



GARDINER CITY COUNCIL
AGENDA ITEM INFORMATION SHEET



Meeting Date	02/21/2024	Department	City Council
Agenda Item	4g Approval of the 2024 Goals of the Gardiner City Council		
Est. Cost			

Background Information	Please see the attached documentation		
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Requested Action	"I move to approve the 2024 Goals of the Gardiner City Council as presented."		
City Manager and/or Finance Review	City Manager Approves		
Council Vote/ Action Taken			
Departmental Follow-Up			

City Clerk Use Only	1 st Reading _____	Advertised _____	EFFECTIVE DATE _____
	2 nd Reading _____	Advertised _____ w/in 15 Days	
	Final to Dept _____	Updated Book _____	Online _____



**Gardiner City Council
2024 GOAL SETTING WORKSHOP
SUMMARY REPORT**

**Saturday, February 3, 2024
8:45 am to 1 pm**

Prepared by
Jane Lafleur, Jane Lafleur Consultants
Camden, Maine

Purpose:

On Saturday, February 3, 2024, the Gardiner City Council and City Manager met to discuss the Council's priorities for 2024. This conversation was facilitated by Consultant Jane Lafleur.

Attendance:

Terry Berry, District 1
Veronica Babcock, District 2
Shawn Dolley, District 3
Gay Grant, District 4
Russell Greenleaf, At Large
Kathleen Brown, At Large
Timothy Cusick, At Large

Mayor Pat Hart
City Manager Andrew Carlton
Hailee Lovely, Deputy City Clerk/Scribe
Jane Lafleur, Facilitator

Agenda

8:45 (15 Minutes)	Arrival and refreshments
9:00 (15 Minutes)	<p>I. Opening and introductions</p> <ul style="list-style-type: none"> • Mayor Pat Hart: Welcome and opening remarks • Facilitator Jane Lafleur: workshop format and simple ground rules • City Manager and Council: Introductions and “What is one good thing about this City Council?”
9:15 (30 Minutes)	<p>II. Practices for High Functioning Boards and Councils Review and Handout</p>
9:30 (20 Minutes)	<p>III. Meeting Guidelines Review:</p> <ul style="list-style-type: none"> • Handout, discussion and what is missing?
9:50 (30 Minutes)	<p>IV. Review 2023 Goals</p> <ul style="list-style-type: none"> • Review of Final City Council Goals from 2023 with updates by City Manager. • Discussion by all on progress and priorities.
10:20 (15 Minutes)	Brief Break
10:35 (70 Minutes)	<p>V. 2024 Goal Ideas:</p> <ul style="list-style-type: none"> • Discussion by all on new ideas for 2024, in the categories from 2023 as well as any new ideas or categories
11:45 (30 Minutes)	Lunch
12:15 (25 Minutes)	<p>VI. 2024 Goals – Conclusions and Prioritizations</p> <ul style="list-style-type: none"> • New dot voting on 2024 Goals to prioritize • Who takes the lead on each goal? • Who collaborates?
12:40 (10 Minutes)	<p>VII. Committees</p> <ul style="list-style-type: none"> • City Councilor committee assignments • Update from City Manager on committee reports to City Council
12:50 (10 Minutes)	<p>VIII. Closing Comments</p> <ul style="list-style-type: none"> • Reflections on the Day
1:00	Adjourn

Discussion Summary

I. Best Practices for High Functioning Boards and Councils Review and Handout

The group discussed the Best Practices handout and highlighted those items from last year that especially were important to this Council. See appendix for handout.

II. Meeting Guidelines Review:

See appendix for handout.

III. Review 2023 Goals

City Manager Andrew Carlton presented a status report and update on all the priorities from the 2023 City Council Workshop.

2023 GOALS UPDATE FROM CITY HALL

PLANNING FOR INFRASTRUCTURE IMPROVEMENTS

1. Facility Committee-What has been done?
 1. Report is complete
 2. Committee has met and made recommendations
 3. Potential sites have been discussed
 4. To do: Council presentation from Port City, decisions related to next steps.
1. Downtown Sidewalk Committee
 1. Up and running with DOT participation
 2. Planning grant from DOT
 3. Request to have COB Trail money diverted
 4. Next steps: Continue working on engineering, coordinate with DOT on COB Trail Money, cost estimates for phased completion

PLANNING FOR INFRASTRUCTURE IMPROVEMENTS

- Waste Water
 - Doug has retired
 - Phase 2 is in the final scope and design work (Grants/RD/Rate increase)
 - Planning stages with consultant regarding a plan for infrastructure work
 - Permit/Plant Maintenance
- Paving....
 - Begin paving the Business Park
 - Capen Road
 - Finish 2023 paving
 - 2024-Discussion of budget
 - 2024-Budget item to assess roads professionally to create a comprehensive plan

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BUILDING PUBLIC SUPPORT FOR IMPROVEMENTS...

