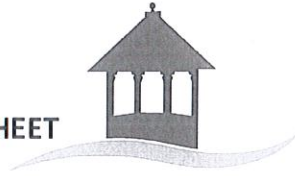




**GARDINER CITY COUNCIL
AGENDA ITEM INFORMATION SHEET**



Meeting Date	02/20/2019	Department	City Council
Agenda Item	4.7 Consideration of 2019 Goals and Meeting Guidelines from February 2, 2019		
Est. Cost	n/a		

Background Information

On February 2, 2019, the City Council held a retreat to discuss progress on the 2017 goals, new goals for 2019/2020, and how to properly run a meeting. Facilitator Craig Freshley put together the attached summary of your meeting. Council will now discuss and debate these goals and meeting guidelines.

Requested Action	'I move to approve the 2019 Council goals and meeting guidelines, as written in the attached document.'
City Manager and/or Finance Review	The City Manager recommends the above action.
Council Vote/ Action Taken	
Departmental Follow-Up	

City Clerk Use Only	1 st Reading _____	Advertised _____	<div style="border: 1px dashed black; padding: 5px; text-align: center;"> EFFECTIVE DATE _____ </div>
	2 nd Reading _____	Advertised _____ w/in 15 Days	
	Final to Dept _____	Updated Book _____	Online _____

City of Gardiner
City Council Workshop
Highlights Report
Saturday, February 2, 2019

About the Workshop

As in years past there were two primary purposes of this workshop: to identify shared goals among City Councilors for 2019, and to work on our effectiveness and efficiency. This year we paid particular attention to how we run our meetings, how we communicate with each other, and how best to define our respective roles.

While the workshop was open to the public, this was a workshop among Council Members and the City Manager; a chance for us to discuss important issues among ourselves. No decisions were expected.

As in years past, the workshop was professionally facilitated by Craig Freshley of Good Group Decisions.

Attendance

City Council:

- Patricia Hart
- Terry Berry
- Amy Rees
- Shawn Dolley
- Maryann White
- Jonathan Ault
- Timothy Cusick

City Staff:

- Ann Davis, Library Director
- Christine Landes, City Manager

Facilitator:

- Craig Freshley

Ground Rules

- Always seeking agreement
- All views heard, one at a time
- Listen to understand
- Assume best intentions
- No decisions today
- Themes and conclusions now and later

Planned Agenda

- 8:30 **Opening**
Mayor Pat Hart will welcome the Council and offer some opening remarks. Facilitator Craig Freshley will explain the workshop format and some simple ground rules. We will do some quick introductions, maybe with a little twist.
- 8:50 **Review and Clarify Meeting Guidelines**
In February, 2016 the Council approved Meeting Guidelines that were developed in a workshop like this. Which guidelines have we implemented the best? Which guidelines have not been implemented so well? We will discuss these questions with an emphasis on why we did well and why not-so-well. Then we will discuss if any guidelines should be added, revised, or deleted going forward.
- 9:20 **Manager/Council Roles**
City Manager Christine Landes will explain how she expects to handle her role vs. the role of the Council. She wants to make sure she is serving the Council and the City well. There will be plenty of chance for discussion and refinements to what Christine proposes.
- 9:50 **Break**
- 10:10 **Communications**
To clarify how best we should all be communicating with each other we will work through a couple scenarios and discuss, ideally, how should communications be handled in each scenario. This will help us all be “on the same page” in terms of communications best practices.
- 10:50 **2017 Goals Review, Successes, and challenges**
We will take a quick look back at goals set by the Council in 2017 and identify factors that contributed to their successful implementation. In cases where we didn’t achieve our intentions we will look at “what was in the way?” Thus

before considering 2019 Goals, we will consider how to make them “stick;” that is, how to maximize the chances of our 2019 Goals getting achieved.

- 11:20 **2019 Goals**
What special projects does the Council wish to achieve in 2019? What does the Council want to be known for? What are your most important near-term goals? Using an interactive and visual technique like in years past we will hear ideas from all Council members, organize them on the wall, and discuss how they should be prioritized.
- 12:00 **Lunch**
- 12:40 **2019 Goals - Continued**
Based on the before-lunch discussion Craig will articulate, organize, and prioritize the goals for Council consideration. We will discuss what Craig comes up with and revise however we see fit.

