Town of Meredith
Goal Setting Summary

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May 22, 2023

Participants

Jeanie Forrester, Board Chair

Steven Aiken, Selectboard

Lynn Leighton, Selectboard

Jonathan James, Selectboard

Michael Pelczar, Selectboard

Troy Brown, Town Manager

The session was facilitated by:

Carl Weber, Director of Member Services, Primex³

Purpose and Intended Results

The purpose of this goal setting session was to assist The Town of Meredith in establishing short and long-term goals that will move the Town of Meredith's vision forward. The process included setting goals and strategic objectives. The goals identified will become part of the Town of Meredith'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:

- No bad Ideas
- Positivity
- Max 1.5 hours
- Don't get off track
- Think about the future
- Speak one at a time with reality

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SWOT Analysis

Participants were asked to evaluate the Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing the Town. This structured process helps identify the internal attributes of the organization in the context of its external environment and provides the foundation to help the Town of Meredith maximize its strengths to pursue opportunities and minimize threats by addressing – or at least understanding – its weaknesses. The SWOT Analysis then becomes a lens through which participants evaluate and develop goals and objectives.

Strengths Identified:

- Lakes and mountains
- Community buys in non-profits, etc
- Community oriented
- Excellent Dept. heads and staff
- Institutional knowledge (ORG)
- Willing to help one another (community members, non-profit very active)
- Many great people
- Location
- Collaborative spirit (ORG)
- Water resources
- Really smart dedicated volunteers
- 1.3 hours to Boston, 1 hour to ocean, 1 hour to mountains and on a lake
- Small town feeling
- The Lake

Weaknesses Identified:

- Town size (geography)
- Not enough parking
- Department heads can be narrow minded (passion possibly)
- Unproductive working relationships
- Not enough planning for the future
- Lack of commercial development
- Bad technology (ORG)
- Condescending attitudes
- Weakening infrastructure
- Housing
- Old Masterplan 2002

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- Too much traffic Friday to Sunday night
- No affordable housing
- Shortage of affordable housing $
- Mediocre benefits
- Communication

Opportunities Identified:

- Expand water and sewer
- Location
- Reorganization of planning dept.
- Stay focused on what is best for the town/growth
- Capitalize on tourist industry
- Under used town building aka here
- Communication
- Attract businesses for the future
- Business expansion
- Need businesses that can thrive year-round. Keep people in town
- More opportunities for our senior citizens
- Demo 56-year-old woman – homeowner

Threats Identified:

- Lake quality
- Narrow minded/hard to move things forward
- Narrow mindedness from planning
- Electric cars
- Higher taxes
- Over population
- Water quality
- Not willing to change with the times
- Economic situation – recession
- Short term rentals
- Master plan
- Geese, duck poop
- Congestion
- Shortage of labor

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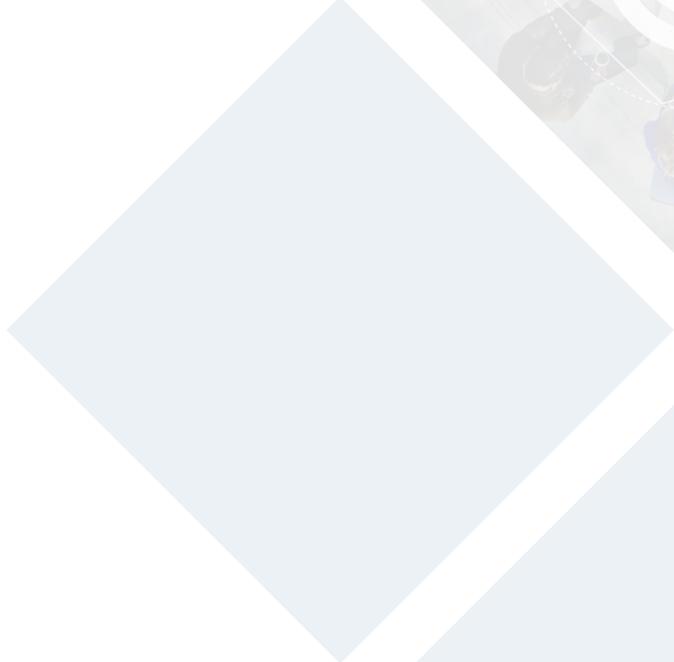
Identification and Categorization of Goals

Goals *were defined as qualitative statements of what the Town of Meredith 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 breakout groups and presented back in the full session for feedback and additions. Goals are presented in the order they were addressed and are not ranked for importance.

