



CITY OF DOVER

## CITY COUNCIL - MINUTES

Meeting Type: Workshop Meeting  
Meeting Location: Council Chambers - 288 Central Avenue, Dover, NH 03820  
Meeting Date: **Wednesday, September 20, 2006**  
Meeting Time: **7:00 pm WORKSHOP**

### 1. PLEDGE OF ALLEGIANCE

Councilor Trefethen led the Pledge.

THOSE PRESENT: COUNCILORS CHENEY, CIOTTI, DEDE, KEAYS, MAYOR MYERS, COUNCILORS SCOTT, TREFETHEN, AND TURNER. ALSO PRESENT: CITY MANAGER JOYAL AND CITY ATTORNEY ALLAN KRANS. DEPUTY MAYOR HINDLE WAS ABSENT.

### 9/20/2006 OUTLINE OF SUGGESTED KEY RESULT AREAS

#### 1. Communication – Public Outreach – Civic Engagement

1. Continue to maintain a high degree of accessibility and public visibility
2. Establish quarterly public information forums to inform and allow for citizen Q&A regarding community issues/projects
3. Expand use Channel 22 and internet communications to reach and inform citizenry of local government activities
4. Develop revised budget summary with less detail to accompany full annual recommended budget document
5. Develop and implement ongoing training of appointed board/commission members to support and encourage renewed interest in civic involvement
6. Examine stipend for appointed board/commission members and report to Council
7. Represent concerns of and advise Dover citizens regarding State of NH and Waste Management's need to mitigate Turnkey Landfill odor.
8. Provide quarterly updates to inform citizens of Tolend Landfill clean-up activities.

#### 2. Budget – Cost Control

1. Continue to explore and advocate for City/School partnerships for efficiencies and cost savings
2. Provide recommendation for FY2008 budget to achieve guidance to be provided by Council
3. Expand the "paperless" aspect of city government and availability of e-gov services by expanding use of technology.
4. Investigate alternative methods to reduce staffing and overtime costs
5. Set up programs to achieve a reduction in accrued leave liability
6. Evaluate and make recommendations that will accomplish a reduction in the need for, and costs of the City's vehicle fleet including move towards more energy efficient vehicles (medium)
7. Investigate revisions to the base benefits plan with specific focus on health costs which will continue to be competitive in the workplace and yet will work to control the spiraling costs of benefits for the City of Dover
8. Take steps to initiate changes to the NH Retirement System that will continue to be competitive in the workplace and yet will work to control the spiraling costs of benefits for the City of Dover.
9. Investigate and recommend a 'gain-sharing' program for encouraging further economies in the cost of providing services in the City of Dover
10. Develop and update annually a rolling Five Year plan of roads to be improved



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### 3. Economic Development

1. Evaluate the possibility of revitalizing and/or outsourcing economic development activity
2. Continue Rizzo implementation and parking study

### 4. Strategic Planning – Operational Analysis

1. Complete and present space analysis for City Hall and other City owned structures
2. Prepare and present detailed Department Head goals
3. Prepare and present an annual wage analysis for similar positions in comparable communities

### 5. Facility Improvements

1. Ensure high priority sidewalks are painted prior to winter
2. Provide air conditioning in the City Council chamber
3. Revise Henry Law Ave project schedule to begin reconstruction beyond River Street
4. Take steps to provide for an office for use by the City Council and provide each councilor with a laptop loaded with key information.

## 2. Discussion re:

### A. Council Expectations for City Manager

Hindle was absent. The mayor stated we have one item on the agenda. He gave a brief background saying that we had planned to set goals in the September time frame and tie it into the fiscal year and keep it prior to the budget and so it is prior to the manager typing his budget, last year we did it in early august. He had sent everyone an email last week asking them to submit their suggestions, goals and expectations for the City Manager; we can amend and revise. He handed out an outline of suggested key result areas. We want to set the broad objectives for the City Manager and his staff. The Mayor stated he has heard from the City Manager in his narrative and there were several items that we did not know we had accomplished these items. There will be a resolution on next week's agenda to formally adopt the goals but it should not wait until next fall to be updated again they will need regular updates during the year.

The Mayor opened it up to the council for comments.

Trefethen started off by listing items and having the City Manager list his actual goals when doing the evaluation it would have been more helpful to have his (the City Manager's) summary before they did their grading so they could have been more aware of what was accomplished as we do forget as the year goes on what has been accomplished. Secondly this is a follow up to an actual evaluation in relation to the actual goals themselves and in trying to quantify them. This boils down to the wording was a little subjective, the goals need to be broad enough and also specific enough and quantifiable to give a score in the process they have set



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previously. As an example he wants to know how you can revamp channel 22 happenings, how do you grade this. This could have 9 different meanings.

