



Approved as amended by the City Council on April 1, 2019

City Council Special Meeting Workshop Minutes
February 25, 2019 – 6:00 PM
Franklin City Hall

Call to order

City Manager, Judie Milner called the meeting to order at 6:03PM in Council Chambers.

City Council in attendance:

Councilor Jo Brown, Councilor Scott Clarenbach, Councilor George Dzujna, Councilor Heather Moquin, Councilor Kathy Rago, Councilor Vince Ribas, Councilor Karen Testerman, Councilor Paul Trudel.

Absent:

Councilor Bob Desrochers

Salute to the Flag was led by Councilor Clarenbach.

City Manager Milner began with mention that tonight's workshop will be a review of the LEAN Roadmap. She explained that the Council will meet at the end of each month, review each task for the month, and update the status color as needed (red, green, or yellow). If a task is in a yellow or red status, the Council will discuss why it wasn't done and what is needed to get it back to a green status. During each meeting, a new month of tasks will be added to the chart. The plan is to show three months of tasks planned out in advance.

The Council began to review each of the individual tasks. Milner mentioned that the Council is welcome to go through her when transfer of information needs to happen with the department heads. There was some concern about Council going to department heads directly.

The Council Champion is the person we go to if help is needed on that task. City Manager Milner stated that she changed the title of "Manager/Sponsor" to "Council Champion". The actual work is completed by the City Manager and her staff. The role of the Council is to simply help direct the team in getting the tasks complete.

In the first area of Education, Councilor Scott Clarenbach discussed the challenges of Merging the Operational Services and the Collaboration with the Schools. Councilor Clarenbach met with Councilor Brown, Administrator Jefferson Braman and Superintendent Dan LeGallo. He also mentioned that there are two new School Board Liaisons and didn't know how to pull in the conversation with them and not having to have two separate meetings with two different groups on the same topic. Councilor Brown suggested that Councilor Clarenbach meet with School Board Tim Dow and work this part out so the right people attend the right discussions.

If all are in agreement, the E1 task will move Finance Heads to March, and move February and March tasks to April and May. This is due to getting the right people on board with the right conversations to begin these two tasks in the Education area. All were in agreement with adjusting these tasks. New tasks were added for March. Councilor Clarenbach mentioned that it's difficult to measure collaboration type tasks.

The next area discussed was Recreation. City Manager Milner asked Councilor Dzujna to update the group on what was accomplished and what is outstanding. Dzujna stated that he reached out to the person who coordinates the Calendar of Events for the City of Manchester. Their City calendar and ours are very similar. He noted that there are many events that happen in Franklin throughout the year and he wondered if our website provider, CivicPlus could do something similar. It would be designed in such a way to have a coordinator of an organization submit an event and it would go to Audrey and Krystal first for approval then appear on our calendar. Dzujna stated that his next steps would be to have an informative session with the organization's coordinators to show them how to submit an event.

Dzujna stated that this could get up and running fairly quickly. Councilor Ribas asked if there would be a form that they would submit. Dzujna replied that there would be an electronic form that would pop up directly from our website. Ribas also asked if there could also be a hyperlink on the particular calendar event that would open up to the organization. Dzujna replied that this could be done also.

Councilor Clarenbach asked how the City should handle fees for non-profit organizations vs for profit organizations and that this should be decided on so it's known up front. Dzujna confirmed that testing was done on submissions of the events by an outside user. From the City side, the approval button was pushed and the event appeared on the "test" City calendar. There was also mention of having two separate calendars, one calendar for the Municipal side of meetings/events and another calendar for all other organization events.

City Manager Milner captured tasks for new tasks for April and May. Identifying pilot groups and train organization contacts will be added as upcoming tasks.

City Manager Milner stated that Richard Ellert will be discussing the PODS activity with the Mill City Park Board. We may receive exclusivity if we can act quickly. The next steps would be to develop the strategy if this is able to move forward.

The area of Business was discussed next. Councilor Brown is the Council Champion in this area. She updated the group on her thoughts and shared her approach of first understanding the steps the new business currently takes when registering and reaching out to planning and zoning with questions on what they can and can't do and what role does the heritage commission have, if any, with regards to business front, signage, etc. Councilor Brown would like to dive in deeper and better understand what businesses should be considering when

opening their business. Ultimately, there should be simple process steps for a potential new business that they can read and follow. City Manager and Councilor Brown reviewed the tasks for March and added new tasks for April & May. Understanding the role of the Heritage Commission for signage etc. and will attend a meeting in March around this because there are ideas floating around from the City's point of view. For April, a task will be created for working on the process draft document. A new task to provide a draft version to the Council and appropriate official of the new business process will be planned for May. Update the process on the City Website will be pushed out.

City Manager Milner stated that the Business Fair is currently on hold and asked if Councilor Rago could take that portion over. There was no objection.

