, and vision to our many Boards and Commissions which deliver services to our citizens. If you are interested in serving your community in any capacity, please fill out this form and return it to the Town Administrator, Town of Moultonborough, P.O. Box 139, Moultonborough, NH 03254. Thank you for your interest!

Karel Crawford, Chairman
Board of Selectmen

Carter Terenzini
Town Administrator

.....
Name _____
Address _____
E-Mail _____

Home/Cell Phone _____
Work Phone _____

I am interested in the following areas (check as many as apply):

Planning, Zoning, Development	<input type="checkbox"/> Check Box	Senior Citizens	<input type="checkbox"/> Check Box
Conservation & Open Space	<input type="checkbox"/> Check Box	Library	<input type="checkbox"/> Check Box
Public Works & Transportation	<input type="checkbox"/> Check Box	Historic	<input type="checkbox"/> Check Box
Fire or Emergency Management	<input type="checkbox"/> Check Box	Recycling	<input type="checkbox"/> Check Box
Finance & Administration	<input type="checkbox"/> Check Box	Parks & Recreation	<input type="checkbox"/> Check Box
Health & Human Services	<input type="checkbox"/> Check Box	Police	<input type="checkbox"/> Check Box

Other: _____

Amount of Time Available: _____

Present Business Affiliation and Work: _____

Business Experience: _____

Education or Special Training: _____

Other Volunteer Experience: _____

Previous Town Offices Held	Date Appointed	Term Expired
_____	_____	_____
_____	_____	_____

Feel free to attach anything that will help us carefully consider how to match your experience and interests with the needs of the Town. Thank you for thinking of serving your town.

Exhibit C

Town of Moultonborough Capital Improvements Plan Proposed Form of Town Meeting Article

To see if the town will vote to amend its action under Article 17 of the Town Meeting of March 10, 1987 by voting to authorize the Board of Selectmen, pursuant to RSA 674:5, to appoint a capital improvement program committee, which shall include at least one member of the planning board and may include but not be limited to other members of the planning board, the advisory budget committee, or the town governing body, to prepare and amend a recommended program of municipal capital improvement projects projected over a period of at least 6 years. The sole purpose and effect of the capital improvements program shall be to aid the selectmen and the advisory budget committee in their consideration of the annual budget.

Or take any other action related thereto.

**By Ordinance or Policy as Advised By Town Counsel
DRAFT FOR DISCUSSION PURPOSES ONLY**

Capital Improvement Planning Committee

Pursuant to RSA 31:39; and to make and order its prudential affairs, the Town of Moultonborough hereby adopts a local Ordinance to create a committee to advise on its capital needs and reserves to the SelectBoard, unless otherwise noted herein, the right to appoint all such officers as may be necessary to carry this bylaw into effect.

1. There shall be established a committee to be known as the Capital Improvement Planning Committee (hereafter, the "Committee") composed of five (5) permanent members as follows:

- one (1) member to be appointed by and from the SelectBoard,
- one (1) member to be appointed by and from the Advisory Budget Committee (or any successor body),
- one (1) member to be appointed by and from the Planning Board,
- two (2) at-large residents of the Town of Moultonborough, and
- two (2) alternate members who shall be at-large residents of the Town of Moultonborough.

None of the four (4) at-large residents of the Town, above designated, may be employed by the Town or SAU or serve the Town in any other elective or appointive capacity or have members of their immediate family who are so employed or so serve. Immediate family is defined to mean the resident, his or her spouse or spousal equivalent, parents, children, brothers and sisters.

The SelectBoard, Advisory Budget Committee and Planning Board members will each serve initially until the following March 30th and thereafter for one year terms to expire on March 30th of each succeeding year. Of the permanent members, one at-large resident member will (a) serve initially until the second June 30th following appointment and thereafter for three year terms and (b) the second at-large resident member will serve initially until the third June 30th date following appointment and thereafter for three year terms. Alternate members shall serve initially until the second and third June 30th, respectfully, following appointment and then thereafter for a three year term. Appointments to fill a vacancy shall be for the period remaining in the unexpired term.

Alternate members shall be seated to participate in any matter where a permanent member has excused himself over a matter in which he has a conflict or to provide a full complement of five members to conduct business. The minutes shall reflect the alternate seated to act in the stead of a permanent member and the reason therefore. A seated alternate member shall have all the rights and voting privileges of a permanent member.

