

**MINUTES
WORKSHOP
DOVER CITY COUNCIL
CITY COUNCIL CHAMBERS
WEDNESDAY
JULY 6, 2005**

**7:00 P.M.
WORKSHOP**

1. Pledge of Allegiance
2. DISCUSSION RE: Council and City Manager Goal Setting

The Mayor opened the meeting saying with the new city manager contract they had wanted to discuss goals and objectives to have written documentation for the future. He continued there have been some ideas placed in front of them for discussion.

Lewis stated he wants them to agree on working definitions for what we are talking about tonight. These are clear cut goals for the immediate and long term future. He has prepared his definitions and he mentioned the handbook that was distributed to the city councilors earlier; he would like to use that as a model. He also presented information with concrete objectives or a framework to proceed with.

DeDe stated in 31 years in the private sector there were goals that were not debatable. The council however is charged with making goals for the city manager and if as sometimes happens goals are not achieved because of unknown barriers, this is something that has not come before us then the city council has the responsibility to set the goals. The Mayor concurs as long as the goals are reasonable.

DeDe reviewed the history of hiring a city manager and reviewed the charter definitions of the city manager position. He stated they are here to address issues that have been a problem before. The first thing presented to the council that has come to him is salaries and benefits; those are 80% of the problem. And one of the problems that have surfaced is they seem high; he has a spreadsheet from all cities and towns in NH. It also shows the salary of various cities in this state as well as VT and ME; a cross section of NE not just NH. We really need to view an objective salary analysis of what are salaries in the NE area; it would be in the best interest of the city manager to put a program together that is consistent with the rest of the area. He is thinking of a person that was hired in 2001 at \$77,000 and now four years later is paid \$107,000; that is an increase of \$39,000. We need to have something that is an objective measure of salaries in the area. Secondly he thinks overtime is a large expense in the city. He was very impressed with Chief Plummer's approach to this. The police department however seems content to remain with past practices.

Lewis stated point of order, they want the readers digest version. The clerk does not have DeDe's version of city manager requirements from some previous time. Overtime expense was the 2nd item.

3rd - achieve and maintain a higher level of visibility, not just Memorial Day events and the Christmas parade.

4th - provide information on public works projects that are going on.

5th - provide monthly out of office reports for department heads on who is here and who is not here.

6th - the Mayor and mayor pro tem should have direct access to the city manager.

7th - in the economic development area, they would like a bi-monthly report of what is going on with confidentiality considerations that are adhered to.

8th - asset protection expectations, the council should be informed of the nature of the abuse and

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safeguards taken to prevent future occurrences.

9th - personal contacts, avoids demeaning and avoid the use of unprofessional language

10th -the assistant city manager duties will now be performed by the City Manager.

Lastly the city manager should set up a vehicle reimbursement program; we need a policy to set up a personal mileage program so if an employee needed to use a vehicle personally in addition to have a mileage reimbursement rate. There needs to be a policy in place to make it possible to use their car and be reimbursed for it.

Trefethen: See folder of 7-6-2005 for information presented.

Lewis : See folder of 7-6-2005 for information presented; he stated that he also excluded what he would call policy.

Hindle: with regards to having city manager do speeches and do public events, he goes one step further the city manager has to attend 5 or 6 public events each year. In the past 4 years what we need to do is to take city hall out of the building and bring it into the neighborhoods. There are programs at the county level that put together neighborhood associations; he wants a pilot program with a part time person on board to bring neighborhood organizations with a list of members so we do not have neighborhoods on their own coming to discuss important issues. We need to do a better job on organizing our web site. We need biographies of all councilors, the city manager and department heads. There should also be a comment page on the website for people to use. And the council needs to work with the city manager to enhance certain departments with regards to the public service aspect to provide better public service to the community. Also within this building we need a better way of telling people where to go to get the services they need. He agrees with inviting state representatives in to update us and also he would like to meet with the school department more than once a year. Lastly the city manager with the city clerk should put together information to help incoming city councils and school board members with much needed training programs as well as boards and commissions that will need training programs as well. He also wants the city manager to put together public academies to learn the details of each department and what each of them does. He feels people seem somewhat nervous on what is done in city hall.

