



*Working together is success.*

— Henry Ford



City of Somersworth  
New Hampshire

Goal Setting Facilitated Meeting

March 12, 2016

**Primex**  
NH Public Risk Management Exchange

Center for  
**Public Sector**  
Advancement

Promoting Excellence in the Public Sector





# City of Somersworth Goal Setting Report

## Attendees

### Mayor and Council

Dana S. Hilliard, Mayor

Jennifer Soldati, City Councilor – Ward 2

Martin P. Dumont Sr., City Councilor – Ward 3

Jonathan McCallion, City Councilor – Ward 4

Denis Messier, City Councilor – Ward 5

Nancie Cameron, At-Large Councilor

Jessica Paradis, At-Large Councilor

David Witham, At-Large Councilor

Dale Sprague, At-Large Councilor

### City Manager and Department Heads

Robert M. Belmore, City Manager

Scott Smith, Director of Finance & Administration

Michael Bobinsky, Director of Public Works & Utilities

Shanna Saunders, Incoming Director of Planning & Community Development

Dean Crombie, Police Chief

Keith Hoyle, Fire Chief

Russell Timmons, Police Captain

### The session was facilitated by:

Carl Weber, Director of Member Services, Primex<sup>3</sup>

## 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 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:

- Be Respectful / Cooperative
- Organized Order of Speaking
- Pay attention
- Have an Open Mind
- Be Engaged
- This is an important process, Department Heads should participate
- Be Productive
- Be Flexible
- All ideas are welcome/ No bad ideas

### 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.

### Core Values

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

**Respect** - Fostering different views

**Serve** - Serving the public needs



# City of Somersworth Goal Setting Report

## Brief Review of Somersworth's Vision 2020 and Core

The participants briefly reviewed the City's Vision 2020 and Core Values. These factors make up a lens through which goals and objectives can be evaluated and developed.

### *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.

*The following suggestions were developed to add to, or clarify the Vision 2020*

### **Vision**

Somersworth will be known for, or have the following attributes:

- Sustainable
- Quality Services / Education
- 21st Century Government
- Regionalization
- Partnership with schools

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

### **Core Values**

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## Identification and Prioritization 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.*

Participants were asked to share and discuss the various goals each person had for the City. (Most participants had already completed a pre-session assignment that asked them to identify three goals they felt were essential to move the City forward, so they had already identified numerous goals.) The participants each 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.



# City of Somersworth Goal Setting Report

The categories were as follows:

## 1. Overall Service Delivery

- a. Regionalization of Services
- b. Forward (Moving Forward)
  - i. Government both city, school
  - ii. Citizens
- c. Greater Use of Technology
- d. Enhance Community Trust: Interaction, Accountability, All Lives Matter
- e. Community Center: A true community center
- f. Quality Schools: Funding Challenges, Improved & Maintained Facilities
- g. Expand departmental vision
- h. Enhance response to drug-related matters
- i. Well-developed recreational activities for all residents, not just kids
- j. Communication: Continued Improvement, Website, other venues

## 2. Roads and Infrastructure

- a. Implement Pavement Management Plan  
(Everything under the road approach)
- b. Fund our road resurfacing program to be in an improving/sustainable direction. *(Tied to Image Category)*
- c. Pavement Plan adopted and implemented
- d. All sidewalks walkable
- e. Infrastructure and road improvements: Plans, Funding, Budget, Grants
- f. Infrastructure ongoing

## 3. Downtown Tax Increment Finance (TIF) District, Codes and Development

- a. A Place for all
- b. TIF District
- c. Help to complete Main Street, Phase 1, Phase 2
- d. Downtown Draw: We need a city center for our festivals; include green space and our waterway
- e. Major business development
- f. Main Street Redevelopment
- g. Progressive development plan implemented
- h. Start to develop a plan for development of the Somersworth Plaza
- i. Start to develop or investigate implementation of form-based codes
- j. Brentons Cleaners, proceeding with w/Cleanup/Brownfields site

## 4. Improve Overall City Image

- a. Internal / External Image
- b. Past / Present Image

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# City of Somersworth Goal Setting Report

- c. Team both Internal and External
- d. Support for the Police Department and all emergency services (e.g. heroin epidemic)
- e. Community Image including: Hot spots, Urban decay, Increased Enforcement, Lower Crime
- f. Increasing value placed upon quality education to counteract any bad reputation our schools may have/had
- g. Continued quality education
- h. Main Street Blight
- i. Career development plans
- j. Tax rate management and control
- k. Providing quality community services, despite the tax cap

## 5. Sustainability both Environmental and Economic

- a. Herbicide / pesticide-free city
- b. Financial sustainability

## 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. Each group was assigned to address one of the four broad goals listed above, the fifth goal (Sustainability) was not addressed since it needed additional consideration and elaboration before moving forward. 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: Overall Service Delivery**

**Strategic Objective 1:** Adoption of regional administration of Fire by Tri City coalition

- a. Study of proposed regionalization by Tri City Fire Chiefs and City Managers, from May to Sept. 2016
- b. Proposal presented to Tri City Coalition by Sept. 2016
- c. Tri City Coalition debates; adopts proposal; forwards to three City Councils by Oct. 2016
- d. Tri City Councils debate and ratify proposal for FY 2018 during Nov. 2016 to Jan. 2017

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# City of Somersworth Goal Setting Report

**Strategic Objective 2: Community Center** — The group realized that there are five existing community centers located in the schools: **Time frame immediate.**

- a. Including utilization of schools as part of the Mayor report
- b. Meetings with the Superintendent, City Manager, Mayor
- c. Develop Co-operative Services, 21st Century Vision

## **GOAL: Roads and Infrastructure**

**Strategic Objective 1: Complete Streets Approach, Holistic and includes the underlying infrastructure**

- a. Adopt the 2016 Pavement Plan by **April 30, 2016**
- b. Develop a bond replacement strategy by **September 2016**
- c. Increase resurfacing budget beyond the current (\$150,000) for **FY 2017**

## **GOAL: Downtown Tax Increment Finance (TIF) District, Codes and Development**

**Strategic Objective 1: Create TIF District for Main Street area**

- a. Funding proposed for **FY 2017**
- b. Determine scope to possibly include Somersworth Plaza
- c. Main Street redevelopment timeline
  - i. Creation **6-12 months**
  - ii. Implementation **3-5 years**

**Strategic Objective 2: Create central gathering place**

- a. Building or green space
- b. Development of plan **5 years**
- c. Implementation **10 years**

**Strategic Objective 3: Downtown Draw, High Street to Market Street**

- a. Ongoing timeframe

**Strategic Objective 4: Brownfields: Brentons Cleaners**

- a. Organization workshop scheduled **April 2016**
- b. Complete redevelopment and back on tax roll **1 to 5 years**

**Strategic Objective 5: Progressive Development Plan**

- a. Form based codes: how and who? **1 to 5 year time-frame**

**GOAL: Improve Overall City Image: Improve our image with respect to our past, while moving forward improving the image by providing high quality education and community services, also taking into account the budgets of our residents.**

**Strategic Objective 1: Improving our external appearance**

- a. Continued high code compliance issues (Immed Reports) taken care of to help stop blight.

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- b. Fund road program to a sustainable level that will repair crumbling infrastructure. (This year's budget / road program)
- c. Work more collaboratively with School Board and system. (New / Increased goal setting sessions with school)

## 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. Primex<sup>3</sup> 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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**Public Sector**  
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