The committee will choose its own officers at such times as it will determine by majority vote. Members may be removed for cause, after notice and a hearing, by the appointing authority.

2. The Committee will study the proposed capital projects and improvements involving tangible assets and projects which (1) have a useful life of not less than five years and (2) cost over \$10,000 [or such other sum which conforms with Statement #34 of the Governmental Accounting Standards Board (GASB 34) or such future equivalent capitalization schedules] and prepare a program for the financing thereof.

3. In preparing the capital improvements program, the committee shall confer, in a manner it deems appropriate, with the board of selectmen, the advisory budget committee, every municipal department authority or agency, the school board and shall review the recommendations of the master plan in relation to the proposed Capital Improvement Program.

4. Whenever so requested every municipal department, authority or agency, and the school district board, shall, transmit to the committee a statement of all capital projects it proposes to undertake during the term of the program. The committee shall study each proposed capital project, and shall advise and make recommendations to the department, authority, agency, or school district, concerning the relation of its project to the Capital Improvement Program being prepared.

5. The capital improvements program shall classify projects according to the urgency and need for realization and shall recommend a time sequence for their implementation. The program shall also contain the estimated cost of each project and indicate probable operating and maintenance costs and probable revenues, if any, as well as existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The program shall be based on the information submitted above and shall take into account public facility needs indicated by the prospective development shown in the Master Plan of the municipality or as permitted by other municipal land use controls.

6. No appropriation at a Town Meeting will be voted for a capital improvement purchase or project requested by a department, board or commission unless the proposed capital improvement is considered in the Committee's Report (as set forth below) or the Committee has submitted a report to the Town Administrator explaining the omission. It is the intent of this paragraph that no capital improvement purchase or project will be made or undertaken unless the same has been previously considered by the Committee. This provision is not applicable to any capital improvements placed on the Town Meeting warrant by citizen petition, as governed by any statute.

7. The Committee will prepare an annual report recommending a Capital Improvement Budget for the next fiscal year and a Capital Improvement Program, including therein its recommended capital improvements for the following five years. On or before November 1st of each year, the Report will be submitted to the SelectBoard for their consideration and action. The SelectBoard will thereafter submit their approved Capital Budget to the Annual Town Meeting for adoption, in whole or in part, by the Town.

8. Such Capital Improvement Program, after its approval by the SelectBoard, will permit the expenditure on projects included therein from departmental budgets for preliminary or ancillary matters relating to the project or purchase, such as for surveys, architectural or engineering

advice, options or appraisals; but no such expenditure will be incurred which has not been so approved by the Town through the appropriation of sums in the current fiscal year or in prior years, or for preliminary planning for projects to be undertaken more than five years in the future.

9. The Committee's Report and the SelectBoard's recommended Capital Budget will be published and made available in a manner consistent with the distribution of the Advisory Budget Committee Report. The Committee will deposit its original Report with the Town Clerk.

Exhibit D

Advisory Board for Moultonborough Recreation Department

Mission Statement:

The mission of the Advisory Board to the Moultonborough Recreation Department is to provide the public a standard of excellence in programs and services in a cooperative spirit that encourages participation in recreation, sport and leisure activities, while carefully promoting and utilizing recreational resources and facilities available in the community.

Purpose:

The principal function of the Advisory Board is to serve as a communication bridge between the Recreation Director, the Board of Selectmen and the Community and to promote programs and services to encourage support from our community through input and participation.

Members and Term:

5-7 members with 2 alternates

The Recreation Director or designee shall be a non-voting member.

The Terms will be for three years.

O

Meetings:

The Advisory Board shall meet once a month for the regular meeting or as needed. The first meeting will be the Organizational meeting to elect a Chairman, Vice Chairman and Secretary. The Board will determine board procedures for holding their public meeting and order of Business. Copies of the Advisory Board's minutes shall be given to the Board of Selectmen. The Advisory Board shall conduct all their business according to RSA 91-A, The Right to Know Law.

Appointing Authority:

The Board of Selectmen shall be the appointing authority. Applications (attached) and letters of intent shall be required.