Safety was the next area discussed. Councilor Testerman stated that she met with Police Chief Goldstein and completed a ride along with an officer, sat with the dispatcher for a while, and reviewed some data with Chief Goldstein. She stated that the time spent on any situation or issue fluctuates significantly and difficult to generalize. Testerman stated that regardless, she will create a report out on her findings. She shared some of the ideas she had been hearing on public safety. One is to see an officer walking the downtown on foot. Up-to-date equipment was also communicated to her. She will be meeting with Fire Chief Foss to review various Code Violations and then also with Director Lewis to understand the types of Planning & Zoning Code requirements. City Manager Milner stated that a metric should be created for March for the Police Visibility task. For April, identifying visibility tasks were created. None were added for May.

The area of Resources/Franklin for a Lifetime was discussed next. Councilor Moquin provided a hand out on why marketing is important. She did some research and asked everyone to think about it in terms of providing a service from a municipality standpoint; taxpayers being our customers. She stated to think about the communication piece differently than creating our Newsletter but rather share our Vision and Mission. This message as well as updates on current projects needs to get out there so our residents can understand it and we can gain their support.

Moquin provided the following handout.



Promoting Franklin For A Lifetime
FRANKLIN

[Photo](#) by Unknown photographer / Public domain

Contents

- Why Market a Municipality?
- January Action Item Review
- February Action Item Review
- What's next for March and beyond?



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Why Marketing?

- Marketing can help Franklin Government to be more responsive and accountable to it's citizens-addressing complaints, correcting mis-perceptions and improving customer service
- Helps communicate our efforts toward efficiency and transparency
- Improves communication of new programs and support/adoption by citizens

Additional Effects

- Draw visitors and tourists-specifically outdoor enthusiasts
- Attract downtown foot traffic/shoppers
- Enhance housing market/bring homebuyers
- Increase commercial real estate development
- Increase census gradually

January Action Items

- Research current funding: Current funding for marketing in Franklin is \$5,000. This has been spent on economic development videos.
- Research best practices in other communities: The best examples that I could find for formal marketing strategies involved large cities which did not translate well for the work that we hope to do. The closest examples that I could find involved chambers of commerce-not municipal offices.
- Research State of NH resources for promotion
 - Department of Business and Economic Affairs
 - www.nheconomy.org
 - www.choosenh.com
 - www.visitnh.gov
 - www.visitnh.gov/film
 - Department of travel ad tourism

Moquin's January task items were updated. She stated that funds for marketing were already spent on the creation of videos. There are many Ideas in the handout she provided that are "free". She found it challenging on "The Research and Best Practices in other communities" task. The big cities have big budgets in this area and have teams dedicated to this. Communities that compared in size to us weren't doing much if anything at all. Moquin sees this as an opportunity for a coordinated marketing effort. She stated that she found State websites with calendars that weren't being updated with events or other information. A future task could be having an IT group do some data mining on how many hits the State of New Hampshire website receives. She mentioned no and low-cost social media options as well. March tasks overlap with some of the calendar updating activities. A Marketing Task force is forming and they will begin looking at this.

February Action Items

- Identify no cost social media options: facebook, Instagram, twitter, snapchat
- Identify Low cost social media promotional opportunities: sponsor ads on above-minimal cost and could heavily promote to outdoor enthusiasts
- Identify low cost print options for industrial/commercial promotion-this is probably impacted by current contracts-needs additional follow up with city finance office.

March Action Items

- Identify areas for possible collaboration with other strategic projects (George's calendar, Jo's business development project, Vince's Promoting Franklin Pride)
- Work with city liaison (Audrey) to identify a task force to work on a formal marketing plan-promoting recreation and commercial/industrial business.
- Work with Audrey to identify a city employee to manage social media accounts—are there any interns available to do this?

Potential April & May Items

- Identify a liaison from the marketing taskforce to network with leadership from white water park, economic development and Franklin Outing Club
- Taskforce should identify current list of social media accounts that identify as "Franklin". Who is managing them? Is there coordination/approval from the city. (Franklin NH Public Library, Franklin NH Police Dept, Franklin, NH "local business", Franklin NH "city")
- Consider marketing in 2020 budget process.
- Work with State Economic Development office to announce/promote use of surplus funds for white water park.

Moquin stated that hopefully we can consider getting the word out that we are looking for a Marketing major from Colby Sawyer who can be connected to all that is going on in our City and helping promote it on Social Media etc. Moquin also stated that visuals and imagery of our outdoors would be such a great thing and how the City should also identify a liaison that could coordinate information between the Whitewater Park, the Downtown Group, the Franklin Outing Club, and many other organizations. She also noticed many websites that say "Franklin" type of sites but they aren't official by any means. April and May tasks could possibly include adding some budget preparation tasks for FY2020. The measurables might be a little difficult. That could be the number of followers and the number of hits.

Councilor Dzujna mentioned that with all our current rebranding and downtown efforts, this is a great time to begin jumping on this and running with it.

Franklin What's happening on Instagram?

