

## FISCAL YEAR 2009 CITY COUNCIL EXPECTATIONS OF CITY MANAGER

**1. Maintain effective communications, both verbal and written, with the City Council by remaining open and accessible to all members of the Council equally, responding to requests and completely, and keeping the council informed on problems and issues. The City Manager shall provide the Council with information regarding ongoing negotiations with Organized Labor.**

The City Manager has met with the Council many times throughout the past year with negotiation updates and tentative agreements.

The City Council has been updated on a daily basis as situations arise and information becomes available on particular projects. A portion of such projects are the Wireless Internet Project, new North End Fire Station, the FastTrans service expansion project, Form Based Code project, Willand Pond developments, waterfront development, Economic Development/DBIDA, Tolend Landfill updates, ice storm response and recovery activities, parking garage, the CAFR, the CIP, status of the Comcast build out, the new City website project, Children's Museum move to Dover, McConnell Center Building, City Hall Renovation Project, Energy Project, the Financial Software Project, the City budget and departmental changes.

The City Manager has met with councilors independently as the need arises to go over items of importance such as Willand Pond, City budget, City website and various resolutions.

The City Council has been updated on a weekly basis, sometimes more, on various legislative issues through Bulletin Alerts and Legislative Bulletins.

The Manager provides monthly financials to each City Councilor so they may be up to date on the financial outlook of the City.

The City Council has been kept apprised of legal issues through confidential correspondence as well as through the second City Manager's Report produced each month.

All public correspondence to the Council is kept in a City Council Archive which is available to the public for viewing. The City Manager has also made these emails and correspondence available by uploading them to an online archive to be available to the council and public at all times.

**2. The City Manager should be responsive to requests and suggestions made by the City Council and members of the public, including actions taken in the City Manager's report.**

The City Manager has met with and spoken to the public and City Council at meetings, in office, over the phone and via email to gather requests and carry out solutions. Requests for information have generally been responded to in an expeditious fashion 24/7.

Requests are also gathered in the form of Right to Know requests that have always been handled in a timely fashion.

The City Manger's report has been revised and expanded considerably based on suggestions by members of the City Council. Report has included monthly updates on goal achievements, project activities and operational issues and trends.

The Manager has always been accommodating to requests made by Council members relative to constituent issues.

### **3. Update the Council on changes made within the organizational structure that increases efficiency and effectiveness, with cost savings estimates provided.**

In conjunction with the City Hall Renovation project, offices have moved and have been combined for more efficiency within department as well as an overall cost savings. This includes the Finance, Planning, Information Technology and the Clerk/Collector's office. The City Clerk's Office and Tax Office have merged together to make the office a 'one stop shop' and a more efficient visit for the citizens of Dover. Cost savings were reflected in both the FY09 and FY10 budget proposals and in comparison to the avoided prior estimated space needs construction costs.

Building Inspection Services has moved from City Hall and has combined with the Inspection Services in the Fire Department at the North End Fire Station. This is not only more effective for the City in consolidating responsibilities and more efficiently utilizing staff but has also assisted in resolving some space needs that otherwise would not have been addressed in the near-term. Cost savings were reflected in both the FY09 and FY10 budget proposals and in comparison to the avoided costs associated with additional staffing anticipated for opening of Northend Fire Station.

Economic Development activities have been consolidated with approval of the City Council under the auspices of the Dover Business and Development Authority. The City Manager continues to work with the Authority members and newly hired Economic Development Director to ensure services are efficiently and effectively coordinated with City departments, State agencies and other organizations. Costs for contracting economic development services were reflected in both the FY09 and FY10 budgets.

In conjunction with the adopted FY10 budget, the City Manager is in the process of working to combine various departments' parking responsibilities to form a Parking Division as recommended by prior consulting reports and a citizen committee.

### **4. Handles emergencies and crises effectively.**

The major crisis of FY09 was the 2008 Ice Storm. With power outages, road closures, accidents, and flooding, the City Departments collaborated and successfully managed the event and needs of the community with open communication and team effort. City buildings were also affected and protected appropriately in a timely fashion by all involved.

Emergency repairs were made to streets, bridges and utility systems throughout the City in a timely manner.

The closure of Willand Pond due to environmental concerns was coordinated with State officials effectively and city residents have been kept abreast of the situation.

Major planning was required when Vice Presidential Candidate Palin visited Dover at the High School and also when former First Lady Hillary Clinton spoke at the McConnell Center. These short notice events require large amounts of logistical work for administrative staff to ensure a safe and secure arrangements for the attending public and all involved.

**5. Along with the City Manager submitted budget, offer a summary of items/programs/services that would be available options to the City Council in either adding to or removing from the proposed budget. A dollar figure shall be included with each item in the summary. This will include a list of new expenditures, items of significant increase or decrease, and items removed from previous budget.**

The FY10 budget proposal included a summary of major items affecting the budget along with additional reductions necessary to achieve guidelines desired by City Council. A summary and itemized costs of programs and services was provided to the Council for consideration as add-backs to the budget proposal.

