



City of Somersworth Goal Setting Summary





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In Attendance

Dana Hilliard – Mayor
Ken Vincent – Councilor
Don Austin – Councilor
Richard Michaud – Councilor
Dave Witham – Deputy Mayor
Denis Messier – Councilor
Nancie Cameron – Councilor
Matt Gerding – Councilor
Bob Belmore – City Manager
Scott Smith – Deputy City Manager/Director of Finance and Administration
George Kramlinger – Fire Chief
Timothy McLin – Police Chief
Michael Bobinsky – Director of Public Works
Michelle Mears – Director of Planning and Community Development

The session was facilitated by:

Rick Alpers, Risk Management Consultant, Primex³

Purpose and Intended Results

Mayor and Council gathered on a Saturday in April with their Manager and Department Heads to discuss and plan out what they would like to see the city accomplish in goals over the next 12-18 months. The following are the Mayor, Council and City Manager's individual goals:

Mayor Hilliard:

- Plaza Development
- Former Police Station to be sold
- Bretons Cleaners Redevelopment
- National Guard Facility
- "Keeping Eyes on 2030"



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Deputy Mayor Witham:

- Disposition of City Owned properties (Old PD, National Guard, Bretton's Cleaners Site)
- Main Street Enhancement from John Parsons to Franklin (minimum). To include complete streets project, Sale/rehab blighted properties, Plaza parking lot development and enhancement.
- See new Fire Station through to completion. Quality build!

Councilor Austin:

- Complete the RFP process for the (old) former police station
- Complete the Main Street (complete streets) engineering process
- Establish of permanent Mental Health and Wellness Coalition for Somersworth

Bob Belmore, City Manager:

- **General Discussion:** Manager Belmore mentioned that certain employees wanting a 4-day work week in jest which sparked a discussion about the possibility of amending employee benefits some of which were discontinued like longevity, sick leave for salary staff, and perhaps educational incentive to help better retain and attract staff. Council asked Manager Belmore to bring the proposals forward at a future mtg.
- Manager Belmore asked Mayor and Council what their desire for the National Guard Property was moving forward? To re-use it or not to? Mayor and Council to have further in depth discussion regarding the property.

At the end of the session Manager Belmore asked his department heads after listening to the council this morning what their take-aways are and also what might be their goals for the next 12-18 months. The following are the individual responses from the department heads:

Michelle Mears, Director of Planning & CD

- **Economic Development** - which included: Downtown redevelopment- city owned properties in order of priority: Bretons Cleaners RFP, Old Police Station, Plaza National Guard, and private properties Aclara
- **Connectivity** - continue working on sidewalk improvements connecting neighborhoods to parks in the downtown area using Beta Assessment as guide
- **Website** - integration so that continues to be user friendly- works towards online permitting software Codes, Planning, and Recreation also social media integration Instagram.
- Employee retention educational incentives/hiring recruiting



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Planning and Community Development General Discussion

It was noted in the being of the meeting of how well the City Council works together and celebrated that in compared to other surrounding communities. Even though all the councilors may not agree at all times on all matters they are able to continue to have respectful dialogue and work together for the best outcome. Overview of some of those projects include Fire Station, Breton's RFP, major investments in sidewalks and roadway projects that have been undertaken over the last few years. There was a discussion on frustrations of not acting on some recent development projects but the facilitator was good at reframing the conversation celebrating some of the recent success - SportsHUB. Continue to work on Code Enforcement issues dumpsters and property maintenance.

Make sure to keep our existing infrastructure in good shape don't defer the cost. There was a discussion on the Police Station and making sure Public Buildings are kept up (budget for upcoming expenses). Master Plan Eyes on 30 discussion and importance of that process. Continue to have streamlined development process. Discussion about the importance of the relationship of working with the Schools and how that is advantage in Somersworth. General discussion about the fiscal management and how the City is in a good place. Discussion about the team atmosphere as far as Department Heads working towards common goal.

Tim McLin, Chief of Police

- Emphasis on sidewalks and streets
- Development of Old Police Station, Breton's Cleaners
- Discussion of Main St. area
- Discussion on how the new Sports Complex will be positive for the City
- Use of social media to showcase City
- Discussion on having sufficient available housing

Police Department Goals Discussed

- Community Policing; Annual Award, Topper Support Program, community engagement, events, add to Field Training program
- Crisis Intervention Team (CIT) and Critical Incident Stress Management (CISM) teams, Officer Wellness and Safety
- Recruitment/Retention
- Wellness Uniform
- Training goals of De-escalation, Risk Management, CIT/CISM
- Implement Active Shooter Policy, associated training



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Mike Bobinsky, Director of Public Works

- Continue work on improvements to infrastructure; roads and sidewalks.
- Move forward with (next level of) design plans for the Library improvements (Phase II design with construction costs).
- Successful negotiations/development of the solar (array) farm project at Blackwater Road Superfund site.
- Make improvements to City website; greater use of social media and Channel 22 (from City Manager too, suggested more taping of events like the new Library series of speakers).
- Downtown economic development was discussed too, but don't have notes on how we left this topic area.

George Kramlinger, Fire Chief

1. Complete construction of and establish operations in the new fire station.
2. Complete construction of the new fire pumper and integrate this apparatus into FD operations.
3. Retain, train, and recruit (if necessary) personnel.

National Guard reuse: Make a decision either way to use as Recreation facility or reuse of the property.

Somersworth Mayor, Council and Department TEAM Goals:

- Complete Sale of the Former Police Station
- Plan, fund and implement the remaining upgrades needed to Main St.
- Dispose of town owned properties to further spur positive economic development for the community. Properties stated but not limited to are:
 - d. National Guard Building
 - e. Breton Cleaners

I would like to take a moment and apologize to Mayor, Council, Manager Belmore, and Department Heads for the delay in getting this report to you. As you know this is not the normal timely response and further precautions will be taken to ensure that notes from a session will not go missing again. Again, I apologize for the delay in notes mishap. I look forward to working again with you all in the future.

Wrap-Up, Recap and Action Plan



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The next step following this session will be for the City Manager and Department Heads to work together to identify short-term goals and objectives over the next 12-18 months. Identifying attainable goals will allow the City Manager and Department Heads to continue to move in a cohesive direction.

Concluding Thoughts

Thank you again for the opportunity to participate in this important process. Primex³ appreciates the opportunity to provide assistance to members with team building, goal setting, and helping 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."*