

City of Somersworth
Goal Setting Session
(cover)

March 24, 2018 at 8:30am
Council Chambers

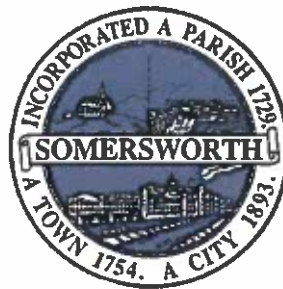
Mayor Hilliard, Councilors Pepin, Dumont, McCallion, Messier, Witham, Sprague, Cameron, Levasseur, were present for the session. Councilor Vincent was absent.

Attached is a copy of the Goal Setting Summary Session completed by the Primex staff facilitators.

The meeting started at 8:30am and adjourned at 10:40am.

Working together is success.

— Henry Ford



City of Somersworth, NH Goal Setting Session

March 24, 2018

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 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
Mary Pepin, Ward 1 City Councilor
Kenneth Vincent, Ward 2 City Councilor
Martin P. Dumont Sr., Ward 3 City Councilor
Jonathan McCallion, Ward 4 City Councilor
Denis Messier, Ward 5 City Councilor
Nancie Cameron, At-Large City Councilor
Edward Levasseur, At-Large City Councilor
David Witham, At-Large City Councilor
Dale Sprague, 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 Saunders, Director of Planning & Community Development
Dave Kretschmar, Police Chief
Keith Hoyle, Fire Chief

Other

Richard Brooks, HDC Member

The session was facilitated by:

Carl Weber, Director of Members Services, Primex³
Shelley Walts, Member Services Consultant, 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*

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.

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. Our Image

- a. Improve perception that Somersworth is “not safe”
- b. Attract high-end developers
- c. Public Relations
- d. Main St.
- e. Maintaining school excellence
- f. New business
- g. Destination community
- h. Educate volunteer boards
- i. Streamline development
- j. 10 year crime/safety plan

2 Cultural/Recreational/Arts Development

- a. Improve recreation, arts (within 10 months)
- b. Ten year athletic / park plan
- c. A local gathering center

3. Infrastructure

- a. Continued road / utility infrastructure investment
- b. Fire station project
- c. Plaza completion and Veterans park project

4. Development Principles Redefined

- a. Improve development process perception
- b. Smart growth
- c. Economic development strategic plan (10 years)
- d. Cooperative marketing plan
- e. Streamline our economic development process
- f. Improve marketability (10 year plan)

5. Community Sustainability

- a. Go back to trying to buy local (with methodology)
- b. Produce our own energy
- c. Environmental sustainability
- d. If our power was cheaper, business would come
- e. Safer in the future, as our reliance is on us
- f. Looking at ways to generate our own power-solar, wind, hydro, digesters, trash

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, 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: Our Image

Strategic Objective 1: Volunteer Boards

- a. Orientation (Annual update)
- b. New Board members' education (within 30 days)

Strategic Objective 2: Image

- a. Sustainable Infrastructure improvements (ongoing → 10 years)
- b. Expand ambassadors
- c. Focus on ongoing active communication
- d. Community policing and activities (i.e. food trucks)

Strategic Objective 3: Market Somersworth

- a. Council: Staff: Boards: Community (ongoing → 10 years)
- b. Educate the public (ongoing → 5 years)
- c. Use all mediums and platforms
- d. Proactive staff and council

GOAL: Cultural / Recreational / Arts Development

Strategic Objective 1: Establish Capital Reserve Fund for recreation

- a. Improvements of parks and facilities

Strategic Objective 2: Establish a Capital Reserve Fund for the Arts

- b. To leverage dollars to go after state money to improve gathering places and art features. Example: water fountain or clock

Strategic Objective 3: Recreation Committee

- c. To establish 10 year maintenance / development / usage plan for parks and / or athletic fields.
- d. To also include city / school

Strategic Objective 4: Talk with Dover about Willand property for Athletic development potential

GOAL: Infrastructure (review need on a pre-determined basis)

Strategic Objective 1: Continued road / utility infrastructure investment

- a. Complete streets approach
- b. Move forward with public safety committee recommendations

Strategic Objective 2: Fire station project

- a. FY2022

Strategic Objective 3: Plaza completion and Veterans park project

- a. Three months for Plaza RFP

GOAL: Development Principles Redefined

Strategic Objective 1: Annual land use board training

Strategic Objective 2: "New Member" on boarding process

- a. Orientation packet

Strategic Objective 3: Clearly outline steps to development process

- a. Utilize 'concept' review with staff
- b. Utilize 'concept' review with boards

Strategic Objective 4: Develop marketing plan/strategy

- a. Website, branding, etc.
- b. Continue EDM meetings with stakeholders

GOAL: Community Sustainability

Strategic Objective 1: Existing

- a. Hydro
- b. Solar on landfill
- c. Existing Co-op
- d. Upgrade to LED-Muni Street lights

Strategic Objective 2: Future Goals

- a. Upgrades to include own energy generation (wastewater treatment plant)
- b. Encourage new development to use LED
- c. Make muni rules (purchasing) stronger
- d. Encourage-thru incentives-new construction to use-sustainable practices

Strategic Objective 3: Create destination locations or events to give people a reason to stop vs. driving through (food truck festival, kiosk, or niche food market)

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."*

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A d v a n c e m e n t



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