

# City of Gardiner

## Best Practices for Successful Governance

**Consensus Draft of January 27, 2009**

(not formally approved by the Council but generally agreed to in a workshop setting)

This diagram represents the framework for our roles and interactions

<b>Council</b>		<b>Manager</b>
Purpose Scope of Services Tax Level	<b>MISSION</b>	Advice Administration
Ordinances New Projects, Programs Ratify Budget	<b>POLICY</b>	Recommendations Formulate Budget
Large Implementing Decisions Complaints, Oversight	<b>ADMINISTRATION</b>	Establish Practices & Procedures Make Decisions for Implementation
Suggestions Review, Hire, Fire City Manager	<b>MANAGEMENT</b>	Control Resources to Support Policy

These notes represent details of our agreement about our roles and interactions

1. We (the Council and City Manager) agree that we work as a team, which means that we:
  - a. communicate with each other respectfully in an open, appropriate forum
  - b. have a good flow of information back and forth
  - c. make decisions based on identified common goal(s)
  - d. work as a team on the implementation of long term plans/issues
  
2. We agree that the City Manager is the administrator for all operational activities, Department Heads and personnel, and that this is not an appropriate role for Councilors.
  - a. We agree that Department Heads take to the Manager any complaints or issues which may generate publicity or legal problems; other simpler matters they will deal with directly.
  - b. We agree that the City Manager has a responsibility to keep Councilors well-informed regarding all business of the City.
  - c. We agree that the City Manager treats employees with an ethic of respect and empowerment, inviting their input and providing rationale for decisions.
  
3. We agree that Councilors have a responsibility to uphold the City Charter, represent the residents of Gardiner, and oversee the City Manager
  - a. We agree to work directly with the City Manager rather than Department Heads or City employees
  - b. We agree that Councilors have a responsibility to establish clear performance expectations for the City Manager, regularly evaluate the City Manager in light of the established expectations, and provide clear feedback regarding things well done and things needing improvement.
  - c. We agree that it is the Council's responsibility to enforce these rules.
  
4. We agree that our professionalism and efficiency is improved when we invite public comment and scrutiny early and often, and when we invite employees to provide input.
  - a. We agree to provide the public (via the press and other means) with as much advance notice as possible regarding upcoming budgeting and policy decisions, and we agree to be pro-active about encouraging advance public input and scrutiny.
  - b. We agree that the City Manager invites input from employees on how to improve effectiveness and efficiency of City Government.