- [#Portsmouthnh=203,000](#)
- [#Manchesternh=76,700](#)
- [#Concordnh=51,100](#)
- [#claremonthnh=4205](#)
- [#Berlinnh=2,252](#)
- [#newportnh=1896](#)
- [#Bristolnh=1379](#)
- [#Tiltonnh=1367](#)
- [#Belmontnh=1220](#)
- [#Franklinnh=1,031](#)
- [Pittsfieldnh=720](#)
- [#Andovernh=390](#)
- [#Northfieldnh=315](#)

Works cited

- [Mitz, J.H. "The Case for Marketing in the Municipal Sector." Marketing in the Public Sector,
www.jimmintz.ca/2009/04/30/the-case-for-marketing-in-the-municipal-sector/.](#)

Councilor Clarenbach stated that the School did not have their LEAN meeting due to Richard having to cancel due to business travel and rescheduled to March 5th.

Economic Growth was reviewed next. City Manager Milner stated that the opportunity zones were identified and the City is going out for a \$125K grant with the New Hampshire Community Loan Fund to hire lawyers and accountants and other things needed to set up the opportunity zones. The City pitched one opportunity zone and it looks like it will go through for three downtown buildings. City Manager Milner continued to share that an Economic Development Meeting will be scheduled for April and May which will consist of pitching to investors. It is better from a tax perspective for investors to invest by the end of 2019. Part of the grant is having PermaCityLife on top of the opportunity zones.

City Manager Milner stated that the UNH Cooperative Extension Group is holding a three-day workshop on May 6-8 and she will be speaking at the May 7th Franklin workshop, highlighting our Economic Development. There will be tours of the downtown as well as Youth Government Kick off week.

In the Talent area of Promote Franklin Pride, Councilor Vince Ribas will champion. Councilor Ribas stated that there was a miscommunication that a meeting would be scheduled with himself, Audrey Lanzillo, George Dzujna, and an IT contact for the City. He asked if he could push January's tasks to March and February to April.

City Manager Milner informed the group that she has 10 submissions in the City Manager's Contest. Two of them stand out the most at this point. Councilor Ribas stated that it would be a good idea to make all of the ideas public to show our Franklin Pride. The May tasks are undetermined at this time.

For tasks relating to the Training for City Employees, City Manager Milner stated that on January 28th, all the department heads met with Richard and reviewed the 5s training. The City Manager's office will pick three Fridays in March and push through the 5s process. The City Clerk's office needs one more day to complete theirs. The Fire Department is finished with their 5s process. The Police Department, the Finance Office, and MSD are gearing up to start their 5s process. Recreation will start in April and the Proulx Center will start in May.

The second part of the training is on a Skills Matrix which will contain 15 skills and 5 of them will be City-wide. In other words, if you are a City Employee, you must have these 5 skills. There will also be 5 department-oriented skills and then 5 more will be job specific. Employees will do a time study by writing down what they do and how long it takes them. Department heads will begin working on this study toward the end of March. Once that is complete, the department heads can create their skills matrixes set. On a scale from 1-5, the department head will determine where the employee falls on the skills matrixes and where they need to be. We are a little behind in the skills matrix area and will need to move February actionable items to March, March to April, and April to May.

Councilor Dzujna asked City Manager how 5s was received with the City employees who started working on them. Milner replied that no one really had the warm and fuzzies about it but once it got moving and they understood why we were doing it, everyone got on board. The new set-up is clear of clutter, clean, and more efficient. She mentioned that she watched the City Clerk operate after this was done and they were like a smooth engine.

Councilor Trudel asked how we should group the remaining areas together so all the departments get through 5s by June. All the department heads will train their trainees and then the trainees will train the others in their departments. Trudel asked that we add the departments and the date(s) that we expect to have each of the departments completed with 5s.

Councilor Clarenbach asked for clarification with regard to the goals set for the Skills Matrix. Councilor Ribas believed that it means that everyone should be at a level 3. City Manager Milner will speak with Mr. Ellert and get clarification on what the measurable is on this one. Councilor Trudel stated that the City employees are approaching the budget season and will start getting very busy. He believes that due to those demands, the City won't see a cost savings for some time. He also asked how the City will identify and account for cost savings when they are realized.

City Manager Milner stated that she took all the "values" on the chart and created her mission statement so if it doesn't align with the mission statement, then it moves down to the bottom. She also wants everyone to start pushing out the Vision and Mission statement for every building and/or business by creating something to hang in every public City building and also start adding both Vision and Mission to all agendas.

City Manager Milner reminded everyone where the matrix will be posted all the time. The next meeting will be held on March 25th @ 6PM in Council Chambers. This meeting will reoccur on the 4th Monday of every month.

Motion to adjourn was made by Scott Clarenbach. Seconded by Councilor Dzujna.

All in favor. Motion PASSED.

Meeting adjourned at 8:08PM

Respectfully Submitted,

Audrey Lanzillo