

Goal Statement

FY 2008

Adopted July 11, 2007

The Gardiner City Council adopts a statement each spring to establish its goals for the next fiscal year. The statement for fiscal year 2008, which begins on July 1, 2007, includes a set of related goals that are designed to foster a vibrant and growing community – a community that people want to stay in or move to and where businesses want to grow.

City government is a service organization, and the efficient, effective delivery of those services is our highest priority. Our human resources are key for success and it is vital that all city officials and staff think creatively to analyze current and future needs, and act imaginatively to meet those needs.

It is important that projects, initiatives, priorities and operations be fully integrated to strengthen the community and to improve the lives of residents. Local government is very diverse in its activities, yet a high level of coordination will create significant added value to the community. Council will initiate quarterly reviews of budget and financial data and correlate this review with the adopted fiscal year goals.

For FY 08, the Council has adopted the following goals which are designed to make living and conducting business in Gardiner affordable, to preserve the city's sense of community and neighborliness, to promote economic development, and to improve the city's streets, sidewalks, and other public infrastructure.

Governance Principles

- We consider it our responsibility to achieve equity and fairness in the assessment of property taxes.
- We are determined to provide efficiencies in government operations, in the delivery of services and in meeting future demands for services:
- Recognizing that fully half of our mil rate is attributable to the MSAD 11 contribution, we are committed to fostering quality education in our public schools.
- As a service organization we appreciate that one of our greatest assets is our human resources and the constant vigilance to create and maintain a healthy organizational culture is an important fiduciary responsibility.
- The measure of our effectiveness as local government is gauged in relation to this goal statement and our recently revised Best Practices for Successful Governance and Mission Statement.
- The City has successfully created a culture of fiscal constraint and frugality. Very significant savings have been realized through this consistent effort and can be a source of containing costs in the future as we continue to embrace this principle.

- City government has developed a strong history of reinventing the delivery of services. Asking both fundamental and routine questions has become the norm, not the exception. Future pressure on organizational capacity can successfully build upon this experience.

FY 2008 Goals

First Priority Goal Grouping

- The City Council is strongly committed to tax relief. Our goal for the coming year is retain a flat mil rate while maintaining current service levels. The recent past exemplifies the high level of commitment.
 - For the third consecutive year we not only lived within the constraints of LD 1 but also left much of the cap untouched.
 - For the fourth consecutive year our mil rate remained flat.
 - For nine out of the past eleven years our mil rate has either remained flat or decreased.
 - We fully funded the homestead reimbursement for the third consecutive year providing each eligible taxpayer with \$110 of tax relief, equal to an average decrease of approximately 1.1 mils.
- Continue to implement best management practices in the public works department with the support of the Maine Department of Transportation Local Roads Program.
 - Examine equipment inventory, develop new equipment specifications, and determine new types of equipment that may provide flexibility, efficiencies, and cost savings.
 - Examine practices to assure most effective deployment of staff, safety and efficient use of resources.
- Successfully implement a citywide property revaluation. These projects can be very controversial and it is necessary that City staff and leadership remain vigilant to communicate effectively and fully with the community about the need and advantages of this project.
- Continue aggressive implementation of the Technology Plan to fully utilize these investments. Although software conversion and training will continue to occupy significant time and energy, a constant reevaluation of current practices in relation to the opportunities created by enhanced technology must become the organizational norm. This will include re-engineering systems and staff responsibilities.

Second Priority Goal Grouping

- Develop new funding for the housing rehabilitation program, and further implement the Housing Action Plan.
- Implement a major sidewalk project for FY 08 and develop a long-range plan for sustainable rehabilitation of sidewalks in the FY 09 Capital Improvement Plan.

- Initiate project planning with formulation of sidewalk committee (Summer 07)
 - Authorize borrowing \$630,000 (Fall 07)
 - Bid Project (Fall 07)
 - Construction (Fall 07 – Summer 08)
- Continue to work with the staff reorganization implemented during FY 07. Some fairly dramatic changes in responsibilities and operations were made as a part of this initiative and opportunities for building organizational capacity remain.
 - Complete a master plan for waterfront development. Develop funding for phase two.
 - Continue to explore recommendations from the Organizational Analysis Task Force. Specifically:
 - Wi-Fi service (report attached)
 - Monthly billing
 - Cooperative arrangements with the Water District to reduce administrative duplication.
 - Develop a plan for improvements to the Common. The playground is reaching the end of its useful life. The Gazebo will require major investments in the near future. The electrical system requires improvement. Paths, monuments and the fountain need attention. Additional amenities such as appropriate lighting and trash containers have been suggested. The plan will provide a phased roadmap for fundraising and citizen involvement as well as details on improvements.
 - Council will Conduct a Facilitated Public Hearing and Receive Public Testimony on Appropriate Uses – (summer/fall)
 - Conduct a Follow Up Council Workshop to Develop Direction for City Staff - (summer/fall)
 - Develop Long Range Improvement, Fundraising and Maintenance Plans in time for inclusion in the FY 09 Capital Improvement Plan and Budget (February 08)
 - Develop a major infrastructure reconstruction project in collaboration with the Water District (Northwest Quadrant model).
 - Define Project Area
 - Overlay Public Works, Water District, Wastewater Priorities
 - Analyze area for funding opportunities (income survey)
 - Consulting Fees \$8,000
 - Prepare Grant Applications
 - Environment Impact Analysis
 - Preliminary Engineering
 - Consulting Fees \$10,000

Third Priority Goal Grouping

- Move the Libby Hill Business Park expansion from design to construction.
 - Investigate all possible alternative funding opportunities.
 - Build a strong long-term business plan for the expansion.
 - Develop a comprehensive marketing plan for the expansion that:
 - identifies target sectors and methods to reach them
 - Includes a resource plan that assures strong implementation of the plan.

- Continue implementation of the Cobbossee Corridor Master Plan. This includes designing the Cobbossee Trail project, assuring construction is funded in 2008 and seeking funding for further improvements.

- Continue to support implementation of the Johnson Hall Renovation Plan by the Johnson Hall Partnership. The renovation plan ties improvements, programming, organizational development and a business plan together into a comprehensive approach. The City will:
 - Be a strong partner in pursuing implementation steps.
 - Assist with development of fundraising plans.

- Support further organizational development of Gardiner Main Street. The organization has experienced its formative years. Organizational structures have been developed, basic operations are stable, committees established and consensus reached on mission/vision. The City must actively promote building organizational capacity, membership and support, and community ownership and participation. This will greatly facilitate the delivery of core mission activities:
 - Marketing the assets and opportunities of the community and downtown specifically.
 - Implementation of meaningful economic restructuring parallel with concepts of the creative economy.