We will also discuss ways to “keep the goals alive” and hold ourselves accountable for them, such as assigning lead responsibilities and putting progress reports on Council agendas.
- 1:20 **Committee Projects**
In light of the Council Goals and other considerations, what special projects should the Committees be working on? As time allows we will discuss this question and come to some conclusions.
- 1:50 **Break**
- 2:00 **Parliamentary Procedure**
On Overview and Training from Kathy Montejo, Clerk, City of Lewiston.
- 3:00 **Adjourn**

Meeting Guidelines Refinements

The group reviewed and discussed Meeting Guidelines previously established, and revised them as follows:

Honor Roberts Rules of Order

Since we are a small group, we can be informal yet honor the spirit, especially:

- Everyone understands the process and has equal access
- Deal with one thing at a time
- Put motions in writing

Clear and swift agendas

- The Chair should move deliberately through the planned agenda with support from all Council members.
- At the Mayor's discretion, we might not take up new agenda items after 9pm.
 - Such agenda items that we don't get to are taken up at a meeting the following week.
 - Agenda items started before 9pm are completed no matter how long they take.

Each view heard, once

- Hearing the same fundamental point of view, even if expressed differently each time, is inefficient. If you develop a new view, share it, but no need for repetition.
- Be self-restrained.
- Signify agreement with a point of view with nods, thumbs, and "hear-hear."
- When it's clear that points of view are being repeated, call for a vote or otherwise move on.

Public participation expectations clear

- Verbally explain or provide a handout that clarifies for the public:
 - That their input is encouraged regardless of what others say
 - What topics are appropriate at what times in the meeting
 - How long they should expect to speak for
 - That public input is not a time for discussion with Council members. Don't expect an immediate response.
 - Public comments should be not more than 4 minutes and should not be repetitive.
- Council members should show gratitude and validation of public comments but not respond or engage in discussion during a Council Meeting.

Handle conflict professionally

- If you feel attacked it's okay to say so. Best not to attack back in a public setting but rather offer to talk privately.
- Have private conversations to resolve conflicts and always start with a question. Work to clear up misunderstandings first.
- Don't take or make things personal.

Open-minded attitudes

- Withhold judgment until you have worked to understand all information and opinions.
- Ask questions with genuine interest in hearing the answer, not as a means to make your point or intimidate.
- It's okay to change your mind based on changing circumstances or new information.

Meeting Guidelines Review

The group discussed The Council's past performance relative to the guidelines and identified the following:

- Done well
 - Conflict resolution
 - How we relate to each other
 - Handling public participation
 - Expressing gratitude
 - Not engaging in public meetings
 - People are respectful
 - Raise hands
 - We have become more respectful of each other
 - Set positive respectful tone for the public
- Not so well
 - Agendas don't have time allocations
 - Agendas don't end "on time"
 - Repeating comments
 - Although conscientious "exploring" out loud can be helpful
 - Participation expectations
 - Time limits – sometimes good, sometimes not
- Why we have improved
 - We respect each other
 - We engage in civil discourse
 - We change our minds
 - We don't come to the meeting with a decision but with an opinion
 - We have diverse knowledge
 - More women on the Council
 - A willingness to let go

Manager/Council Roles

City Manager Christine Landes, offered a Power Point presentation in which she explained how she sees her role as the City Manager in relation to the role of The Council.

Craig also presented a graphic that the Council has seen in the past and also has displayed in Council Chambers, which depicts the appropriate roles for the City Council and the City Manager. The following comments were made by the City Councilors in reaction to Christine's presentation:

- We're very pleased Christine has become a resident of the City of Gardiner
- It would probably be a good idea for the City Manager to have a job description, and this presentation provides an excellent start.
 - It was generally agreed that the City Manager and the Mayor will work together on preparing a job description.
- The roles of the City Councilor and the City Manager – the way we've discussed them here today – seem really supportive of each other.

Communications Scenarios

In order to clarify appropriate communications the Council looked at four specific scenarios and, in each case, discussed what should happen.

Scenario One

The first scenario had to do with a constituent who shows up at a Council Meeting but is belligerent and disruptive. He claims that he has a First Amendment right to talk and he wants to engage a specific Council Member directly.

- In this case it was generally agreed that Council Members should not speak directly with a constituent, they should let him talk but also stick to their rules in terms of time allocation and the topic upon which the person is speaking.
 - Even if he claims a First Amendment Right he doesn't have a right to break the rules or protocols of the Council.
 - He can exercise his First Amendment right by making an appointment with the Mayor or the City Manager at another time.
- The Council also discussed that if a Councilor ever feels unsafe or threatened by a constituent:
 1. Say how you feel
 2. Call for a break
 3. During the break you might consider engaging a Public Safety Officer

Scenario Two

The second scenario involved a situation where the Council went into Executive Session but it was later discovered that somebody leaked information from the Executive Session to members of the public.

- It was generally agreed that if this happens the matter should be put on a future agenda of the City Council.
 - It's important that it be called out and discussed.

