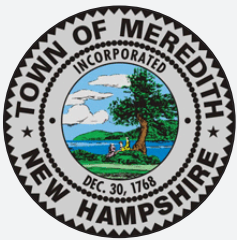


GOAL SETTING SUMMARY



TOWN OF MEREDITH

SEPTEMBER 9, 2025



PARTICIPANTS

Session 1 - Sept. 9, 2025

Mike Pelczar – Chair

Jeanie Forrester

Lynn Leighton

Steve Aiken

James Gregoire

Judie Milner – Town Manager

The session was facilitated by:

Rick Alpers, Member Services Manager, Primex³

Session 1

PURPOSE AND INTENDED RESULTS

This is a 2-night goal setting session for the Town of Meredith. On the evening of September 9th, 2025 the Board and Manager gathered to discuss what is currently going well for the Town and what are the Town's current challenges. The Board and Manager also spent time crafting new Vision and Mission statements for the community.

The following is the manager and board response to what currently going well for the community and what are the challenges that the community faces:

What's going well:

- Strong Volunteers
- Great community involvement
- Current staff makeup
- The town is a premier employer
- WW Watershed
- BOS is receptive to communication
- Board is engaged in the community
- Supportive residents
- New Town Manager
- Finances are strong
- New website
- Parking Committee
- Overall water quality
- Master Plan update
- Tourism is strong
- 2nd home development
- Solar array built
- Town plans well for projects
- Short term rental policy in place.

Challenges Facing the Community:

- Large scale infrastructure projects needed that are expensive
- Current facilities are aging
- Main St project
- Master Plan Update
- Staffing
- Needs and wants for the FD as they transition to a career FD
- Recycling Center
- Housing stock
- Funding CIP
- IT infrastructure upgrades
- Lake water quality
- School budget
- Prescott Park revitalization
- Parking
- Aging community

The Board and Manager were asked to think of what key words they think would fit nicely into a new Mission and Vision statement. I shared with them a Mission statement should describe your organization at its core and the vision statement tells the story of where the Town is heading.

The following words were shared in regard to a mission statement:

- | | |
|-------------------|------------------------|
| ▪ Welcoming | ▪ Attractive |
| ▪ Service | ▪ Small Town Feel |
| ▪ Respect | ▪ Safe |
| ▪ Transparency | ▪ Raise a Family |
| ▪ Community | ▪ Place to Retire Well |
| ▪ Quality of Life | |

The following words were shared to describe a vision statement:

- | | |
|-----------------------|----------------------------|
| ▪ Destination | ▪ Quality of Life |
| ▪ Great place to live | ▪ Accommodating |
| ▪ Live | ▪ Welcoming |
| ▪ Work | ▪ Inclusive |
| ▪ Play | ▪ Use of Natural Resources |

The group of six were now split into two groups of three. One group crafted a mission statement and the other group crafted a vision statement.

The following are each groups statement:

Mission Statement:

Meredith strives to deliver high quality services and amenities to residents and visitors in a small town atmosphere.

Vision Statement:

Fostering a dynamic and inviting environment where neighbors and visitors can connect and all generations can thrive.

Session 2 PARTICIPANTS

Session 2 - Sept. 11, 2025

Mike Pelczar – Chair

Jeanie Forrester

Lynn Leighton

Steve Aiken

James Gregoire

Judie Milner – Town Manager

Ken Jones – Fire Chief

Mike Harper – Police Chief

Mike Faller – Public Works Director

Bob Carpenter – Finance and Administrative Services Director

Angela LaBrecque – Town Planner

James Commerford – Assessor

The session was facilitated by:

Rick Alpers, Member Services Manager, Primex³

GOAL SETTING

Each Board member and the Manager were asked to share three goals they would like to see the Town achieve over the next 12-18 months. Eighteen goals were shared with the group and the goals were then grouped with other similar goals to make three overarching goals. The three overarching goals are as follows:

1. Employee Experience and Engagement
2. Infrastructure
3. Economic Development and Planning

Each member of the board, manager and department heads were split into three groups evenly and each group was assigned one of the above overarching goals to work on. The following is their work and prioritizing of the 18 goals:

1. Employee Experience and Engagement

Goal Summary – Build upon efforts to be known as a **premier employer**

Strategic Objective 1:

WHAT – Review and consider wage, salary and benefits on a consistent basis taking into account budgetary restraints.