Exhibit E

DRAFT FOR DISCUSSION PURPOSES ONLY

Town of Moultonborough

Job Description

Department: Human Services
Job Title: Human Services Director
Grade: Unclassified

Supervision:

Operates under the general supervision of the Town Administrator.

Primary Purpose:

Position is a management level position responsible for developing and managing the town's human services programs and activities to enhance quality of life in the community through a healthy mind and spirit. Coordinates with other members of the Community Services Team and works with other agencies to provide a comprehensive continuum of care.

Essential Duties and Responsibilities:

The essential duties or functions listed below are illustrations of the type of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Conducts surveys and maintains knowledge of human service needs, including financial, of the community.
- Establish and maintain a data base containing the services and resources provided by other public and private agencies.
- Performs applicant intake through interviews and review of applications and assesses needs and eligibility in accordance with local and statutory authority and policies.
- Conducts home visits, as necessary.
- Establishes and maintains effective relationships with public and private organizations throughout the state that can support and extend the capability to provide assistance.

- Prepares and files correspondence, information and documentation relative to requirements for any application for, disbursement of funds, and recapture of the same, as appropriate.
- Prepares and presents routine, cyclical and special reports to Town, state and federal organizations in a timely manner.
- Cultivates coordination, management, and direction in the delivery of human services for the community by mobilizing outside resources in lieu of property tax funding; administers programs such as student interns, “work-off”, and court-ordered reimbursements.
- Develops, recommends, and implements operating budget for the department annually; monitors and administers approved budget.
- Represents the town at various functions such as making speeches at civic and business associations, meeting with persons within the community, officials, citizens, and representatives of the press, to establish goodwill and resolve/respond to issues.
- Collaborates and negotiates with other human service agencies, governmental and other non-profit organizations to coordinate efforts and maintain cooperative and efficient relations; locates potential sources and solicits support for programs from the private sector.
- Provides information and education to the public through participation and speaking engagements. Responds to the media regarding various issues.
- Reviews and prepares reports on applications for tax deferral.
- Ensures that life-coping and budgeting skill programs are available locally.
- Interviews and performs counseling, with the development of a case management plan for individual clients.
- Establish and maintain working relations with clients, other departments, officials, and the general public.

Cross Training:

- Possesses basic knowledge of health and safety codes, tax credits, exemptions and deferrals.

Supervisory Responsibilities:

Directly supervises Senior Services Coordinator in accordance with the organization’s policies and applicable laws.

Knowledge, Skills, and Abilities

- Knowledge of standard office equipment and computer software (including MS Word, Excel, PowerPoint, Publisher and Access or equivalent).
- Knowledge of human services programs and related state and local laws and practices.
- Knowledge of research and preparation of proposals or obtaining and managing grants from various sources.
- Knowledge of RSA 165 and the practical applications therefore.
- Knowledge of municipal budgeting procedures and multi-funded financing operations.
- Knowledge of accepted personnel practices, procedures, and policies relating to supervision, training, and performance evaluation.
- Skill in interpersonal relations.
- Ability to express oneself orally and in written communication.
- Ability to advocate for clients with excellent negotiation skills, diplomacy and tact.
- Ability to emphasize with clients while remaining faithful to various program guidelines.
- Ability to maintain confidentiality.
- Ability to exercise independent judgment.
- Ability to give directions and gain compliance from subordinates.
- Ability to speak effectively before public groups, and make public presentations.
- Ability to be available at wide ranging hours.
- Ability to write reports, correspondence, and procedure manuals.

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job which include, but are not limited to, the ability to, communicate and operate a keyboard. The work is typically performed while standing, walking, bending, crouching, or stooping. The employee must frequently lift light and heavy objects, use tools or equipment requiring a high degree of dexterity, and distinguish between shades of color.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

While performing the duties of this job, the employee is typically indoors occasionally exposed to outside weather conditions. The noise level in the work environment is usually moderately quiet.

MINIMUM QUALIFICATIONS:**Certificates, Licenses, Registrations:**

Valid New Hampshire state driver's license and, when driving a personal vehicle, proof of automotive insurance.

Education and/or Experience

Bachelors Degree in Social Work, Psychology, or a related field, and three years of experience or and equivalent combination of education and experience.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as needs of the employer and requirements of the job change.