DeDe stated the two issues that Trefethen has brought up, the comment with the lack of familiarity that the city manager brought up, there was a feeling to have a better use of the managers report tying it to update the council to many of things with the objective that had been set and with regard to the specific area of channel 22. However in the course of the year if we get our cable contract, the City Manager could report quarterly, or on a bi-annual basis. This would give them a better idea of what is happening. He would like to use the City Manager report to focus on more specific items. The Mayor pointed out Deputy Mayor is under the weather this evening but the Mayor has his goals and he will go over them this evening.

The Mayor explained that the items before them do not mean they will ultimately be what they really want to see, he is looking for their input and as we go forward we will rate the items.

He started with the section **Communication-Public Outreach-Civic Engagement**  
**Item #1.** The Mayor wants this to still occur and does not want it to go away. DeDe agrees, and everyone agreed. They ranked it with a medium importance.

**Item #2.** DeDe had this listed as an item of relative importance as this will expand the value of public input. This should be rated above medium and he would like to see it about 4 times per year. Ciotti would like a Speak Out Session maybe once a quarter. It was generally agreed it would be rated medium to high importance. Turner wants to know what day and what time. The Mayor wants the City Manager to check on the schedule and figure that out.

**Item #3.** DeDe asked if we would have to pay for this service. Cheney would like to offer a web-cast or maybe expand it to other groups to make it more public. The Mayor clarified to explore the options of web-casting. Trefethen appreciates this but there is a limit as to what we can do. We can do an all out attack on communications to the citizenry and some people still will not hear it. It amazes him on how many people do not read the paper. A majority of people are just not interested in the goings on of city government. Cheney stated the reason it is showing up is because we have had problems with replays and she understands that we will be getting a couple of more channels with the new contract as a result of this years negotiations. These are 3 public stations the taxpayers are paying dearly for in their Comcast bills. She wants DVD's to be available to them at cost. Keays has been reading these items and he agrees with what Trefethen stated, he listens to the radio, you don't need TV; he is not a big TV watcher. He thinks 2/3's of these items are useless. Anyone who really wants to know something, it is very easy to find out on the radio. We have given people plenty of ways to find out information. DeDe also agrees with Keays and Trefethen but having been on the cable committee there will be improvements, he has a problem with the ZBA not being televised. The Mayor agrees that it has to be a 2 way street that people have to want to know. He also agrees that the technology is going to be there for people that can't watch it on channel 22. We need to use the technology to allow it to go into webcast. He does not think this should have a high priority. Turner agrees with the other councilors but he would like to separate this question to have TV in a category of its own, and maybe expand the use of technology and television and



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internet communication. Maybe the idea of on-demand for council meetings, etc. The Mayor hears remove print and radio as we already do a good job on this and focus on an expanded use of the television. Trefethen wants to caution them that Comcast is going to be decreasing their membership, anybody that is on a satellite service we cannot offer them channel 22 and some of this is a budget item. He agrees with Turner and wants us to focus on TV and electronic communications. We may want to fund this because we cannot come back after the budget has been cut. The Mayor wants to put in to expand the use of TV and internet communications to reach informed citizenry subject to City Manager reporting back to city if there are major budgetary constraints.

Cheney wants more web data with resolutions hotlinked after a meeting. Also because we do not have radio and print in this we should not ignore these outlets. That was agreed. Turner wants channel 22 updated more consistently and is there somebody that is accountable for actions on channel 22. Joyal will give attention to this now. Trefethen says we have a technological problem currently because of our equipment and this will not change without funding. We also have no one dedicated to that channel. We need to add funding with our expectations. Cheney wants to know who is going to have access to these new channels. The City Manager says there are guidelines with these new channels; we can negotiate more public and access channels and all we have talked about government or educational functions. He thinks she is asking for public access, we do not have that in our contract that was set by the council. The Mayor would like us to go ahead and do the technology upgrades when the new contract is signed. DeDe says the expansion of the channels is set by the use of the channels and a rather restrictive policy. This will have a medium priority.

**Item # 4.** The Mayor stated our budget is very comprehensive and we have the summary budget. He is proposing to have the full detail available for staff and council and those that want it but he would like to have a summary made up for the average taxpayer. As to how we accomplish that we will leave it to the City Manager. Ciotti agrees with the summary and the detail for staff. Turner would like the summary set up like the detailed version. This will be rated with high importance.