- Facilities...not yet started...more to come
- PR (Contract Signings, better communication through the app/website/Facebook, Look whats going on in the City...)
- Public support of Waste Water...open house...rate increase feedback
- Budget time...with increases...selling the "why"

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IMPLEMENT THE DOWNTOWN MASTER PLAN

1. Economic Development Committee has begun meeting regularly
2. Downtown Sidewalk Committee is up and running
3. Committed funds in FY24 from the TIF to do scope/engineering work on the Arcade Parking Lot
4. Looked at Parking, all spaces have been inventoried and working on a map in conjunction with JH/GMS

Next steps?

1. Commit more funding...
2. Continue to work on sidewalks/streetscapes
3. Support downtown business owners

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FIND MONEY...

1. FEMA MONEY FOR HARRISON AVENUE
2. RD Money for Phase 2...
3. Community Resilience
4. FEMA Mitigation for Phase 2
5. Working on numerous grants as they come...
6. Met with Federal Representatives and we are not far enough along in the process...
7. Convening City Parks to discuss Grant funding for Dearborn Park and the Waterfront
8. Used ARPA funds to move Technology to the Cloud.

9. FEMA MITIGATION FOR CITY HALL GENERATOR
10. FEMA BRIC Grant
11. Safe Streets and Roads for all.

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TAXES...

1. FY 24 was a \$0.20 impact to the Mill rate
2. No city services were lost or altered
3. Strategically used ARPA funds to offset some one-time purchases
4. Turned \$300,000 back to the fund balance...
5. Clean audit

- Challenges for FY25
1. Large increase in salaries
 2. Need continue capital replacements
 3. Phase 2 WWTP
 4. Website makeover
 5. Increased costs
 6. Need to increase the paving budget
 7. MSAD #11...

LIBBY HILL

1. Troiano planned expansion
2. Smokey's Greater Shows
3. GRA Holdings
4. Core Cutter will be submitting a planning board app soon
5. Getting back control of lots 8+9.
6. Chemstation is finally current with a PILOT due

SUPPORT...AND FINANCE COMMITTEE

1. Continued our Support of Johnson Hall, Boys and Girls Club.
2. Fantastic collaboration with Gardiner Main Street. Melissa and Tamara are a dynamic pair
3. Established a Finance Committee of Council
 1. Councillor Berry, Councillor Grant, Mayor Hart
 2. Explanation of the process

The City Council thanked the City Manager for his update on the 2023 priorities. Members were pleased to see such good progress over the past year.

IV. 2024 Goal Ideas:

Top Priorities by dot voting: Each Councilor and the Mayor was given 6 dots to dot vote on large Goals or smaller Objectives and Strategies. The top Goals were as follows:

- Economic Development – 8 dots
- Infrastructure improvements – 8 dots
- Support Johnson Hall, Boys & Girls Club and Gardiner Main Street – 8 dots
- Develop a committee on Resiliency – 7 dots
- Maintain and improve City services and keep taxes to a minimum – 6 dots
- Find Money for Infrastructure improvements – 6 dots
- Public Support for spending on infrastructure – 4 dots
- Fill Business Park by Lowering Lot Prices and other ways – 3 dots
- Implement Downtown Masterplan – 2 dots
- Redo (update) Comprehensive Plan – 1 dot
- Immigration impacts – 1 dot
- Establish a finance committee – Completed!

For the purposes of this report, the Goals, Objectives and Strategies were reorganized into six large Goals with Objectives and Strategies to carry out those Goals.

- Economic Development
- Infrastructure
- Resiliency Planning and Preparation
- City Services and Taxes
- Comprehensive Planning
- Transportation
- Housing
- Immigration

GOAL	Objectives	Strategies	Priority Votes	Lead Responsibility	Support Responsibility	
Economic Development	Support Johnson Hall, Boys and Girls Club and Gardiner Main Street		8 total	City Manager, City Council		
		What and where is Johnson Hall's Parking Plan?	2			
		Develop and carry out economic development strategies to coincide with goal	4			
		Look at how we fund and support these groups				
		Plan for Johnson Hall from our comments at their meeting				
		Keep eye on budget				
		Maintain the Finance Committee				
		Implement Downtown Master Plan	Continue Council involvement on negotiations	2 total		
			Insure downtown Master Plan includes resilience/flooding provisions			
			Ensure Gardiner Maine Street and Economic Development Office to continue to work together and keep council informed			
Infrastructure	Business Park	Celebrate and promote successes		City Manager Economic Dev. Dir		
		Expand the planning beyond the business park	1			
		Expand the tax base	2			
			7 total			
		Infrastructure Improvements		City Manager with Public Works Director	Public Works Committee	
			Fix what we have before we fund new			