WHEN – Ongoing and 2026 budget

WHO – Town Manager and Selectboard

Strategic Objective 2:

WHAT – Each department to perform an assessment to identify the core services it delivers and the resources it will take to provide those services.

WHEN – Ongoing 2026

WHO – Human Resources, Town Manager and Department Heads

Strategic Objective 3:

WHAT – Develop a culture that attracts and retains staff through career development and lifestyle amenities such as childcare, flex time, remote work, gym memberships etc...

WHEN – Ongoing 2026 budget

WHO – Human Resources, Town Manager, and Selectboard

2. Infrastructure

Goal Summary – To assess the infrastructure deficiencies in town

- A. Water and Sewer
 - a. Route 25 and 3
 - b. Water Tank to the Downtown
 - c. Water Tank up to Route 106
 - d. Winnepesaukee Sewer Basin – Sewer line Evaluation and Replacement
 - e. Underground Utilities Route 25 & 3
- B. Pleasant Street Wall
 - a. Obtain engineers estimate to repair or replace
- C. Docks – Waterfront Infrastructure
 - a. Assess current conditions and design
- D. Main Street
- E. Sidewalks
- F. Town Facilities

Strategic Objective 1:

WHAT – Main Street – Prepare final design from VHB. Coordinate this project with the canal project and address parking needs at the same time.

WHEN – June of 2027 and ongoing

WHO – Selectboard, Town Manager, W&S and DPW

Strategic Objective 2:

WHAT – Water and Sewer enhancements on Routes 25 and 3. Assessment currently being completed. Look at future expansion of water service to the round about at 106.

WHEN – December of 2026

WHO – Water & Sewer, Town Manager, and DPW

Strategic Objective 3:

WHAT – Repair or replace the Pleasant St wall. In need of an engineers estimate for the repair or replacement. Estimated to be received by June of 2026.

WHEN – End of 2027

WHO – DPW and Town Manager

Strategic Objective 4:

WHAT – Town docking and waterfront infrastructure

- ✓ Assessment of current conditions has been completed
- ✓ Funding – ETF and proper costs

WHEN – Board of Selectmen to review 2019 report by March of 2026

WHO – Board of Selectmen to prioritize recommendations from 2018 report and update pricing by October of 2026

Strategic Objective 5:

WHAT – Town Buildings

- ✓ RFP has been sent out to study all current town owned facilities that are in need of updating
- ✓ Interviews of responding firms need to be completed
- ✓ Firm needs to be awarded the RFP
- ✓ Reports and decision to follow the study

WHEN – Report to be delivered January of 2026

WHO – Selectboard and Town Manager - Report to be prioritized by October of 2026

3. Economic Development and Planning

Goal Summary – Implement comprehensive planning mechanisms to maintain and cultivate Meredith to meet current and future needs.

Strategic Objective 1:

WHAT – Implement framework both regulatory and development to encourage smart growth including the highest and best use of a property.

WHEN – March of 2027

WHO – Community Development, Board of Selectmen, and Town Manager

Strategic Objective 2:

WHAT – Revisit health regulations for maintenance of all septic systems on all bodies of water with a focus on Lake Waukegan.

WHEN – September of 2026

WHO – Health Officer

Strategic Objective 3:

WHAT – Develop municipal stormwater management best practices to protect water quality

WHEN – December of 2026

- Study is underway with a report delivery date of December of 2025

WHO – DPW and Water & Sewer

Strategic Objective 4:

WHAT – Develop implementation monitoring teams for all of Meredith's long-range plans.
Updates to the Town Manager quarterly and to the BOS twice a year.

WHEN – April and October of 2026

WHO – Town Manager

Strategic Objective 5:

WHAT – Continue to develop and implement community wide parking plans.

- Implement parking plan on Meredith Neck Road in 2026
- Downtown parking study received in October of 2025
- Improve parking awareness
- When addressing additional parking in the future be mindful of density challenges in the downtown area

WHEN – September of 2026

WHO – Police Dept., DPW, Town Manager, Board of Selectmen

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.”