**Item # 5.** DeDe thinks the City Manager should investigate and have a managed program of the volunteers with a continuing education program for the boards and commissions to be sure they are up to date in their areas of decision making. The Planning Board comes to mind and he would also like to be able to compensate the people on the Planning Board as there is so much time involved. He thinks the tax payers would be happy to pay a small stipend in their taxes for this. Cheney disagrees in speaking with people, this is a volunteer position. Trefethen agrees with the ongoing training but maybe not the stipend part. We may also be able to combine two or three boards together for training; also the ethics ordinance comes to mind and describes how a person should go about recusing themselves from deliberating on a particular issue and this pertains to all boards. The Mayor agrees with the training aspect of this. He mentioned the local government center as well as the fire department that needs a subject to use for education purposes to keep up their credit hours for accreditation and this could also include other communities to improve our training for boards and commissions. DeDe added he also wants to examine the possibility of a stipend and then the other part is requiring an on-gong



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educational program for the boards and commissions. Even though citizens that put their time in don't comment that they would like a stipend; he would just like to look at a stipend. Ciotti would like to separate the two issues to examine the stipend and what type of training can we obtain for the boards and commissions. This should be rated medium to high on training and low on stipend.

**Item # 6.** DeDe has a concern with the assorted projects going on in the city. He wants to know what the City Manager was asked to spend. Trefethen says this is also one of the items on his list and the City Manager does provide it to some degree. He is looking for city projects, and start and projected finish dates, cost, and any anticipated issues, just bullet items of things coming up. Ciotti says the same thing with the CIP projects; he wants to be able to answer constituent's questions himself without going to Mike Joyal. Trefethen stated if it involves equipment in the road, he wants to know and be able to explain it. Keays is very satisfied with the current monthly report. He wants these to be to the point and accurate. Turner enjoys each of the City Manager reports as is but he agrees with Trefethen and Ciotti about starting and end dates. He is also concerned with the state highways.

The Mayor just wants to ask the manager to expand his report on the projects. Ciotti thinks the whole point is to just put these items on the website and let the public know what is going on, this will tie into item number 3.

Cheney stated on the Deputy Mayor's list is the community newsletter and he would like to have it come out on a monthly basis. The Mayor says this item will be left off but the City Manager has heard us about expanding detail in a simple format.

**ITEM #7.** Turner wants to add something to public outreach and the item is on Turnkey, what telephone number can people call and how can we respond on air quality. He suggests we have lunch with Mr. Scruton more often to be kept up to date on that end of the city as he was not aware their contract was extended. The Mayor summarized the concern to pay more attention to the Turnkey odor issues and the whole issues with Waste Management. DeDe thinks this should be added to number 3. Turner disagrees. Ciotti would like this added to the website as well. This would have a high priority and have the City Manager have ongoing interaction with the appropriate parties. This is number 6. Cheney says this should go along with number 3 on her list. The City Manager says Tolend is mentioned on the website, and there is going to be a public forum, Cheney says we have not received anything since March. She wants updates, the City Manager says in a few weeks we will have a forum. The City Manager says this is not truly a City of Dover project. I was agreed that the City Manager would update them quarterly. He will be looking at hot links.

Cheney stated on her #4 it says there are the instances where councilors are shopping and they are asked about police accidents, or we are being sued, etc, she feels these items should be told to them on a more timely basis. The Mayor thinks the City Manager does a good job of keeping us informed. He does not feel the police car accident is newsworthy. He reminded them we are here to set policy and that is why we have a manager to see to the day to day activities of the city. Cheney disagrees and says when a citizen calls and she has not been informed of an incident and she has to see it in Fosters she thinks this is not right that she is not informed.



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Turner reads in Fosters on line and keeps himself posted. He is happy with the information. Trefethen concerns on Cheney's items are very hard to quantify and he would like to avoid this on the list of goals. If the City Manager is not doing something we should all be equally aware of it.

Ciotti does not think this question should be put on here as it is micromanaging. DeDe is not uncomfortable with what the amount of information we are receiving. Cheney's state her #6 does not necessarily need to be on the list either.

### The Mayor moved onto **Budget –Cost Control**

**Item # 1.** Cheney says the City Manager has reached out on this and it is a two way street. This will have a low -medium priority

**Item # 2.** Trefethen offered this and he would like to see a 0% excluding debt service and bonded capital improvements as the City Manager has no control over this item. This is controlled by the city council and prior councils in prior CIP's.