GOAL	Objectives	Strategies	Priority Votes	Lead Responsibility	Support Responsibility
		Develop a City-Wide Sidewalk Plan	1		Public Works Committee Sidewalks Committee Wastewater Adv Downtown Sidewalk Committee Facilities Committee Consultants, MaineDOT DEP, FEMA, MEMA, Legislators, Congressional Delegation
	Public Support for Spending Money on Infrastructure		4 total	City Manager, Public Information Officer	VARY BY TOPOIC
		Advertise Grant wins and successes			
		Continue to educate the public: tours, town hall meetings, photos, social media Invite groups like Rotary, Elks, School Board to tour buildings. Include State elected officials Storm Drain issues			
		Storm Drain-SG does not have			

GOAL	Objectives	Strategies	Priority Votes	Lead Responsibility	Support Responsibility
		Waste water Sludge Plan-PFA's information gathering Dearborn Park			
	Find money for Infrastructure Improvements	Lighting - Streets	8 total	City Manager Economic Dev Dir.	
		Find a part-time Grant writer Economic Development Committee and Grant writer	2		
		Grant locating and Writing Resource Assessment			
Resiliency Planning and Preparation	Develop a Committee on Resiliency		7 total	City Manager, City Council	
City Services and Taxes		Emergency Preparedness		City Manager, City Councilors City Manager	All City Departments Department Heads, Finance Director City Council, School Superintendent
	Maintain and improve city services and keep taxes to a minimum		6 total		
		Expand the tax base Educate on the value of taxes Be positive and proactive with communication with state leaders	2		

GOAL	Objectives	Strategies	Priority Votes	Lead Responsibility	Support Responsibility
		Committee to communicate with school board- understanding how each work Develop a relationship with State elected officials so they are aware of and consider city issues	1		
Transportation	Develop and implement a Transportation Plan			City Manager, City Council	
Comprehensive Planning	Update the 2014 Comprehensive Plan in 2024			City Manager, Planning Board Chair	
Housing	Activate the Housing Committee				
Immigration	Evaluate and prepare for the impacts of immigration		1	City Manager, State Representatives	

V. Committees:

Mayor Pat Hart presented the list of Committee assignments and accepted additional volunteers for City Committees.

City Committees

Ambulance Advisory Committee

Tim Cusick
Rusty Greenleaf
Mayor Ex Officio

Budget Committee ad hoc

Terry Berry
Gay Grant
Pat Hart

Downtown Sidewalks

Gay Grant

Economic Development

Terry Berry

Facilities Committee – ad hoc

Terry Berry
Pat Hart (ad hoc)

Library Board of Trustees

Mayor, Ex-Officio

New Mills Dam Committee

Pat Hart, alternate (does not require councilor)

Ordinance Review Committee

Rusty Greenleaf
Pat Hart

Parks and Public Spaces

Veronica Babcock (?)
Shawn Dolley (?)

Public Works

Tim Cusick
Russell Greenleaf

Solid Waste Committee

Kathy Brown
Terry Berry

Union Negotiations – ad hoc

Tim Cusick
Pat Hart

Local or Regional Representatives

First Park

Terry Berry, Executive Committee

Gardiner Main Street

Board of Directors
Mayor, Ex-Officio

Promotions Committee

Kathy Brown

Kennebec County Affordable Housing

Committee
Kathy Brown

KVCOG

Terry Berry

VI. Closing Comments

Each Councilor, the Mayor and Manager reflected on the workshop as part of the closing comments.

It was noted how important it is to receive the minutes from City Committees so Councilors can stay well informed.

- Good meeting
- Long and productive meeting, a testament to how the Council works together
- Very productive, excited, we are all in the same place, things we agree on come to the top
- We have stayed on track since last year, making strides, going the right direction, the list of committees is good to have
- Good to see us moving forward, not just lip service to this work, we are progressing on topics
- It is time to refocus and reestablish our work
- Overwhelming but excited to learn and figure this out. Nice to work with seasoned and patient people
- Helpful to start with hope and aspirations, encourage everyone to stay on top of this. Good to focus on resiliency. Need to budget for enhanced focus on economic development
- Appreciate building on our earlier work, shows we are making progress and taking these topics to the next stage
- As a member of the finance committee, we need to use the budget to show our priorities. Collectively we know our priorities
- Thank you all, high appreciation for the Council and City Manager Andy, High praise for the City employees, there is a good vibe in the City.
- We are making good progress. It is obvious the City work is first and foremost in your minds.

