

Working together is success.
— Henry Ford



Town of Moultonborough
New Hampshire

August 6, 2014

Primex³
NH Public Risk Management Exchange

Center for
Public Sector
Advancement

Promoting Excellence in the Public Sector

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 for the next few years and beyond. The intended result is a cohesive vision for the Town of Moultonborough to assist in creating an overall strategy to reach that vision.

Participants

Jonathan Tolman, Chairman

Joel Mudgett, Vice Chairman

Paul Punturieri, Selectmen

Christopher Shipp, Selectmen

Russell Wakefield, Selectmen

The exercise was facilitated by:

Carl Weber, Director of Member Services, Primex³

Danielle Krause, Administrative Assistant, Primex³

Ground Rules for the Session

From the outset, the Board of Selectmen identified the following ground rules for the session that would set the stage for how to proceed. The Board of Selectmen chose the following ground rules for themselves:

- One person speaks at a time
- Everyone listens to the speaker
- Not up to the Chairman today to moderate
- No ideas are stupid ideas

(Note: These ground rules worked well to promote open communication in a positive atmosphere throughout the session. The Select Board may wish to adopt the same ground rules for future brainstorming and goal-setting sessions.)

Strengths, Weakness, Opportunities and Threats (SWOT) Analysis

The Board of Selectmen were asked to identify the Town of Moultonborough's strengths, weaknesses, opportunities and threats (SWOT). This step will assist the Town of Moultonborough later on as it sets and aligns its goals and objectives towards a larger vision.

Strengths - Characteristics of the Town of Moultonborough that give it an advantage over other towns

- Water frontage
- Low tax rate
- High tax base
- Good school (single school district)
- History of volunteerism
- Personnel
 - ✓ Dedicated Employees
 - ✓ Institutional knowledge
- Provide services to other communities (Police, Fire, Ambulance and Code Enforcement) that other communities may not be able to provide
- Central location
- Stable organization with low turnover of employees
- Board of Selectmen has good mix and are able to voice opinions

Weaknesses - Characteristics that place the Town of Moultonborough at a disadvantage

- Declining population affecting services and school system
- Job opportunities to attract young population
- No current plan to balance services with population change (Year-round and Seasonal)
- Unaffordable property for families
- No plan to address the change and decline in population
- Historically Board of Selectmen have been reactive versus proactive
- Board revisits prior decisions
- Long decision-making process and/or resistance to change
- Lack of promoting the Town of Moultonborough
- Disconnection amongst the town, school and library, have not always worked well together
- No other revenue sources
- Disconnect with department heads and Board of Selectmen
 - ✓ Unclear communication
- Town, school, library and committees do not sit down to discuss direction or common purpose

Opportunities - Elements that the Town of Moultonborough could exploit to its advantage

- Control and plan for future growth
- Master Plan update
- Open conversations
- Zoning/planning
- Broadband
- Village Vision Committee
- Promoting the Town of Moultonborough (What we are doing)
- Route 25 – Major Route
- Attract high-tech low impact businesses
- Be attractive to businesses
- Attractive community
- Recreation and tourism
 - ✓ State's Landing
- Community Recreation Center (Site Study)

Threats - Elements in the environment that could cause trouble for the Town of Moultonborough

- Route 25 traffic and hazardous material transport
- Poor water quality (if quality declines)
- Reduction of State funding and aid
- Polarization of issues
- Affordable housing
- Over expansion (increase in business/workforce) without changing quality of the Town
- Business unfriendly perception
- Disproportion share of funding on the County and State level
- Cost shifting of State e.g. Retirement
- Department cooperation to accomplish goals

Vision for the Town of Moultonborough

The Board of Selectmen identified its ideal vision for the Town of Moultonborough in 3-5 years. The creation of this vision would then become the foundation for accomplishing specific goals towards that aim. The Board of Selectmen identified the vision for the Town of Moultonborough as follows:

- **Increase** year round **residents**
- To have a **consensus** on important issues
- To **finish** and have a **clear direction on projects** that are currently being worked on, which including State's Landing, Recreation Community Center and rebuilding the Public Safety Building
- Increased sense of **common purpose** across all Town boards and committees
- To have a **unified performance structure** for employees
- To have in place a personal review system that **rewards excellence and position advancement** of the Town goals, as well as being fair to attract and retain employees
- To have a **tasteful development** of the village area and community resources
- To **match services** to the needs of the population, **both year round and seasonal**
- To be **business friendly** with an **increase in high-tech and low impact**
- To keep the **low total tax rate advantage**
- To have an **effective marketing strategy**
- To be known for being a **nice place to live**, have our **act together** and a place where people want to live

Specific Goals and Work Plan

The Board of Selectmen identified the goals that need to be accomplished in order to achieve the vision for the Town of Moultonborough. Some goals may be short-term while others are long-term. The Board of Selectmen identified the goals below (many overlapped or were similar enough to be combined), which are not listed in order of importance.