Benchmarks:

I do seek an "Unclassified" stipend of \$1,000 for whoever ends up being the Community Services Team "Leader" and the ability to appoint the same.

Exhibit F

DRAFT FOR DISCUSSION PURPOSES ONLY

Town of Moultonborough

Job Description

Department: Human Services
Job Title: Senior Services Coordinator
Grade: TBD

Supervision:

Operates under the supervision of the Human Services Director.

Primary Purpose:

Schedule, coordinate, and supervise programs and events and supportive services for senior citizens. Fills in for the Human Services Director when the Director is on vacation or other leave.

Essential Duties and Responsibilities:

The essential duties or functions listed below are illustrations of the type of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Surveys and maintains knowledge of programs desired by seniors.
- Maintains up-to-date listing of resources and providers.
- Schedules, coordinates, and supervises programs and activities.
- Acts as champion for seniors with other town departments, local area and state non-profit, public interest, and governmental agencies to encourage them to provide needed services and programs.
- Prepares monthly calendar of events, periodic newsletter, press releases and informational brochures and distribution of the same.
- Meets with Advisory Council on Aging and NH Association of Senior Centers to provide information and assistance.
- Prepares formula, foundation and similar grant applications to support activities.

- Maintains records and files.
- Recruits and trains volunteers for visitation, transportation, and program activities.

Supervisory Responsibilities:

Directly supervises volunteers in accordance with the organization's policies and applicable laws.

Knowledge, Skills, and Abilities:

- Knowledge of standard office equipment and computer software (including MS Word, Excel, PowerPoint, Publisher and Access or equivalent).
- Knowledge of Senior Center operations and state and local laws and practices regarding senior programs.
- Knowledge of research and preparation of proposals for obtaining and managing of grants from various sources.
- Skill in interpersonal relations.
- Ability to express oneself orally and in written communication.
- Ability to advocate for seniors with excellent negotiation skills, diplomacy and tact.
- Ability to exercise independent judgment.

Cross Training:

Knowledge of RSA 165 and the town's related policies and practices.

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Perform essential functions/duties of this position including, but not limited to, the ability to communicate and operate a keyboard. The work is typically performed while standing, walking, bending, crouching, or stooping. The employee must frequently lift light and heavy objects, use tools or equipment requiring a high degree of dexterity, and distinguish between shades of color.

Work Environment The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

While performing the duties of this job, the employee is typically indoors occasionally exposed to outside weather conditions. The noise level in the work environment is usually moderate.

MINIMUM QUALIFICATIONS:

Certificates, Licenses, Registrations

Valid New Hampshire state driver's license and, when driving a personal vehicle, proof of automotive insurance.

Education and/or Experience

Bachelors Degree in Social Work, Gerontology, or Psychology, or a related field, and one year of experience or an equivalent combination of education and experience.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as needs of the employer and requirements of the job change.

Benchmark Positions:

Assistant Recreation Director	IX	16.69 → 21.78
Land Use Coordinator	VIII	15.88 → 20.72
VNS Office Manager	VII	15.08 → 19.67
Receptionist	VI	14.27 → 18.62
Recreation Activities Assistant	V	13.47 → 17.58
Welfare Director		\$14,500/year

Exhibit G

By Ordinance or Policy as Advised By Town Counsel DRAFT FOR DISCUSSION PURPOSES ONLY

Advisory Committee on Aging

Pursuant to RSA 31:39; and to make and order its prudential affairs, the Town of Moultonborough hereby adopts a local Ordinance to create a committee to advise on the needs of the aging population and reserves to the SelectBoard, unless otherwise noted herein, the right to appoint all such officers as may be necessary to carry this bylaw into effect.

1. There shall be established a committee to be known as the Advisory Committee on Aging (hereafter, the “Committee”) composed of five (5) permanent members as follows:

one (1) member to be appointed by and from the Visiting Nurse Services Board,
two (2) member(s) knowledgeable in Social Work, Human Services, Mental Health, or Geriatric Services
two (2) at-large residents of the Town of Moultonborough, and
two (2) alternate members who shall be at-large residents of the Town of Moultonborough.

None of the four (4) at-large inhabitants of the Town, above designated, may be employed by the Town or serve the Town in any other elective or appointive capacity.