Scott's opinion is the objectives should be results oriented. He wants a 0% spending increase over last year; 80% of his phone calls have to do with his constituent's tax bills. We should start the budget with what people can afford. We must start to unwind our enormous debt with a reduction in headcount in 2006 and 2007. Keays stated if the city manager still wants to include the debt services, then he should give them a figure of how much the debt rate and CIP will show on the tax rate. He would like the cost on the above on their tax bill. Turner is looking at this as a policy decision and if we go with Trefethen's idea this will occur again next year. He is looking at working the way back from the tax bill and using this for guidance. The Mayor appreciates this presentation when will Turner have that information and when will he get it to the council. Turner stated he will be working with Mike Joyal; he did not realize that he would have to present this soon. The Mayor wants to know how it is going to be determined and what the acceptable number is. The Mayor reminded them they have full control of whatever the increase is. The Mayor wants to know who is going to determine what is an acceptable increase on a tax bill; the manager is looking for some kind of guidance. DeDe stated the idea in theory is a nice thing if the tax bill could go down. On April 20<sup>th</sup> we were given what it cost to provide certain services. If the county comes in with a certain percentage we may need to curb our spending even more. Keays stated he would like 4million retired in bonds in this year's CIP and he would not bond more than 4 million this year. We have borrowed over 80 million in the last 20 years; he will not be voting for anything on the CIP this year. Scott fully agrees with Keays that no new borrowing should exceed the debt service we retire; the average amount of debt service carried by the Dover tax payer is between \$800 and \$900. He mentioned the City Manager's budget objectives that had some confusion last year; he proposes a 0%; many of the older residents feel they are being pushed out; this is age cleansing and not right. Trefethen does not see his recommendation being at odds with Turners, he is looking at a level of funding and if we want to set a different budget increase then that is fine. This is just a different way of saying it. The Mayor is hearing we want to give the manager direction; he will support this as it stands right now knowing we have full control over this. We can leave it blank and come back and amend it like we did last year.



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Cheney thinks it should be marked with a high priority. She is looking for Turner's percentage of -3% or -4% to come up with a 2% to 3% increase on the tax bill. He would like to have Dover come in less than the cost of living in the region; and would like it so that we go back to a municipal increase of -3 or -4% over last year. Today he has submitted a resolution that is going to be a hiring freeze; this will be a guidance resolution. In doing this through attrition and achieving this budget will be easier next year. It will make it easier for all of us in achieving the budget goals. Ciotti says we are way off base; we have the authority to ask the City Manager to come in with any percentage we want and he will provide a budget per the council's recommendation. The Mayor says do we want to leave this in or come back at a future date as the manager starts working on the budget this fall; discussion ensued.

**Item # 3.** Trefethen rates this as low as we still have a significant amount of citizens that are not hooked into technology. The Mayor wants to explore the options.

**Item # 4.** Scott wants to cross out the first 3 words. Turner wants to reduce staffing in all departments. The Mayor fears we are in conflict of our own directions. He is not interested nor is DeDe as we could wind up in dire consequences and we need to have the City Manager investigate ways to undertake this directive as tax payers are not willing to sacrifice these services. Keays says you cannot reduce public safety, you must have it. Trefethen thinks this falls under #2. The real issue is the budget. Ciotti wants to keep #4 in and then stop it after "reduce staffing and overtime costs" and leave it at that. This item was rated with a medium-high priority.

**Item # 5.** DeDe would like to have this to be made a focal point from this time going forward by the City Manager. Scott says this may take several years. He would like the City Manager to have a use it or lose it plan. He gave examples of other cities. Trefethen says the reality is for 90 % of our employees they have a union contract, this is not within the realm of the City Manager to do. The Mayor would like to allow employees to pay it out at today's dollars instead of letting it grow. It was agreed they could examine a plan to decrease this liability. This has a high priority.

**Item # 6.** Turner would like to see Dover be one of the first cities with an energy efficient fleet; this item will have a medium rating.

**Item # 7.** Scott thinks #7 and #8 should be one piece and that we should work toward a plan to exclude unused vacation and sick leave on which pensions are based. This is major issue and may require modification of one of our RSA's. The Mayor asked can we legally do this. The City Manager says everything is prescribed by state law. Scott feels there is support from a number of towns that are in the same boat. DeDe does not want #7 and #8 combined. Dover can control #7 but not #8. The Mayor agrees; he does not think this is in the manager's control. Scott agrees but says these are two sides of the same problem and they should be handled separately. They agreed to remove #8 and keep #7 with a high priority.

**Item # 8.** DeDe would like us to see if employees can find economies in our operations; if there was some sort of operation in play to reward employees; he would like the City Manager



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establish this type of program. Cheney and Scott agree with this. This is rated with a medium priority.

