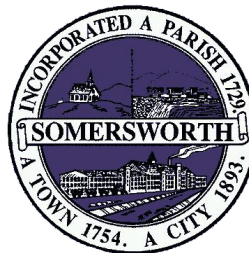


Working together is success.

— Henry Ford



City of Somersworth Goal Setting Session

April 6, 2019

Primex
NH Public Risk Management Exchange

Center for
Public Sector
Advancement

Promoting Excellence in the Public Sector

Purpose and Intended Results

The purpose of this goal setting session was to assist the Somersworth City Council, the City Manager and City department heads in establishing short- and long-term goals that will move the City's vision forward. The goals identified will become part of the Council and management staff's ongoing action plan.

Attendees

Mayor and Council

Dana S. Hilliard, Mayor
Martin P. Dumont Sr., Ward 3 City Councilor
Don Austin, Ward 4 City Councilor
Richard Michaud, Ward 5 City Councilor
Nancie Cameron, At-Large City Councilor
Edward Levasseur, At-Large City Councilor
David Witham, At-Large City Councilor

City Manager and Department Heads

Robert M. Belmore, City Manager
Scott A. Smith, Deputy City Manager/Director of Finance & Administration
Michael Bobinsky, Director of Public Works & Utilities
Shanna S. Saunders, Director of Planning & Community Development
Dave Kretschmar, Police Chief
Keith Hoyle, Fire Chief

The session was facilitated by:

Carl Weber, Director of Members Services, Primex³
Jennifer Brennen, Assistant to the CEO, Primex³

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:

- Be respectful/listen
- Be cooperative
- No discounting people's opinions

Brief Review of Somersworth's Vision 2020 and Core Values

The participants briefly reviewed the City's Vision and Core Values. These factors make up a lens through which goals and objectives can be evaluated and developed. The group agreed that nothing needed to be added or changed to the vision 2020 Statement.

Vision 2020

Somersworth will be a vibrant and highly sought after community in which to live, work and play that celebrates its history, culture, diversity and industrial roots.

Participants also reviewed the Core Values and determined that they should remain as stated below:

Core Values

Trust - With each other and with the community, being reciprocal in nature

Respect - Fostering different views

Serve - Serving the public needs

SWOT Analysis

Participants were asked to evaluate the Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing the City. 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 City of Somersworth 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:

- Education System
- Access to City Management, less bureaucracy
- Size-small town feel with big city services
- Diversity
- Streamlined approval – land use
- Cohesive body of leadership (CBL)
- Location
- Tri-city Region
 - ✓ Mutual Aid
- Affordable housing
- Adoption vision plans
- Improving infrastructure
- Tax Cap

Weaknesses Identified:

- Lack of rec field/facilities
- Tax Cap
- Tax Rate (real/perception)
- Small city staff (can't do as much)

- Limited resources
- Residents – not ‘their’ home – Just a stop on the way to somewhere else
- Size
- Access to river
- Quality of housing
- Graying population
- Retaining younger demographics
- Lack of economic entities
 - ✓ Restaurants/Arts/Walkable green spaces

Opportunities Identified:

- Younger demographic
- River on the border
- Increased capacity with improved infrastructure
- Positive perception – How to market It?
 - ✓ Positive comments from ‘outsiders’
- Size – authentic “Yankee” feel
- Available commercial market, industrial opportunities
- Outreach to legislative bodies
- Downtown has ‘good bones’
- Make mill complex more accessible

Threats Identified:

- False realtor perceptions – Marketing
- Some strengths perceived as weaknesses
- Absentee landlords – residential & commercial
- Perception of not being “business friendly”
- Perception of “unsafe community”
- Crime statistics – national report
- Federal & state legislative impact – promised vs. delivered
- Court system (enforcement efforts)
- In competition with other nearby communities

Identification of Goals

Goals were defined as qualitative statements of what the City intends to accomplish over a period of years. These are ‘big picture’ items vital to organizational success.

The Mayor and Council each wrote out goals with a maximum of three each. The participants then shared their goals (one at a time around the room).

As each goal was discussed, and described, the individual that shared the goal decided whether it was similar to, or different from, a previously stated goal. Similar goals were placed in the same ‘bucket,’ and at the end of the process, the group had created a total of five buckets, each with its own sub-goals or descriptions. After a short break, the groupings were examined and a few goals were moved to more applicable categories.