- It's important that the Council find out how and why confidentiality was breached.
- The Council might consider engaging the City Attorney for advice on specific steps.
- It was also thought to be a good idea that there is a reminder about confidentiality given at the start of every Executive Session.

Scenario Three

The third scenario was about a situation in which City Staff bring a recommendation to City Council but give the Council very little time to deliberate on a \$10 expenditure. The scenario is such that an advisory committee worked over eighteen months and developed a recommendation for Council to approve, and that approval would put the City of Gardiner in compliance with storm water regulations. Failure to approve might render the City in non-compliance.

- The group generally agreed that this sort of situation should be avoided at all cost, in a couple of different ways:
 - First of all, Councilors should have seats on such an advisory committee and should be briefing the Council throughout the process, so that everyone is aware of the specifics of a recommendation likely to come forward.
 - Secondly, a recommendation should come to the Council well in advance of a deadline for a decision, so that if councilors have questions or need further information or simply need time to deliberate, there is time to do that.
 - It would be a good idea if, at the moment such an advisory committee is formed, the timeline is written right into the committee charge including the deadline for a recommendation to be brought to Council.
- The quote was offered, "A lack of planning on your part does not constitute an emergency on our part."

Scenario Four

The fourth scenario involved a development project that was recommended for approval by city staff but, "The neighbors are crazy mad about it." Is it okay for the City Council to go against a recommendation of the city staff, even if a project is entirely compliant with city zoning and ordinances?

- In general, councilors thought that this would be okay in certain cases.
 - In fact, that's what the Council is for; to represent the will of the people.
- In general, Council is expected to follow recommendations of city staff, but should not be expected to do so without considering constituent opinions and should not be expected to do so in all cases.
- Ideally in such a situation, council members would work with city staff and would work with constituents to develop a win-win solution for all.

2016 Goals Review

The group reviewed the goals established in 2016 and discussed performance, as follows:

- **Encourage economic development**

- Intentions
 - Continue downtown revitalization
 - Libby Hill
 - Special projects
 - Establishing widespread broadband
- Performance
 - Successes
 - Sold lots at Libby Hill
 - New businesses were attracted to town
 - Emery's
 - Craft Beer
 - Frosty's
 - Done well without a dedicated Economic Development Director
 - Didn't happen/Failures
 - Establish broadband
 - Due to lack of state support
 - Central Maine Meats
 - Lessons learned
 - Be as diligent as we can about qualifying projects up front, maximizing the efficiency of our time, and minimizing risk of failure

- **Attract and retain people**

- Intentions
 - Work with employers to attract new Mainers to Gardiner
 - Ask about the demographic and housing needs of new Mainers
 - Work on affordable housing
 - Establish ourselves as a senior-friendly community
- Performance
 - Successes
 - We are being a senior-friendly community and have received grant money
 - Offered a tax rebate for seniors
 - Didn't happen
 - We have tried affordable housing proposals but have not succeeded
 - Like the idea of attracting new Mainers here but haven't done deliberate things

- **Keep taxes stabilized**
 - Intentions
 - No new increases
 - Keep municipal and school spending in check
 - Council better connected to SAD 11
 - Performance
 - Successes
 - The Council has worked very hard on stabilizing taxes
 - Lowered the mill rate
 - Improved school board relations
 - Met with the school board and discussed concerns
 - School board finance director has attended Council budget meetings
 - Issues
 - We have a challenge to raise property valuations
 - The state was a very difficult partner over the past 8 years

- **Partner with regional municipalities**
 - Intentions
 - Share services, such as
 - Water District Merger
 - Address concerns about fees for shared services
 - Be well-positioned for potential infrastructure funding from the federal government
 - Performance
 - Successes
 - Got LED lights via a regional project
 - City Manager is collaborating with other managers
 - Proposal in the works for the library
 - Changed the ambulance fee structure
 - Not so good
 - Regional dispatch
 - We tried regional water district but it was killed a state level politician

- **Continue strong city services**
 - Intentions
 - Continuing CIP implementation
 - Bridge development
 - Sidewalks
 - Cobbossee Trail
 - Cemetery fences
 - Performance
 - Successes

- We did pretty good with these
- Did well with the CIP
 - Have laid out future needs with priorities
 - This has allowed us to make good decisions and stick to our budget
- Sidewalk Lessons learned
 - We didn't ask "What's this going to look like?"
 - We were too focused on fixing the worst sections
 - Project planning took too long

2019 Goals

What special projects does the Council wish to achieve in 2019?

The group addressed this question by first writing ideas on pieces of paper which were organized on the wall. The group then took a multi-vote regarding the top priority goals. And then discussed the results of the multi-vote.

The results of this discussion are listed below.