Perry: did not bring a list of ideas but many of the ideas presented are very good, he would like to rank them and come back together with a simple list. One thing we have not done is a city wide goal session. He would like a Speak Out Dover event for both councilors and employees to bring it all together.

Colwell-Ellis has some similar ideas; we all seem to be thinking of consolidation of services. She feels visibility of the city manager in attending a public event at least once a month is important; she also wants salaries controlled. She would like to see preparing incoming councilors with the budget process. She was overwhelmed in the beginning and she thinks more training and going over the budget before they start the process would help newcomers.

Mayor Myers would like to be informed of the goals in each department that staff is planning to do. For instance what are we going to be doing in the finance department. He agrees with the public visibility image for the city manager position. He listed where he feels the city manager should be visible. With the arena we still have a debt that is owed to the general fund, we need to monitor this and the McConnell Center as well. On space needs how can we be more efficient with these assorted buildings. He wants a complete inventory of all city owned buildings and what we are doing with each of our buildings. He also concurs with a lot of the overtime issues and the suggestion of academies. He would like a procedure of informing the public about major projects. He wants different ways to get info out to the public, maybe a monthly calendar to get the projects listed on. He continued it is also the responsibility of the citizens to seek out information.

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He continued running down the list of suggestions. He would also like a goal for budgeting next year.

Joyal chimed in on how important it is to have the council let him know about goals they want set so he will know what is important to them over the short term and the long term. He provided a list of items from the mid 1990's (see folder of 7-6-2005). To have these goals will allow him to chart a course of things with the department heads of where we want to go. He asks that they be focused on a purpose and he asks that as board of directors he needs them to take a look from a 40,000 foot level for the bigger areas that he wants to see achieved. For instance the goal should be for the city manager to just be visible not at exactly what events he needs to attend. He suggests there is more value in setting the goals much larger and broader.

He wants them to look at the key areas of what they want to make a difference in. He then handed out an outline for key result areas. (see folder of 7-6-2005).

The city manager also wants them to consider the extended leadership team of council, city manager and department heads.

DeDe stated with all due respect the issues have been platitudinous and sound nice, but the purpose of this meeting is to set objectives for the city manager. The numbers are immaterial of when the city manager is required to participate in a public function. The key is to just participate, it is important that there are measurable items. He still would like a broad spreadsheet to give the city employees an opportunity to see where they stand; this would be concrete and measurable. What are we going to do to get control of the salaries and benefits here, the 800 pound gorilla.

Hindle wants to focus on one specific area and start with visibility. He wants to advertise on TV and on the website certain hours for the public to come in and meet with the city manager. And he thinks there should be one major public event, a joint event to discuss the state of the city address to discuss past goals and goals for the coming year.

Lewis thanked Joyal but he agrees with DeDe in what has to come out of these goals. We need to find a way to articulate the framework.

The Mayor wants to add items to the manager's suggestions. Hindle wants to include the visibility. Perry agrees with DeDe in that a New England salary survey would be useful.

Trefethen does not feel the 9 or 10 cities that DeDe suggested but he may want another set of criteria.

Joyal says there is a science to conducting a successful survey. He can hire a consultant to do a surgery or they can allow him to do the survey such as the one that was done last July. And he would like them to have a true representation of the public vs. private data. He would look at a national number from the national platforms. Discussion ensued regarding surveys by several councilors. DeDe does not feel we need a complicated survey; they have gone from \$77,000 to \$110,000 in four years on one person's salary. Trefethen stated he agrees to a point but some numbers are not yet available and we gather all this information and the numbers get misconstrued and what do we do with the information. DeDe says the information can bring reality to a negotiation process at the table. Lewis thinks it would cost us a hell of a lot of money to do a professional survey unless we are just looking for a listing of one or two city managers. He would really like the merit system modified and also get a larger commitment from the employees on the insurance issues.

The Mayor does not want us to spend a lot of money on a survey. The Mayor wants to see the bigger picture at our workshop session in August.