VII. Next steps

The meeting was concluded with the next steps:

The final report will come to the Council and public input will be requested at a public meeting. The Council will then entertain a motion to adopt these priorities and the final report.

APPENDICES

Ground Rules for this workshop:

- a. Listen.
- b. Ask questions.
- c. Show respect: it's OK to disagree, it's not personal, don't diss each other or the Council on the outside.
- d. Say "hear, hear" when you agree instead of repeating the sentiment.
- e. Tone of voice: no hollering, don't be excessively forceful, no sarcasm.
- f. Be on time!

What we do Well: Introductory Question for Participants

- Transparency – In writing Reports, Efficient, People read them
- We serve the people well over time, we make good decisions
- Clear roles and responsibilities – The Mayor's leadership, The City manager invited department heads in, allowing people to shine, showing leadership
- Committees: Suggest we have more regular reports from committees at Council meetings.
- We have attracted good people: new contracts have been negotiated, city manager, finance manager have been outstanding
- Staff and elected officials have some longevity
- Efficiency:
 - Contracts approved within three meetings
 - Information is given to Council in advance and Council members are prepared
 - Committees do their work
 - Meetings are run efficiently by Mayor.
- People have valued and praised the City Council and its work. A former critic now feels good about the Council.
- Gardiner serves as an example to other towns. We are a Service Center for the region and there have been positive comments outside Gardiner, about Gardiner.

Best Practices for Successful Governance

It was recommended that these be amended to add: "We work as a whole."

Adopted June 1997 Revised and Reaffirmed March 2007

- We work as a team, communicate with each other respectfully in an open, appropriate forum, have a good flow of information back and forth, make decisions based on identified common goal(s), and make every effort to understand the different roles of each group.
- 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.
- We agree that Councilors pass citizen or personal complaints through the Manager rather than taking them directly to Department Heads.
- 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.
- We agree that in situations where any citizen could get an answer to a question from a Department Head, it is OK for a Councilor to ask it directly to a Department Head; otherwise, questions go to the Manager; Department Heads will respond only as they would to a private citizen.
- We agree to work as a team on the implementation of long-term plans/issues.

Best Practices for High Functioning Councils and Boards - 2023

Why it pays to be a good leader

High functioning municipal leaders, boards, and committees aren't that way by accident, they work at it. They invest in themselves. They are continually looking at their behaviors and attitudes and deliberately making improvements. And the investments pay off.

Here are just some of the rewards that come from professional, competent, deliberate leadership.

Attract and keep good people: Good leaders attract good people. Highly competent leaders attract good thinkers and doers. Good leaders and high functioning groups attract good staff and have low staff turnover. Dysfunctional leaders and committees repel good people and attract people with, well, nothing better to do.

Get stuff done efficiently: One reason good leaders attract good people is because they don't waste people's time. "Want something done? Ask a busy person." Busy people who get stuff done hate inefficiency and don't have time for it. Leaders and groups who invest in self-improvement don't waste time and money, or cause frustration.

Valued and praised by constituents: It's fun when you are getting positive encouragement. When people see you trying hard – trying to implement best practices for the good of the community – they are not so inclined to throw stones "from outside the circle." Good leaders and competent boards and committees are not always "in battle" with constituents and defending their actions.

Fun and rewarding to be part of: When a team gets good stuff done – when a team is winning – it's a fun team to be on. Participating or "having to go to meetings" is not a burden, a dread, a source of tension,

Make good decisions that serve their people well over time: Isn't this really why we are serving? To help our communities? We want to make good decisions that will work well over the long run. Decisions aren't always being revisited when they are made well in the first place. Good decisions reduce conflict and increase efficiency.

Serve as a good example for other groups: Good leadership is contagious. People in the community are watching community leaders; and copying their behaviors and attitudes. High functioning leaders and groups are not modeling, promoting, condoning unhelpful behaviors and attitudes. Rather they are modeling good behaviors and attitudes.

