

7-9-2020



To: George LaPointe, Patrick Wynne, Nate Rudy  
 From: Diana Scully  
 Subject: **Check-In Conversation about Program & Policy Committee Issues**  
 Date: June 25, 2020

Nate and I had a regular check-in conversation on Tuesday, June 23 to discuss P&P Committee issues. Here is a summary with a few embellishments by me.

1. **No Burning Issues.** Neither of us is aware of any critical issues that need to be discussed by the Council relating to respective roles and responsibilities of the Council and the City Manager.
2. **City Staff Goals and Performance Criteria.** We discussed perceptions of the culture of Hallowell City Government. There are opportunities for elected officials to work more closely with the City Manager and Department leads to set goals, track progress of projects, and maintain accountability for the vision and priorities set by Council and administered by the City Manager. Why does this matter?
  - Because we are a tiny City with excellent services.
  - Because we want to make sure that our City Government operates as efficiently and effectively, as possible.
  - Because there is much deferred capital work to be done and there are many dreams for the future to be pursued.
  - Because we want to assure Hallowell people that their tax dollars are being well spent.

We want Hallowell to continue to be a successful, forward-thinking, creative City with a clear vision of its future. How do we accomplish this?

- By having the City Council approve overarching goals that will guide and be used to evaluate the work of the City Manager and other City staff.
- By resuming and completing work on setting goals and performance criteria for the City Manager and other key City staff.

The review of the Police Department's use of force policies (see item 4 below), provides an opportunity to agree on goals and performance expectations in that aspect of their work. Then the PD and City Manager can turn their attention to other areas. A similar process should be launched for the Public Works and Fire

7-9-2020

Departments and other City offices, as well. A new contract with City staff will be negotiated in 2021. This will provide another opportunity to move forward on staff goals and performance criteria.

3. **Critical Incident Training.** Nate has delegated implementation of critical incident training for Hallowell PD staff to Scott MacMaster. Scott will do this with NAMI Maine and perhaps Augusta.
4. **Use of Force Policy.** The Protection Committee will scrutinize the use of force policy, recently updated by the Maine Criminal Justice Academy, that guides actions by law enforcement personnel. Questions to be considered include: (a) the extent to which these “boilerplate” policies should be refined for the Hallowell PD, (b) whether closer internal oversight of use of force is needed and, if yes, what this should look like, and (c) whether there is a role for a Citizens Review Committee.
5. **Implicit Bias Training.** Nate has been leading an effort to recruit other communities to participate with Hallowell in implicit bias training. One model for the training would be to have around 6 people from each of 5 municipalities participate together in a series of sessions. We would like to see some funding included in the FY 2021 budget for this training. If other area municipalities are not interested in participating, then Hallowell should proceed on its own.
6. **Licensing/Relicensing Process.** The Mayor has asked the P&P Committee to review the City’s licensing/relicensing process, including steps and timeline for both the City staff and City Council. Nate will ask Diane Polky for her recommendations, allowing for enough time for review by the P&P Committee prior to the August 10 City Council meeting.
7. **Recognition of City Staff.** The Maine Town and City Clerks’ Association is accepting nominations for various awards, including Clerk of the Year and Assistant Clerk of the Year. Nate plans to submit nomination(s) on behalf of Hallowell. The website for this group indicates that the last person from Hallowell to receive an award was Deanna Hallett in 2004. <https://www.mtcca.org/awards/>
8. **Ending State of Emergency.** Nate would like to discuss with the Council the pros and cons of ending the COVID-19 state of emergency order for Hallowell.
9. **COVID-19 Activity.** In our report to the City Council on June 8, we shared the idea of having some sort of COVID-19 activity to keep people focused in a positive way about the importance of following safety guidelines. To date, Diana is not aware that this has gone anywhere.

**Next Meeting of P&P Committee:  
Tuesday, August 4, 2020 at 9:00 am**