- 1.** Develop and implement a marketing plan for the Town of Moultonborough
Tied to vision: effective marketing, increase year round residents and business friendly
- 2.** Expand broadband
Tied to vision: business friendly and increase in high-tech and low impact
- 3.** Annual roundtable of town boards and committees
Tied to vision: common purpose and consensus

4. To have in place a personal review system that rewards excellence and position advancement of the Town goals, as well as being fair to attract and retain employees

Tied to vision: unified performance structure, reward excellence and position advancement

5. To work more closely with planning and zoning to adopt changes to allow for development both business and residential and maintain character of the Town of Moultonborough

Tied to vision: common purpose, business friendly, increase year round residents, tasteful development

- 5a. To have support or buy-in for the Village Vision Committee and Master Plan

Tied to vision: finish projects and clear direction on projects

6. To have an effective succession plan

Tied to vision: reward excellence and position advancement

7. Annual goal setting for Board of Selectmen to review what is working and what needs to be changed

Tied to vision: consensus and common purpose

8. Route 25 issues (traffic calming)

Tied to vision: tasteful development

9. To improve communication reporting of between the Board of Selectmen, Town Administrator and Department Head. Establish an organizational chart

Tied to vision: consensus and common purpose

10. Memorialize decisions of the Board of Selectmen

Tied to vision: clear direction on projects

Top 3 Goals for Board of Selectmen

Each Board of Selectmen identified their individual top 3 goals for the Town of Moultonborough to focus on for 2014 and beyond.

Each Board of Selectmen's individual top goals

1	7	5	9	4
5	1	1	1	2
9	4	3	3	9

Below are the top 2 goals that the Board of Selectmen had in common and Goal #10 developed as a result of continued discussion.

Goal #1: Develop and implement a marketing plan for the Town of Moultonborough

Goal #9: To improve communication reporting of between the Board of Selectmen, Town Administrator and Department Head. Establish an organizational chart

Work Plan

The Board of Selectmen explored in greater detail the specific goals and work plan needed to see this vision come to fruition. For each goal, a key deliverable or measurable objective was identified along with responsible parties and timeframe for action. The goals and objectives below are not listed in order of importance.

Goal #1. Develop and implement a marketing plan for the Town of Moultonborough

Who is responsible? Board of Selectmen

By When: CY2016 Budget for Consultant if needed

a. Task: Research what have other communities done to market their community?

Who is responsible? Town Administrator

By When: February 2015

b. Task: Develop a Scope of Services for what the Town of Moultonborough is looking to have completed.

Who is responsible? Board of Selectmen

By When: To Be Determined

Goal #9. To improve communication reporting between the Board of Selectmen, Town Administrator and Department Head, and establish an organizational chart

a. Task: Develop an organizational chart

Who is responsible? Board of Selectmen and have a work session with this as the only agenda item

By When: November 2014

b. Task: Protocols for information flow to the Board of Selectmen, Town Administrator, Department Heads and Employees for various topics and timeliness expectations, and how to communicate decisions

Who is responsible? Board of Selectmen

By When: Six (6) Months after the finalization of the Organizational Chart

Goal #10. Memorialize decisions of the Board of Selectmen

Who is responsible? Board of Selectmen

a. Task: Determine format, connection to minutes and process

By When? 30 Days

b. Task: Review next time a decision is revisited to determine the cause and possible solutions

Who is responsible? Board of Selectmen

By When? Next occurrence

Recap and Suggestions for Follow-up

The session concluded by suggesting to the Board of Selectmen to have regular goal check-ins added to the organizational calendar, and to continue with the remaining goals that were outlined in detail to review and identify the objective, who is responsible and what is the timeframe for completion.

Concluding Thoughts

Primex³ appreciates the opportunity to partner with the Town of Moultonborough and its Board of Selectmen 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.

Sample Calendar – Action Items for the Board of Selectmen

September 2014

- Board of Selectmen Decision Check-in

October 2014

- Status Report for current year goals (*Every 60 Days Check-in)
- Goal Evaluation Work Session (*Annual Event)
- Board of Selectmen Work Session to develop organizational chart
* Add on the calendar

November 2014

- Establish an Organizational Chart

January 2015

- Status report for current year goals

February 2015

- Town Administrator update on findings of what other communities have done to market their community

March 2015

- Protocols established for information flow to Board of Selectmen, Town Administrator, Department Heads and Employees

April 2015

- Goal Setting Session (*Annual Event)
 - Review progress
 - Re-evaluate
 - Re-establish
- Status report for current year goals

July 2015

- Status report for current year goals

October 2015

- Status report for current year goals

Other:

Prior to Planning for FY2016 Budget

- Scope of services for Marketing Consultant (if needed)

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