



Town of York

186 York Street
York, Maine 03909-1314

Town Manager/
Selectmen
(207)363-1000

Town Clerk/
Tax Collector
(207)363-1003

Finance/
Treasurer
(207)363-1004

Code Enforcement
(207)363-1002

Planning
(207)363-1007

Assessor
(207)363-1005

Police Department
(207)363-1031

Dispatch
(207)363-2557

York Beach Fire
Department
(207)363-1014

York Village Fire
Department
(207)363-1015

Public Works
(207)363-1011

Harbor Master
(207)363-1000

Senior Center/
General Assistance
(207)363-1036

Parks and
Recreation
(207)363-1040

Fax
(207)363-1009
(207)363-1019

www.yorkmaine.org

BOARD OF SELECTMEN'S WORKSHOP AGENDA 6:00/7:00PM MONDAY, JUNE 1, 2015 YORK PUBLIC LIBRARY

6:00PM: Board and Committee Interviews

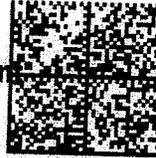
Call to Order

1. BOS Member Assignments
2. Board of Selectmen Policy Manual
3. Discussion of Boards Meeting Preferences
4. Goal-setting Process

Adjourn

SO. MAINE

TOWN OF KITTERY
03904
Planning & Development Department
200 Rogers Rogers Road
Kittery, ME 03904



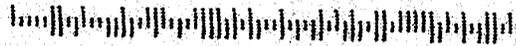
U.S. POSTAGE PITNEY BOWES

ZIP 03904 \$ 000.34⁰
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FYI

Town of York
Town Clerk
186 York St.
York, ME
03909

0137699



NOTICE OF SITE WALK
NOTICE OF PUBLIC HEARING

TOWN OF KITTERY - PLANNING BOARD

Site Walk: Tuesday, June 2, 2015 - 10:30 a.m. on site
Public Hearing: Thursday, June 11, 2015 - 6:00 p.m.

**Yankee Commons Mobile Home Park Expansion - Subdivision
Preliminary Plan Review**

Action: hold a public hearing, approve or deny preliminary plan.
Owner/applicant Real Property Trust Agreement requests consideration of plans for a 78-lot expansion of the Yankee Commons Mobile Home Park for the property located at US Route 1, Tax Map 66, Lot 24 in the Mixed Use (MU) and Residential - Rural (R-RL) Zones. Agent is Thomas Harmon, Civil Consultants.

Application information is available for public inspection between 8:00 am to 6:00 pm Monday thru Thursday at the Planning and Development Department located in Town Hall. To request a reasonable accommodation for this meeting please contact staff at (207) 475-1323 or (207) 475-1307.



REQUEST FOR ACTION BY BOARD OF SELECTMEN

DATE SUBMITTED: May 28, 2015

ACTION

DATE ACTION REQUESTED: June 1, 2015

DISCUSSION ONLY

SUBJECT: member assignments

DISCUSSION OF OPTIONS AVAILABLE TO THE BOARD: Missy has prepared a draft list of the committee liaison roles and other assignments for each member of the Board. We didn't find any listing or other formal tracking of these roles from past records so we built this list from scratch. We'll need to rely on your institutional knowledge to put it into proper order.

It's not clear whether or not there has been a liaison assignment to every Town board and committee in the past, and it's not clear to me we actually need this. The Board might consider inviting every committee to meet with the Board at least annually to exchange information and coordinate efforts, much as is done with the Planning Board.

RECOMMENDATION: n.a.

PROPOSED MOTION: n.a.

PREPARED BY:

REVIEWED BY: _____

Board of Selectmen Member Assignments

	2014 - 2015	2015 - 2016
Board of Appeals	J. Speers	
Assesment Review Board		
Budget Committee		
Cable TV Regularatory Board		
Capital Planning Committee	R. Palmer and T. Macdonald	
Cemetery Committee	M. Andrews and R. Nowell	
Conservation Commission	T. Macdonald	
Design Review Board		
Energy Efficiency Steering Committee	T. Macdonald	
Harbor Board		
Historic District Commission		
MBC - Long Sands Bathhouse		
MBC - Police Station	R. Palmer	
Municipal Social Services Review Board		
Parks and Recreation Board		
Planning Board	T. Macdonald	
Senior Citizen's Advisory Board		
Shellfish Commission		
Sohier Park Committee		
Tax Task Force		
York Housing Authority		
York Village Study Committee	R. Palmer	
Davis Property	T. Macdonald	
First Parish Church	J. Speers and R. Palmer	
Hartley Mason Trust	M. Andrews	R. Palmer
Maine Municipal Association	T. Macdonald	
Mt. A Steering Committee	T. Macdonald	
York Public Library	R. Palmer	
York's Wild Kingdom		



REQUEST FOR ACTION BY BOARD OF SELECTMEN

DATE SUBMITTED: May 29, 2015

ACTION

DATE ACTION REQUESTED: June 1, 2015

DISCUSSION ONLY

SUBJECT: Selectmen's Policy Manual

DISCUSSION OF OPTIONS AVAILABLE TO THE BOARD: The Selectmen has a book that contains nearly 50 adopted policies that has not been reviewed in its entirety in recent years (if ever). A copy of the Selectmen's Policy Manual is included in the meeting packet. The workshop discussion is to reach agreement on an approach to review this manual during the coming year.

