Town of Moultonborough
New Hampshire
August 22, 2019
Purpose and Intended Result of the Session

The purpose of this session is to establish goals that will become the foundation of the Board of Selectmen and the Town Administrator that will help guide the Town over the next twelve (12) months. The intended result is a cohesive strategy for the Town of Moultonborough to assist in creating an overall plan for the Community.

Participants

Joel R. Mudgett, Chairman
Kevin Quinlan
Jean M. Beadle
Russell C. Wakefield, Vice Chairman
Charles M. McGee
Walter P. Johnson, Town Administrator

Also in attendance:
Norman C. O’Neil, Human Resource Manager

The exercise was facilitated by:
Rick Alpers, Risk Management Consultant, Primex³
Shelley Walts, Member Service Consultant, Primex³
2019 Discussion

The session began with the Board of Selectmen and Town Administrator describing what is currently going well and what needs attention in the Town of Moultonborough.

**What is Going Well in the town of Moultonborough?**

- Provides good customer service to the residents and visitors
- Capital equipment well maintained
- Good tax rate - $7.72
- Great financial position
- Good school system
- Local environment / Lakes / Mountains - great outdoors
- High quality of life
- Great safety personnel on staff
- Good services for the Community being delivered
- Good balance between winter / summer residents - Town meets challenge
- Solid resident / tax payer support
- Capital Reserve funds are maintained
- Town roads are well-maintained
- Municipal buildings are in good shape
- Outside investments are paying off
- Satisfied residents provide positive feedback
- Great town-wide employees

**What Needs Attention in the Town of Moultonborough?**

- Tying in all software projects - finishing up various projects currently
- Town lacks a sense of community at times
- Provide Broadband for entire Town
- Part-time residents have a different need than full time residents
- Traffic (seasonal)
- Sewer expansion from Center Harbor (Green's Corner)
- State/ local funds for road work is competitive
- Lack of employees for businesses
- Affordable housing availability
- Strive to retain employees
- Find a better way for Town committees and Boards to work better together and communicate well
- Move to a Fiscal Year Budget
- Market / brand the Community better
Individual Board Member and Town Administrator Goals 2019-2020

Each Board member and the Town Administrator were asked to provide 2-3 Goals each to be achieved over the next 12 months.

**Kevin Quinlan**
- Completion of States Landing project **by May 2020**
- Change to a Fiscal Year Budget for **2021**
- Completion of software integration across all departments **by April 2020**
- Complete wage survey and needed adjustments **by December 31, 2019**

**Jean M. Beadle**
- Taylor Property resolution to Town Meeting **by 2020**
- Lions Club Facility Plan - Replace or renovate for **Town Meeting vote 2020**
- Change to a Fiscal Year Budget and how to fund the transition for **Town Meeting 2020**
- Improve relations with Land Use Boards

**Russell Wakefield**
- Taylor Property Resolution - lot needs to be cleaned up
- Regionalize costs of services, such as electricity - Lakes Region Planning

**Joel Mudgett**
- Possible solar panels at Landfill area
- Improve retention of employees
- State Roads - work with state on improvement plan
- Upgrade current Broadband system and ensure all Town residents have access to it

**Charles McGee**
- Change to a Fiscal Year Budget
- Improve Broadband coverage
- Lions Club Facility project
- Improve Employee Retention
- Budget at current level or close with low increase for **2020**

**Walter Johnson**
- Resume Committee of Conference this year or next
- Come up with a plan to implement Village Vision- what's most important
- Improve employee retention - wages / benefits / recognition
- Begin succession planning - key position turnover
- Fiscal Year Budget change
Goals 2019-2020

#1 Change from Calendar Year to Fiscal Year Budget
- Plan for change in 2020
- Implement the plan in 2021
  * Town Administrator and Finance Director to walk the Board through the pros and cons at the September 19, 2019 work session
  * Bring plan to the 2020 Town Meeting to seek voter approval of the fiscal change

#2 Employee Retention
- Complete Employee Wage Survey with possible adjustments by December 31, 2019
- Begin Succession Planning for key positions
- Initiate an Employee Recognition program to improve retention
  * Create and deliver an employee survey by March 1, 2020 implemented by the Human Resource Manager
  * The SAU, Town and local businesses to begin a conversation and/or form a committee around the idea of retaining our youth to live, work, and play in Moultonborough. E.g. Offering internships to local high school kids.

#3 Taylor Property Resolution
- Decision regarding the property needs to be rendered
  * By mid-September any offers to purchase should be considered
  * If NO offers, then a plan for resolution needs to be ready for the 2020 Town Meeting
  * Goal to be driven by Board of Selectmen and Town Administrator

#4 Lions Club Building
- Consider the options to replace or renovate the building
- Plan to bring Board decision to 2020 Town Meeting
  * Board decision by November 2019 for budget purposes

#5 Broadband
- Improve Broadband services for entire the Town
  * Currently engaged with Carroll County consortium
  * Currently engaged with Spectrum
  * Plan for 2021
Concluding Thoughts

Primex appreciates the opportunity to partner with the Town of Moultonborough in this goal setting process. We hope that this process continues throughout the year and helps provide the focus to achieve the Vision as expressed by the process.