**6. Provide a 20-30 page budget summary as a separate booklet for the FY 2010 budget. This budget summary shall be an easy-read booklet with emphasis on major funds (General fund, Enterprise funds, and McConnell Center).**

An 8 page Budget Guide was produced with narrative outlining major budget issues and initiatives for FY10 as well as providing a summary of all budgeted revenues and expenses. In addition, a Budget Summary was produced with additional analysis and breakout of various budget information. Both served as companions to the complete detailed FY10 budget document. All documents were produced in hard copy and made available to the public via the Clerk's office, the Public Library and online via the City's website.

**7. Establish Department Head goals and deliver to the City Council, along with, or prior to delivering of the FY 2010 budget.**

Department Head goals were established in conjunction with the development of the FY2010 budget however they were not collectively assembled and provided in writing to the Council prior to delivering the FY2010 budget proposal.

**8. Hold a budget specific public forum allowing for public comment by May 15, 2008.**

Public hearings for the proposed FY10 budget were conducted and additional opportunities for informal comments/questions were encouraged in conjunction with the quarterly Dover Discussions and Coffee with the Mayor sessions.

**9. Host quarterly public information sessions. Topics may include roads and sidewalks, parking/traffic/crosswalks along with other pertinent topics that may arise during the course of the year. (other informational meetings are being included below)**

The City Manager has hosted quarterly public information sessions in conjunction with Ward and At-large City Councilors called Dover Discussions. The information sessions were for each Ward within Dover and allowed citizens to voice concerns, ask questions and hear updates in a more information. Coffee with the Mayor sessions were also attended to assist with needed information.

Various information sessions and neighborhood meetings were conducted throughout the year relating to capital improvements projects, community planning efforts, and neighborhood issues including street access and Willand Pond high water concerns.

**10. Review Codes/Ordinances to assure that they are updated and enforceable and present proposed changes to the City Council as they become available through the City Council meeting agenda.**

Various codes and ordinances have been updated throughout FY09 with review completed by the various departments and the City Attorney. Various City Council meeting agendas have included amendments to rezoning, trash and recycling, vehicles, traffic and parking, boards and commissions and offenses. Reviews and further amendments are ongoing.

**11. Rebuild/upgrade channel 22 broadcast equipment and expand offerings with available resources.**

Recommendations by a citizen's committee were assembled and presented to the School Board during FY09. Subsequent concerns remained to be addressed. Following adoption of the FY10 budget, citizen's committee has met to address outstanding questions and anticipates meeting with School Board on July 13th. In the meantime, Channel 22 has continued to be used to advertise special meetings, facility closings, street/traffic notices and trash and recycling updates. The channel is also used for city and school related videos in the Local Interest time slot. The hiring of regular full and part-time staff have been delayed pending resolution of the operation of the Cable Access channels by the School board. Equipment malfunctions and repairs have been addressed by the City Manager as they have arisen. Equipment was purchased and installed to accommodate a request to have remote call-in concurrently by multiple City Councilors.

**12. Complete the consolidation of Clerk/Tax Collector services and the moving of offices with the City hall within the approved budgetary limits.**

Various departments worked together to see that the City Clerk/Tax Collection offices merged with the least possible impact to the citizens of Dover. This was a rather large undertaking with Information Technology handling the wiring, internet, and phones; the Planning Department coordinating the demolition and restructure of walls and ordering of new furniture, the Facilities and Grounds Division handling painting and moving of

files and furniture and the City Clerk/Tax Collection employees moving and cleaning. The entire merge was done within normal business hours with minimal to no disruption to citizen services. Final punch list items remain to be completed with project being completed within the capital funds allocated

**13. Advise the City Council on cost savings opportunities in either outsourcing (including areas that may have been previously reviewed and deemed at the time to not be cost effective or efficient) or any regionalization of services that may be appropriate at the County and/or State level, as well as with neighboring communities.**

The feasibility of consolidating dispatch services with the County is being studied. The Police Chief is part of a fact finding committee and has been to many meetings throughout the past year. A progress report with the Committee's fact finding has been presented to the County Commissioners where it is now being reviewed.

**14. Provide recommended policy changes to City Council to meet challenges of the new economy and banking environment. City Manager should present ideas on meeting these challenges.**

Provided various data and trends to Council in conjunction with changing economy throughout FY09. Have obtained information from other communities that have made recent policy changes in such areas as investments and collateralization of municipal funds on deposit in banks to compare to City's existing policies. Dover's standing policies continue to be replicated in other communities and presented as templates in publications produced by NHMA. Proposals to institute red flag policy and increase fiduciary oversight by Trustees of the Trust funds presented to and adopted by City Council.