All Ideas

- Business Development
 - Listen to and appreciate current businesses
 - Continue to work on both attracting and retaining new businesses
 - Continue to attract business without handouts
 - Water taxi or boat tours – Summer
 - Libby Hill lot sales
 - Promote Gardiner as a wonderful place to work, live, & play
- Sidewalks
 - Sidewalk and road improvements
 - More \$ sidewalks
 - Getting bang for our buck on sidewalks paving
- Infrastructure Improvements
 - Work through both bridge projects
 - Oversee smooth construction of bridge(s) replacement
 - Cobbossee Trail and stream improvements
 - Can the city do anything to get natural gas for residents?

- Increase Services
 - Continue to keep our level of city services in mind
 - Fire/Ambulance Department service at a tipping point?
 - City wide trash/recycle services
 - Look at Fire Department staffing

- Support City Staff
 - Support City Manager
 - Support and promote City Staff
 - Library Staff succession planning?
 - Goal set meeting with new Economic Development Director (EDD)

- Miscellaneous
 - Food sovereignty ordinance
 - Make sure no one in Gardiner goes hungry
 - Improve housing stock
 - Rehab
 - New
 - Bring back the conversation of “Indigenous Peoples Day” to replace Columbus Day
 - Broadband
 - Look for State/Federal funding

- Partnerships
 - Possibly talk about Gardiner Main Street and Board of Trade working together
 - Involve more youth in city committees

- Regionalization
 - Support regionalization

- Affordable Taxes
 - Keep taxes stabilized
 - Try not to raise taxes!
 - Maintain and expand tax base
 - Advocacy for revenue sharing
 - Educate about taxes

Top Priority Goals

The group generally agreed on top priority goals and lead responsibilities, as follows:

1. Explore increased support for city staff

- a. What
 - i. Explore staff retention strategies
 - ii. Explore increasing the number of staff
 - iii. Do succession planning for key positions
 - iv. Show appreciation on ways other than pay
- b. Who
 - i. Amy Rees
 - ii. Christine Landes

2. Sidewalks

- a. Who
 - i. Jon Ault
 - ii. Tim Cusick
 - iii. Pat Hart

3. Bridges

- a. Who
 - i. Pat Hart
 - ii. Christine Landes

4. Ongoing invest in infrastructure

- a. What
 - i. Cobbossee Trails
 - ii. Roads
 - iii. Sewers
- b. Who
 - i. Appropriate committees
 - ii. Council

5. Affordable taxes

- a. Who
 - i. Christine Landes
 - ii. Council

6. Waste disposal

- a. What
 - i. Explore trash and recycling collection and disposal
- b. Who
 - i. Amy Rees
 - ii. Jon Ault

- iii. Terry Berry
- iv. Solid Waste Committee

7. Improve public safety

- a. What
 - i. Increase fire department and ambulance service capacity, via improved regional cooperation and/or increased staffing
- b. Who
 - i. Tim Cusick

8. Economic/Community development

- a. What
 - i. Business development
 - ii. Improve housing stock
 - iii. Goal setting with new Economic Development Director
- b. Who
 - i. Shawn Dolley
 - ii. Maryann White
 - iii. Pat Hart – Ordinances

Committee Assignments

The group considered the work of each committee and designated Council Members to serve on committees as follows:

- Age Friendly Committee (ad hoc)
 - Terry Berry
- Audit Committee
 - Maryann White
- Bridge Advisory Committee (ad hoc)
 - Pat Hart
- Brownfields Advisory Committee (ad hoc)
 - TBD
- Cobbossee Trail Advisory Committee (ad hoc)
 - Pat Hart
- Comprehensive Plan Implementation Committee
 - Pat Hart
- Economic Development Committee
 - Terry Berry
 - Shawn Dolley
- Façade Committee (ad hoc)
 - Jon Ault

- Fire Prevention/Codes Working Group
 - TBD
- Housing Committee
 - Terry Berry
- New Mills Dam Committee
 - TBD
- Ordinance Review Committee
 - Pat Hart
- Parks & Recreation Committee
 - Tim Cusick
- Recycling & Solid Waste Advisory Committee
 - Amy Rees
- Sidewalks
 - Jon Ault
 - Tim Cusick
 - Pat Hart

Committee Operations

The group discussed how committees should operate in the future and generally agreed to the following:

- Make sure every committee has a written charge
- Establish the optimal size for each committee
- Clarify the membership of each committee
- Eliminate inactive and/or unnecessary committees
- Notes should be archived
- Enforce the rule about participation – if 3 meetings are missed in a row, it will be assumed that you are not interested and no longer on the committee – the committee chair call such people.

This portion of the workshop adjourned at 2:00pm to be followed by a session on Robert's Rules of Order.