Trefethen stated when we talk salaries in Dover we have department heads and then we have everyone else that is covered by union contracts which we indirectly have control over. When it comes to the union contracts we can figure out if this is a good deal. He does not want to spend any money on a survey. The Mayor wants a wage salary survey at no cost to us and put this under budget control. We need to establish guidelines for 2007 and we need to put a 3% maximum for a budget increase for 2007. Overtime was added to the list to be brought down by

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certain percentage points. Find ways to reduce police overtime in the first year by 15% and to monitor the fire department overtime with the 4 new firefighters. Lewis wants insurance costs, Joyal does not want this discussed here because of union negotiations. Hindle added on the issue of consolidation of services he would like to wait until the committee is formed to work with the school department. Also with regards to consolidating within the city itself he would like a report put together with the types of buildings we currently have as a city and give the city manager direction to work with the planning office to look at specifics on a space analyses with the entire city to enhance upon customer service needs as well. The Mayor says the committee will be in place by October and come to the council in December with a report. Hindle stated in addition he would like to add the city website to enhance it with more customer service needs of the community. Lewis wants long term watch dogging on overtime. He would like to add the McConnell Center for a report on a quarterly basis. DeDe stated there is also a need for a periodic meeting to be updated non public confidentiality items on a quarterly basis. Lewis wants to up the fund balance with an increase. Hindle asked Joyal about any other financial policies that he might have, he would like to have a workshop with Jeff to go over the financial procedures. As this would be sound fiscal prudence to do this. DeDe adds the suggestion about the automobile usage policy. Joyal would like to do a study regarding usage and come back to the council with numbers. Trefethen explained the way the law works on reimbursement, but Joyal wants to study the issue and come back to them. The Mayor suggests perhaps using the city manager car that is not used by him now.

The Mayor adds the city manager put the goal of a city manager monthly report not a department head's report. This will say how the manager communicates with us and how we communicate with the public. DeDe wants in the city manager's report a simple calendar with road projects that are going on as this will help serve the purpose of streamlining the process for all.

On item # 2-iii - Economic Development Hindle wants us to look at meeting with new businesses and with a welcome packet to give to new businesses and when the Mayor goes to the open house the Mayor could take this packet and reach out a hand. In addition they should work with real estate agents with a welcome package of useful information for new homeowners. Hindle says with the academy idea the city would host an academy on property assessment, or for instance how does the police department work. The Mayor wants the manager to come back on the 2nd with some of these suggestions written down to figure out a way to make the city more user friendly towards the public.

Hindle says another event soon with respect to the Speak Out forum would be helpful. The Mayor asked the city manager if he is going to have the public come in to have the planning board and council host the public forum before the CIP process is begun. Joyal says he would like to move up the CIP process but the final adoption would still be in the late fall.

The Mayor added he would like a specific procedure for informing the public such as with the upcoming trail system project. Perry says we should do this with the understanding we won't reach everybody.

Hindle wants the website and channel 22 enhanced. Joyal clarified we do study the website and add to it each day. The workshop will be 7/27/05 for the parking garage instead of the 20th of July as is on the schedule. Colwell Ellis left the meeting at 9:05 pm.

Hindle stated on item 3-D we should do a city wide open house to take a look at some of these issues that we talked about. We need the citizens to be able to come in and take a look first hand.

Item #4 on Legislative Advocacy - He would like to get together with the school board on a more regular basis. And bring public awareness on public issues. Lewis thanked the city manager for keeping them informed.

On item #5-Leadership Development, he would like access to the city hall on a Saturday morning. They need a small office to file things and maybe work for a few hours on a day that city hall is closed. Lewis on 4-A a city council orientation right after the council is elected as they

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need an education. Hindle envisions a half day session after the election for school board and the city council and a joint meeting to discuss right to know issues, the charter, goals of the school board and city council, and an over view of Robert's Rules, even instruction on how does the microphones work and then break off for a time where the school board discusses their issues and the council discusses their issues and then an overview of the CIP and a schedule of when the budget starts and ends.

Hindle stated on the management team they should do a goal session and what the department's goals are for the year. This is a working list stated the Mayor as he handed out his list.

Hindle stated will we officially approve these goals and accept them. The Mayor agreed.

3. Other

4. Adjourn

Hindle moved seconded by Perry to adjourn with all in favor at 9:25 pm

Judy Gaouette
City Clerk