What good municipal leaders do

Clear roles and responsibilities: High functioning leaders and groups establish well defined roles and clear responsibilities. Each person knows what they are supposed to do and what not to do, who the go-to person is for each topic, and the next step in every process. The best way to ensure shared understanding of roles and responsibilities is to 1. Write them down, and 2. Enforce them. Enforcing them means paying attention, calling things out, and when things are out of alignment: either correct the behavior or amend the role or responsibility.

Do what you say: The most effective way to build trust is to say that we will do something and then do it. The most effective way to erode trust is to act in ways that are out of alignment with our words. For policies to have any effect, they need to be acted on. All talk and no action is just talk. Good leaders can be counted on to keep their word. And they are extremely careful about the commitments they make; what words they use.

Transparency: In a high functioning organization each participant knows how things work. Each person has access to information. Knowledge and information is not used to have power over you but rather used to empower you to be more effective at helping the group. Things are written down and available. When information can't be available, an explanation is provided.

Group first attitude: Good leaders are more interested in success of the group than in personal success. My job as a good team member is to help my teammates look good. A simple test for integrity? Is my behavior or attitude good for the group or is it good for me? If I act in self serving ways I am likely acting without integrity. Good leaders are not so concerned with credit or blame, only with what's best for the group or community. And it is the special leader who goes beyond assuming that "because I think it's good, it must be good for my community."

Respect: Good leaders demonstrate a basic amount of respect for every person in every situation, no matter how strong the disagreement or the dislike. When I show respect, I get respect. And without a basic level of respect, we can't work together. And just because I disagree with you on one thing doesn't mean I won't work on another thing.

Humility: Good leaders are not afraid to call out a good idea when they see it; even if it's not theirs. Good leaders are not afraid to say "I don't know" rather than fudge an answer with what they do know or sort-of know. Good leaders are not afraid to admit mistakes and/or apologize. It's rarely the mistake that gets a leader in trouble, it's the cover up.

Think strategically and regionally: Good leaders, boards, and committees get stuff done day-to-day but they also take time to think long term and big picture. They recognize that their community is part of a larger community and so although it takes time, they meet and make

collaborative plans with other leaders and other communities. They also recognize their role as “stewards” in a long line of stewards who came before them and who will come after them.

Development: Good leaders, boards, and committees take time to invest in their own development. They take time to do strategic planning. They take time to learn new things about the economy, the environment, demographics, and social trends. They take time to learn new techniques for meetings, conflict resolution, and communication. They ask their constituents about how they can do better, and they pay attention to the answers.

The board acts as a whole: Members of high-functioning boards recognize the limits of their individual authority and recognize that true authority lies with the board as a whole; the corporate board. Members give individual opinions but do not speak for or decide for the board as a whole. Town and city managers and administrators report to boards, not individuals.

Craig Freshley, 2023 Gardiner City Council

Gardiner City Council Meeting Guidelines

These guidelines will be amended by deleting the provision to allow public comment by Zoom or phone. (Bullet #4)

Gardiner City Council Meeting Guidelines

Revised by Craig Freshley based on the City Council Discussion of February 18, 2023

Meeting Format

- From now on all Council meetings and meetings of City Committees will be in-person
- Council members will no longer participate as Council members by Zoom, although one could comment from Zoom like a member of the public
- Council meetings will continue to be live-streamed on video so anyone can watch
- We continue to allow for public comment by Zoom or phone call
- We should have a consistent room set up and configure the camera so public commenters portray well on Zoom
- Zoom Considerations
 - It helps when people mute themselves when not talking.
 - Professional written names should be used in all City meetings.
 - Just like in face-to-face meetings, participating in City Zoom meetings under the influence of alcohol or other substances is not appropriate.

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
 - Make sure there is a motion on the floor before beginning discussion
 - Discussion should be limited to the motion on the floor

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.
 - Agenda items started before 9pm are completed no matter how long they take.
 - Such agenda items that we don't get to are taken up at a meeting the following week.
- If any Council Member thinks that a past issue or conversation has not been completed or has been dropped, you can request that it be put on a future Agenda.
- Clarified that when roll call votes are taken the Mayor decides the order and will often go last so as not to influence others.

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 clarify 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.
- Provide Guidelines for Speakers on the back of every Council Meeting Agenda.
- Council members should show gratitude and validation of public comments but not respond or engage in discussion during a Council Meeting.
 - If/when councilors ask questions or respond to public comments, such responses or questions should stay to the topic brought by the person.
 - Clarified that Councilors can make comments on any topic at the end of each 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.

Committees Too

- We expect Committees to follow these guidelines.
 - The Mayor will provide guidance to Committee Chairs, especially with regard to public participation in meetings.
- Consider holding a parliamentary rules training for all volunteer boards in the city