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 Meredith's overall vision, mission, and core values. These objectives create the basis for an ongoing action plan going forward.*

Participants were broken into groups, and each group was tasked naming and summarizing the larger goal to develop at least two strategic objectives to help The Town of Meredith achieve this goal. Each group was assigned to address one of the broad goals listed below. Participants then returned to report their identified strategic objectives to the full group, and the full group had the opportunity to provide additional feedback on the objectives.

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 Category #1: *Infrastructure & Water Quality*

Goal Summary: Identifies infrastructure projects and replace old bridges, culverts, water and sewer lines, storm drains to protect quality of drinking water, water streams and ponds

The individual goals that made up the category:
- Lake Waukewan water quality
- Limit overpopulation the town with huge multi-family development
- Water/Sewer expansion
- Get a solid plan to fix infrastructure
- Rehab Main Street/traffic road width

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Strategic Objective #1

WHAT: System-Wide assessment

WHEN: December, 2024

WHO: DPW and Water & Sewer Department

Strategic Objective #2

WHAT: Design

WHEN: July, 2025

WHO: DPW/TM/Water and Sewer Department

Strategic Objective #3

WHAT: Construction

WHEN: December, 2026

WHO: TM/DPW/Water and Sewer Department

Goal Category #2: *Updated Master Plan 2.0*

Goal Summary: An updated Master Plan that includes our natural resources, infrastructure improvements and responsible growth

The individual goals that made up the category:

- Master Plan
- Complete Long-Term Plan
- Complete Master Plan
- Ease of planning to promote businesses while protecting water
- Lake education
- Updated Master Plan

Strategic Objective #1

WHAT: Review of current plan

WHEN: 60 to 90 days

WHO: Committee of planning/zoning/town staff/community. Each section should be represented

Strategic Objective #2

WHAT: Prioritize plan

WHEN: 30 days

WHO: Oversight committee

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Strategic Objective #3

WHAT: Implement plan

WHEN: 2nd Quarter 2024

WHO: Oversight Committee

Goal Category #3: *Communication/Technology*

Goal Summary: Bring the technology today's standards/state of the art communication in-house and public; phone systems, social media, internal communication

The individual goals that made up the category:

- Communication Systems
- Updated technology systems

Strategic Objective #1

WHAT: Bring in a technology consultant to replace current nonfunctioning system

WHEN: July 31, 2023 start date (no completion date yet)

WHO: Town Manager

Strategic Objective #2

WHAT: Communication In-house/Phone systems

WHEN: July 31, 2023 start date - with Technology consultant (no completion date yet)

WHO: Town Manager

Strategic Objective #3

WHAT: Outreach to community/fix website add to social media presence Facebook/Town of Meredith page. Link to others like Laconia Daily Sun (Digital)

WHEN: August 15, 2023

WHO: Town Manager or an appointed tech person

Goal Category #4: *Human Resources*

Goal Summary: Implement plan to provide exceptional work environment with competitive wages and benefits

The individual goals that made up the category:

- Premier employer
- Fill and keep key positions with a bench

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Strategic Objective #1

WHAT: Seek input from employee survey

WHEN: August 1, 2023

WHO: Town Manager and Chris

Strategic Objective #2

WHAT: Benefit and wages survey of other towns

WHEN: August 1, 2023

WHO: Town Manager and Chris

Strategic Objective #2A

WHAT: Presentation and feedback from SB

WHEN: Implementation 4th Quarter of 2023 and 2nd Quarter 2024

WHO: Selectboard/Town Manager/Chris

Goal Category #5: *Community Construction Project*

Goal Summary: Renovate town hall to incorporate community development. Rebuild/revamp structures to meet future needs

The individual goals that made up the category:

- Build a new annex building
- Develop a plan to notify the NH Electric Coop of all non-working street lights

Strategic Objective #1

WHAT: Appropriate funding for plan of future expansion/town hall, etc

WHEN: Town meeting

WHO: Selectboard/Town Manager

Goal Category #6: *New Department with Town*

Goal Summary: Expanding concerns of towns development and impact on natural resources requires a new department to manage our resources

The individual goals that made up the category:

- Natural Resources Department

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Strategic Objective #1

WHAT: Prioritize our natural resource management Master Plan opportunity

WHEN: 2024

WHO: Selectboard

Strategic Objective #2

WHAT: Community Development

WHEN: 2024

WHO: Town Manager

Strategic Objective #3

WHAT: Responsible Resources Management

WHEN: Ongoing

WHO: Town Manager

Wrap-Up, Recap and Action Plan

The next step following this session will be for The Town of Meredith 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. Primex[3] 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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