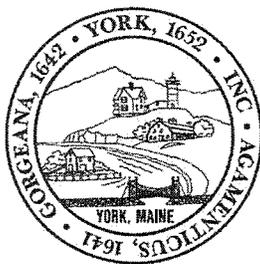
The Manual is divided into 7 sections:

- (1) – Board Policies (7 policies)
- (2) – Finance Policies (20 policies)
- (3) – Boards, Commissions & Committees (4 policies)
- (4) – Town Buildings & Other Property (5 policies)
- (5) – Personnel (2 policies, or 3 if we include the Non-Union Personnel Policies)
- (6) – Ordinances and Licensing Policies (between 3 and 6 – I think some were repealed)
- (7) – Miscellaneous (2 policies)

I propose we have time on every regular meeting agenda for review of these policies, utilizing the following approach. We proceed through the 7 sections one at a time. At the first meeting of each month we schedule an overview discussion of a particular section. Do some policies look OK and everyone is in agreement to leave them alone? Are some obviously in need of attention? Are there topics missing that should be covered with new policies that currently don't exist? At the second meeting of the month we get into the weeds as needed. If we took a first pass through the policies by taking on one section each month (2 months for Finance Policies because there are so many), we could skip over any policies that require more than brief attention and could circle back to them after we get through all 7 sections. This would ensure we don't get sidetracked if one particular policy requires too much time. This will take 8 months to cover the book from one end to the other, and then however much more time to work through bigger or more complex policies.

PREPARED BY:

REVIEWED BY: _____



REQUEST FOR ACTION BY BOARD OF SELECTMEN

DATE SUBMITTED: May 29, 2015	<input type="checkbox"/> ACTION
DATE ACTION REQUESTED: June 1, 2015	<input checked="" type="checkbox"/> DISCUSSION ONLY
SUBJECT: Discussion of Meeting Preferences	

DISCUSSION OF OPTIONS AVAILABLE TO THE BOARD: This is simply an opportunity to discuss whether the Board would prefer fewer (but longer) meetings or more (but shorter) meetings. At the risk of dating myself, I remember when the Board met 4 times a month – two regular meetings and two workshops, alternating the weeks. It made it much easier to get information to the Board in a timely manner, and gave the Board a good opportunity to prepare for decisions. Typically, new topics were introduced at workshops before being scheduled on a regular meeting agenda for action. Bear in mind that all was the pattern before e-mail was commonplace, so sharing information now is theoretically much easier. The switch to 2 meetings per month was made when Dave Marshall became the Chair (don't remember the year), and his theory was 2 meetings is plenty and others can be scheduled as needed.

I raise this issue now because we have a great deal of work that moves through the Board's meetings and I am seeing some things back up. Committee appointments are a good example. I understand that appointments are a priority and we need to keep the appointment process moving expeditiously, but as other matters started to occupy the 6-to-7 PM timeframe before meetings recently I found that we didn't have time at regular meetings to conduct interviews. And creation of a bike/ped committee has been put off for a few months simply because agendas have been very full and I've had to triage the list. Most meetings seem to be starting early these days. As long as the Board is OK with this pattern we'll continue on like this. I just want to check in to be sure, and to get your thoughts about having extra workshop meetings as needed.

PREPARED BY: _____

REVIEWED BY: _____



REQUEST FOR ACTION BY BOARD OF SELECTMEN

DATE SUBMITTED: May 29, 2015

ACTION

DATE ACTION REQUESTED: June 1, 2015

DISCUSSION ONLY

SUBJECT: Goal-Setting

DISCUSSION OF OPTIONS AVAILABLE TO THE BOARD: As policy leaders in the municipal government, it is appropriate and necessary for the Board of Selectmen to set goals for the organization. In the past as a department head I was always directed to proposed budgets and set goals independent of the Board's process. I proposed to change this.

In August we'll start working to prepare the FY17-FY21 Capital Program. In October we'll start working to prepare the FY17 operating budget. Before we start either of these processes, I would like policy direction from the Board about its priorities for FY17 and beyond. I am not intending to focus the Board on budget matters. I want to see if we can reach consensus about things the Board would like to accomplish. Once you set the goals, then I will work with my department heads to develop proposals to achieve those goals. Because implementation may involve money and resources, I don't want to start the budget preparation process with the department heads and committee chairs until we have clear direction from the Board of Selectmen. In short, please tell us what you want to achieve and we'll figure out how to get us there. If we can do this between now and the end of August it will be a great starting place for us.

I envision a 3-step goal-setting process with the Board:

- (1) – Look back and reflect
- (2) – Listen to input from key stakeholders
- (3) – Deliberate and decide

I think this will require a separate 2- to 3-hour session for each step, so three workshops total. A memo that contains more detail is attached.