The Visiting Nurse Services member will serve initially until the following June 30th and thereafter for one year terms to expire on June 30th of each succeeding year. Of the permanent members, one at-large resident member, and one of the members with a specific area of expertise, will (a) serve initially until the second June 30th following appointment and thereafter for three year terms and (b) the second at-large resident member and second member with a specific area of expertise, will serve initially until the third June 30th date following appointment and thereafter for three year terms. Alternate members shall serve initially until the second and third June 30th, respectively, following appointment and then thereafter for a three year term. Appointments to fill a vacancy shall be for the period remaining in the unexpired term.

Alternate members shall be seated to participate in any matter where a permanent member has excused himself over a matter in which he has a conflict or to provide a full complement of five members to conduct business. The minutes shall reflect the alternate seated to act in the stead of a permanent member and the reason therefore. A seated alternate member shall have all the rights and voting privileges of a permanent member.

The committee will choose its own officers at such times as it will determine by majority vote. Members may be removed for cause, after notice and a hearing, by the appointing authority.

2. The primary duty of the Committee shall be as a focal point to enhance the dignity and independence of our age 60 plus senior population, and their caregivers, through knowledge, services and activities. Toward that end the Committee shall meet no less than quarterly to:

- a.) identify the total needs of the community's senior population;
- b.) Educate the community and enlist support and participation of all citizens concerning these needs;
- c.) Advise the Human Services Department on the design, implementation and promotion of services and activities to fill these needs, or how to best coordinate existing services in the community; and
- d.) Promote and support any other programs which are designed to assist programs for seniors in the community.

3. The Committee shall give an annual report, to the Board of Selectmen with a copy of that directed to the NH Officer of Elder Affairs and the Town Clerk.

Exhibit H

By Ordinance or Policy as Advised By Town Counsel DRAFT FOR DISCUSSION PURPOSES ONLY

Community Center Advisory Committee

Pursuant to RSA 31:39; and to make and order its prudential affairs, the Town of Moultonborough hereby adopts a local Ordinance to create a committee to advise on the use and needs of the Community Center and reserves to the SelectBoard, unless other noted herein, the right to appoint all such officers as may be necessary to carry this bylaw into effect.

1. There shall be established a committee to be known as the Community Center Advisory Committee (hereafter, the "Committee") composed of five (5) permanent members as follows:

- one (1) member to be appointed by and from the Recreation Advisory Committee (or any successor body)
- one (1) member to be appointed by and from the Advisory Committee on Aging (or any successor body)
- three (3) at-large residents of the Town of Moultonborough, and
- two (2) alternate members who shall be at-large residents of the Town of Moultonborough.

None of the four (4) at-large residents of the Town, above designated, may be employed by the Town or serve the Town in any other elective or appointive capacity.

The members from the Recreation Advisory Committee and the Advisory Committee on Aging will serve initially until the following June 30th and thereafter for one year terms to expire on June 30th of each succeeding year. Of the permanent members, one at-large resident member will serve initially until the second June 30th following appointment, the second shall serve until the first June 30th following appointment, the third shall serve until the third June 30th following appointment and all shall then serve thereafter for three year terms. Alternate members shall serve initially until the second and third June 30th, respectively, following appointment and then thereafter for a three year term. Appointments to fill a vacancy shall be for the period remaining in the unexpired term.

Alternate members shall be seated to participate in any matter where a permanent member has excused himself over a matter in which he has a conflict or to provide a full complement of five members to conduct business. The minutes shall reflect the alternate seated to act in stead of a permanent member and the reason therefore. A seated alternate member shall have all the rights and voting privileges of a permanent member.

The Committee will choose its own officers at such times as it will determine by majority vote. Members may be removed for cause, after notice and a hearing, by the appointing authority.

2. The primary duty of the Committee shall be as a focal point to ensure there is fair and even access to the Community Center (hereafter the “Center”) to meet the reasonable needs of the users thereof. Toward that end the Committee shall meet no less than quarterly to:

- a.) Identify the total needs of users;
- b.) Educate the community and enlist support and participation of all citizens concerning these needs; and
- c.) Advise the SelectBoard on the capital and maintenance needs of the Center.

3. The Committee shall give an annual report, to the Board of Selectmen with a copy of that to each of its user groups and the Town Clerk.