**Item # 9.** Ciotti would like our road management plan taken to the next level. What is our goal and what street is next. DeDe says maybe there should be a contingency plan for roads that cannot be completed. This will be rated medium.

**Item # 10.** Job estimates and over runs coming back to us,. Scott added a plan for placing an upper limit on the amount of healthcare that the Dover taxpayers must pay. He quoted from the city manager's estimates in the next ten years. DeDe says the health cost is something that was covered previously in # 7. There is a health plan in place currently but the health plan is not something the city manager sets and many employees are already at a 20% participation however the figure may rise, this number is not something the city has direct control over.

Keays wants a motion on the floor on the length of the meetings; when we discussed the two meetings last week it was 12 o'clock and 10 pm is late enough. The Mayor says we can bring this issue up at a regular meeting and not a workshop such as this.

The Mayor says we can add a line about health care costs in # 7, this was agreed.

### **Economic Development**

**Item # 1.** The Mayor wants to take a look at options, with a medium-high priority.

**Item # 2.** On the Rizzo Study, the Mayor is in support of the plan; this was adopted by the TAC and ultimately by the city council. Trefethen commented on their making it a part of the Master Plan but he meant we can't blame the City Manager on his evaluation if we discontinue the Rizzo Study; this requires staff effort in a number of departments and the city manager has to coordinate this effort. Keays says this has been a problem for several years; he thinks there is plenty of parking and we have other things more important than parking spaces. The Mayor thinks parking is important but is a different issue than the Rizzo Study. Scott stated point of order we should not be discussing the Rizzo. Turner agrees with the mayor that Rizzo is a separate issue. Cheney wants to separate these out. There is support to give the manager authority to continue with the Rizzo Study with a medium to high priority.

### **Strategic Planning**

**Item # 1.** The Mayor stated this was the Deputy Mayor's # 1 item. Ciotti wants a couple of what if scenarios and what if the police move or what if the school moves out with a high priority.

**Item # 2.** Department head goals the Mayor feels the goals are broad based goals in the budget he would like more details. This was rated with a medium priority.

**Item # 3.** Wage analysis rated a medium priority.



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**Item # 4.** Trefethen thinks we have covered this previously.

**Item #5.** Hindle wants to expand online paying systems. DeDe is opposed and says there are a lot of things that would have to happen. The Mayor says we have already covered this.

### Facility Improvements

**Item # 1.** Trefethen suggested this; Keays says Somersworth does their own he wonders why we can't paint our own crosswalks. The Mayor says Doug Steele took notes and will investigate and get information back to the council on crosswalks. The City Manager wants to follow up on the crosswalks with different options and the costs. Trefethen stated so the expectation is? And he does not have an objection to the proposal but we have several crosswalks that are not painted and this should be obvious to city crews. DeDe added many crosswalks are not even supposed to be there. There needs to be an evaluation, the City Manager says the TAC is in the process of evaluating this. The ones with high priority should have attention by the winter season. This was rated a medium-high priority.

**Item # 2.** Trefethen stated he wrote "he wants the quiet technology with quiet wall units". This was rated a high priority Cheney says this does not belong on this evaluation for the City Manager. The City Manager says it will be in the CIP in a couple of weeks.

**Item # 3.** Trefethen stated we are being stymied on the Henry Law Avenue project because of the right of way at Back Road and as a result have done nothing. He suggested we start at Penney Lane and it may take us to Maglaras Park; he drives this on occasion. Scott was not informed of any meetings. The City Manager says they were held a couple of years ago. The Mayor says the capital money was funded in early 2004. Keays asked is there a reason why they want to start downtown. The City Manager says the council's directive was to start at the downtown and there are right of way issues. This project needs to get going as it has been stalled about two years because of right of way issues. Support for moving ahead is not there because of obstacles and it is not organized correctly.

Keays moved seconded by DeDe to adjourn at 10 PM. Motion failed on a vote of 3-6 with Keays, DeDe, and Scott in favor.

Turner thinks Henry Law is the worst road in Dover and he wants it started soon. Trefethen says the situation is because we have this plan to completely redo this road and what has happened is two years has gone by, We have to do something. Keays agrees with Trefethen. The City Manager will create an expectation to get something started and there is one person holding up this project. The Mayor wants to wait until the waterfront gets started. Joyal says we could be ready by next spring to start this. This item was rated with a high priority.

**Item # 4.** DeDe suggested this and Scott does not see this as a City Manager item. This is not a priority for Turner and Cheney.



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The Mayor wants to wrap this up saying this list will be on the agenda for next week.

### 1. ADJOURN

Turner moved seconded by Keays to adjourn at 10:10 pm with all in favor.