The categories were as follows:

1. Image Marketing

- a. Market safe community
 - i. Keep your doors unlocked day
- b. Positive marketing through Economic Development Division
- c. Develop public relations plan for city services
- d. Image shift with marketing
- e. Business retention & recruitment strategy
- f. Maintain/improve community involvement
- g. Downtown section 2
- h. Need for a quality deli
- i. Plaza development
- j. Better marketing of city services
- k. Continue refining the land-use development process
- l. Business standard for downtown SOP
 - i. Minimum operating hours
- m. Continued development of affordable housing
- n. Continued development of Plaza/Main St./River
- o. Promote Somersworth as a destination location and continue to encourage residential and business growth
- p. "Indo Town" (Indonesia)

2. Cultural/Recreational/Arts Development

- a. Improve recreation, arts (within 10 months)
- b. 10 year athletic/park plan
- c. A local gathering center
- d. Recreation & Park Fan Club
- e. Riverwalk expansion
- f. Continue parks improvement
- g. Develop community resources (parks, other amenities)
- h. Transportation alternatives
- i. Transportation
- j. Improve the pedestrian and bike experience
- k. Senior Programs

3. Development and Infrastructure Improvements

- a. Continued road/utility infrastructure investment (roads, utilities, parks)
- b. Plaza completion and Veterans park project
- c. Emphasize the River in downtown development plans
- d. Redevelopment of Main Street (downtown area)
- e. Main St. infrastructure sidewalks

- f. New small business downtown – Main Street
- g. Improve neighborhoods (individuality/pride)
- h. Infrastructure improvements (city-wide)

4. Education

- a. Continue to support excellence in public education
- b. Improve education funding *Not additional tax*
- c. Continued support of schools – educational standards
- d. Maintain financial stability

5. Fire Station Project

- a. Fire Station design and bonding
- b. New fire facility

NOTE: No Strategic Objectives were created for goal category #5, as the project is ongoing and specific.

Development of Strategic Objectives for Top 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 City'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 with developing at least two strategic objectives to help the City achieve its goals in the first four categories, as outlined earlier in the session. Each group was assigned to address one of the five broad goals listed above. Participants then returned to report their identified strategic objectives to the full group, and the full group had the opportunity to provide additional feedback and direction on the objectives. The strategic objectives for each goal were as follows.

GOAL: IMAGE MARKETING

Strategic Objective 1: Develop a Marketing Strategy

Who:

- City staff, Mayor

What:

- Businesses
- City Services
- Amenities/Culture
 - ✓ Events
 - ✓ Diversity
 - ✓ Parks/River

How:

- Press release a week
- Website banner
- Have others tell our story
- Host State/Regional Events

When:

- Start now
- Refresh at five years
- Timing good with “Open The Door” consultant work

GOAL: CULTURAL/RECREATIONAL/ARTS DEVELOPMENT

Strategic Objective 1: Complete Jules Bisson Improvement (with grant funds)

Strategic Objective 2: Complete millennium improvements (infield and other improvements-pavillion)

Infield-Late Spring 2019

Pavilion by 2021 funding

Strategic Objective 3: Riverwalk – explore grant (feasibility), concept plan, costs, permits, etc Planning Director, Economic Development, and City Manager, end of December 2019

Strategic Objective 4: Continued funding of all parks (general upkeep)

Strategic Objective 5: Develop inclusive recreation programs (i.e. no travel team to include more children) All programs assigned to: Director of Development Services, Recreation Supervisor. Each fiscal year linked to funding.

Strategic Objective 6: Partner with other city departments, i.e., schools’ spirit-up day, public works and police deaprtments’ national night out, library’s earth day celebration, rec and library’s farm-to-school program. Partner with other affiliate groups — LL, Babe Ruth, etc.

GOAL: DEVELOPMENT & INFRASTRUCTURE IMPROVEMENTS

Strategic Objective 1: Maintain annual infrastructure funding at \$1 million

- ✓ FY2020
- ✓ Council & City Staff

Strategic Objective 2: Plaza/Main Street/Vet’s Park Redevelopment

- ✓ Engineering/Design; Ongoing (Council/City Staff)
- ✓ Form based codes (Council/City Staff)
- ✓ Ongoing Marketing/Education of Developers (City Staff)
- ✓ In “Opportunity Zone”/ERZ and 79E Tax Incentives (City Staff)
- ✓ Market Potential River Views (City Staff)

Strategic Objective 3: Develop a plan for downtown including plaza, Main Street, and river walk, accessibility, crosswalks

- ✓ End of FY2022
- ✓ Mayoral committee
- ✓ Frequent updates

Strategic Objective 4: Improve Neighborhoods

- ✓ Mayor's Forum
- ✓ Physical
- ✓ Cultural pride
- ✓ Ward Councilors/City Staff
- ✓ Start in FY2020 and Ongoing (Event day)

Strategic Objective 5: Transportation

Coast: depends on federal funding; ability of community funding

Bike Lanes: Ties in with complete streets

Walking: Complete streets into infrastructure design (Cemetery Road, Main, Constitutional Way, ADA Accommodations) signage?

Vehicles: Traffic Control, CMAC-Air pollution, sustainable issues

(Engineering funding done on going; ties in with Riverwalk plan, request for design proposal underway, grant funding approved).

GOAL: EDUCATION

Strategic Objective 1: Continued letter writing to state leaders regarding funding

Strategic Objective 2: Continue with Joint School Board/City Council Commission

Strategic Objective 3: Ability to project funding requirements 10 years out from the School Board and work to eliminate pay to participate in extra curricular activities

Wrap-Up, Recap and Action Plan

The next step following this session will be for the City Manager, department heads, and City 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. 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."*

Center for
Public Sector
A d v a n c e m e n t



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