Regarding input from key stakeholders, I have gone through an exercise with the department heads to ask their thoughts about priorities at a high level. What do they think should be the priorities? I have most of these in hand already (two stragglers). I'd like to make this same request of the chairs of a number of Town committees and boards, and of a few organizations that I consider to be key external stakeholders.

If this is all agreeable to the Board then we simply need to schedule the dates/times to meet and I'll take care of the rest.

PREPARED BY:

A handwritten signature in black ink, appearing to be 'R. H. H.', written over a horizontal line.

REVIEWED BY:

Homework

Anyone read Dr. Suess's book, If I Ran the Circus? For your homework you will be a bit like Little Morris McGurk as he dreams up the Circus McGurkus.

Step back and think about all Municipal government's responsibilities. Think about what we do. Think beyond the confines of your Department to the entire organization. Think about what you like and what you would change with regard to our work. Are we perfectly focused right now? Are we doing the right things? Are there things we do that we shouldn't? Are there things we should do that we don't? Are we doing too much in some areas and too little in others? What would you change? In other words, what are the most appropriate goals for us overall? I'm not looking for complaints. I'm looking for constructive thought.

After you've thought this over, please write a report that describes your vision.

I am asking you to prepare this report for me as a lead-in to the Board of Selectmen's goal-setting process that will begin in June. I'm going to be asking committee chairs to do the same exercise. I think it will be illuminating to read through a compilation of these reports to help get a sense of what key people in our community are thinking. What are the themes? What are the outliers? What is unexpected? I see this as a way of creating a menu for the Board of Selectmen as they set goals for the coming few years. We can only focus on only a few key changes at a time. Which will they be, and in what order of priority? By creating this list we'll be creating context and offering guidance without telling the Board of Selectmen what to do as they make important policy decisions about priorities. Eventually I'm going to ask members of the Board of Selectmen to do so as well, but at the end of their goal-setting process. In the end we will have a bound book of these reports

Now here's the catch. Your report cannot be longer than one page. More specifically, please use single line spacing, 11 point font size, 1" margins all around on 8½" X 11" paper. Boiling your priorities down to one page is going to be a challenge. It will be important, however, because I want to provide a couple dozen such reports to the Board as a starting point to get them thinking about their goals. I think these reports will be of significant public interest, so please take your time, think it all through, write well, and generate work of which you are truly proud. When you deliver your report to me, I want to witness you signing your name to your work.

You've got one month. Please deliver this to me, in person, no later than May 28th.

This is going to be great! Thank you!

This is what I asked of each
Department Head. Steve

MEMO



TO: Board of Selectmen
FROM: Stephen H. Burns, Town Manager *SHB*
DATE: May 29, 2015
RE: Proposed Goal-Setting Process

I envision a 3-step goal-setting process with the Board. Here is the outline:

1. Look Back and Reflect

- Spell out the core values of the organization. What is special, unique and good about York's municipal government?
- What does municipal government do well? Poorly?
- What successes have we had in the past year? Failures?
- Have our efforts matched our core values?
- In what ways could we do better in the future?

2. Listen to Input from Key Stakeholders

- I've asked each department head to prepare a one-page report that highlights their thoughts about high-level policy directions
- I propose to ask the same of the chair of each of the following committees:
 - Appeals Board
 - Budget Committee
 - Conservation Commission
 - Energy Steering Committee
 - Harbor Board
 - Historic District Commission
 - Municipal Social Services Review Board
 - Parks & Recreation Board
 - Planning Board
 - Shellfish Conservation Commission
 - Senior Citizen Advisory Board
 - Tax Task Force

- I propose to ask the same of the director of each of the following external organizations:
 - York Public Library
 - York Housing
 - York Land Trust
 - Chamber of Commerce
 - York Community Services Association
 - York Water District
 - York Sewer District
 - Mt. Agamenticus to the Sea Conservation Initiative
 - Museums of Old York
 - Others???
- Ideally I'd like these in writing, and to have the authors present their work. It would be ideal if the Board members could ask questions of the authors to enhance understanding, not to challenge or deliberate
- Each Board member would be given homework – reflect on the first two workshops and identify not more than 5 goals to present at the 3rd workshop. Simple goals, not compound goals with 17 parts each. The timeframe for achievement doesn't need to be limited to FY17.

3. Deliberate and Decide

- My goal is to achieve a list of 5 major priorities of the Board. If too many goals are set then they lose relative importance and we risk watering down our efforts. If too few goals are set then we risk putting all the focus on a very narrow group within the organization. I'm thinking 5 works, at least as our starting point.
- Each Board member will present their 5 recommended priorities. If each member is give 10 minutes to allocate as they choose, this task will take an hour.
- With 25 items identified, the list should be analyzed and possibly manipulated. Can similar items be combined? Are there common themes? Are some goals diametrically opposed?
- Rank the items. I have a couple ideas for ranking and I'm not sure which would work best. There is traditional "dot voting," but I may try something a little different just to keep everyone guessing.
- See if there is agreement on the Board with the top 5 list. Do the priorities make sense as a group? Are the top 5 achievable? Does the Board collectively want to change anything?