City of Biddeford
City Council - Workshop
December 19, 2017 6:00 PM UNE

1. Workshop Discussion Items

1.1. Goal Setting Process

Preparation Memo
UNE Map
2017-2018 Summary Chart.progress..dashboard.version.12.6.docx
Visual representation of suggested 2018-2019 goals.pdf
Explanation of suggested 2018-2019 goals

City of Biddeford, Maine

The Office of
City Manager
James A. Bennett
Email: jbennett@biddefordmaine.org

MEMORANDUM

TO:	**Honorable Mayor Casavant** **Honorable City Council**
FROM:	James A. Bennett, City Manager
DATE:	December 14, 2017
RE:	**Preparation for Goal Setting Process**

Please find this memo, along with the attached information, as the background information for the goal setting process this year. The first meeting details are as follows:

Tuesday, December 19

UNE Bush Board Room (Adjacent to Library, see #5 on the map that is included)

Room available at 5:00 PM

Dinner at 5:30 PM

Attachments

The following items are included with this package:

1. UNE Campus map, marked for parking and the location of the meeting
2. 2017-2018 Goals, including the current status
3. Visual representation of the suggested goals for 2018-2019
4. Explanation of the suggested 2018-2019 goals

What is Different?

Many of you have been involved with local leadership in Biddeford for a number of years and may have recognized some of the issues that are finding their way to your agenda are far more complex than in years past. While this is the case in all municipalities, it is particularly true in our community. As a result of evaluating what has worked and how things could be improved, the process is going to be slightly different this year.

As you are aware, the first difference is that the process will include a better opportunity for you to have more dialogue during the second step of the process. The last two years, I took your hard work during the initial goal setting process and produced a 'work plan'. That work plan appeared on the Council agenda as a regular item for adoption by the Council. While there was a chance to make suggestions or changes, there wasn't any dialog related to development. During my critical review of the process, it was unfair to the Council (in my opinion) to have that step occur in that fashion. The formality of the process would have made it difficult for a member to suggest any modifications. Hence, a second meeting was established to allow more dialogue about the product

At the second meeting, I will return with the work plan details based on your work on Tuesday. For the first part of the meeting, the Council will have an opportunity to comment on the plan and provide any final changes it deems appropriate. The second part of the meeting will focus on what you as the Council collectively and individually feel you need to focus on in order to both assist the staff as well as hold the staff accountable for achieving the work plan. Following that session, the final product will be placed on the next Council meeting for adoption.

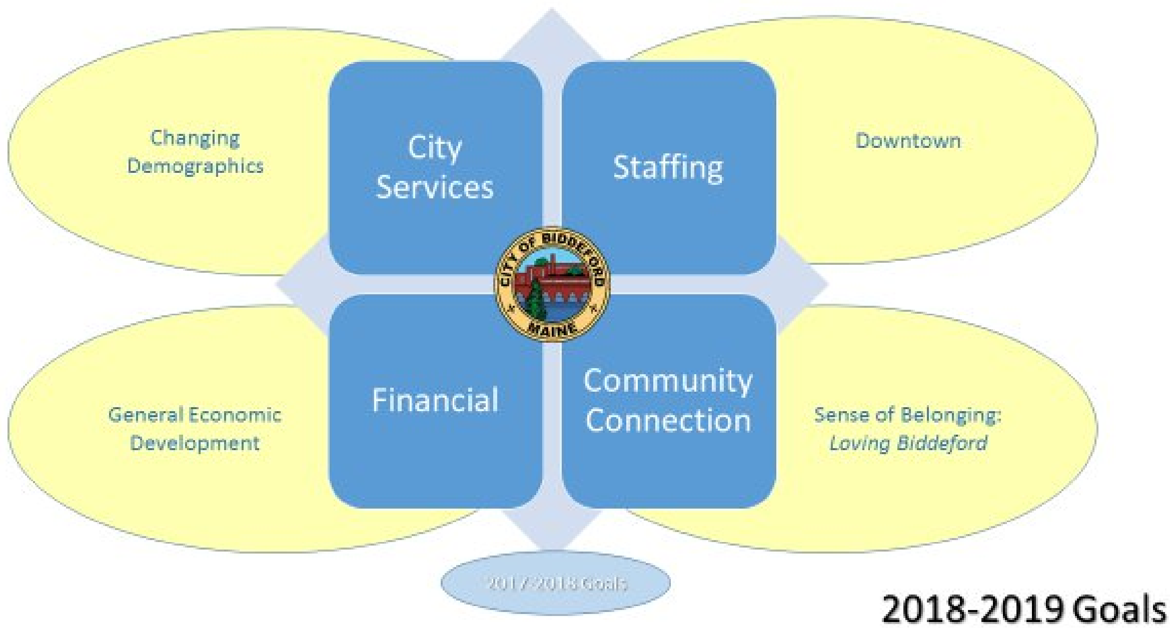
Returning to the upcoming meeting, the 'dot' process will be slightly different as well. For the benefit of Victoria and Norm, each Councilor will get a series of dots. The first series will include a group of priority dots, a 'super' dot and 2 veto dots. Following a discussion of the items that have been included in this package, each Councilor will be given an opportunity to place their dots on flip charts listing the items. Your priority dots are placed on the items that you have the most interest in achieving in the next 12 to 18 months. Your super dot will be placed on the item that is most important to you. You may also elected to use up to two veto dots on any item that you are opposed to. I will go over these instructions in more detail on Tuesday.

In addition to this usual process, you will be given a second set of dots to be used on the external factors that have been included. While I have not completely finalized exactly how these will be used, the goal will be to have each of you use them in such a way to indicate the items that you are:

* Most concern with and want to see the City actively involved with
* Least concern with and don't believe the City should be involved with
* I will provide final instructions on this process on Tuesday as well.

The Suggested Goals

As indicated earlier, the suggested goals are presented in a slightly different format. The first slide presents the major categories for the challenges facing the community.



The four internal blue squares represents challenges/opportunities that the municipality is able to directly influence. The external yellow ovals are challenges/opportunities that have more external influences to be considered. Finally, the light blue oval on the bottom is the carry forward goals from the previous year. Each section is described in more detail within this preparation memo.

On the following pages, the suggested goals is briefly described. The goals are organized by each section of the visual presentation above. As you might expect, there is some overlap.

The returning members are aware, we approach our goal process aggressively. There are two schools of thoughts. The first is you have few goals and use a laser focus on achieving those goals. The alternative approach is to be aggressive and have more goals than should be reasonably expected to achieve. By doing so, the organization achieves more than it would using the first approach. The second choice is the one we employ.

The final sections of the memo take the balance of the 2017-2018 goals that have not been completed and place them into the appropriate categories using the new 2018-2019 frame work. While each of those returning goals is described in more detail (along with the status of completion) in the 'dashboard' report that is included within your package, we have also copied the original descriptions for each.

Tuesday Night Flow

The meeting room will be open to us for 5:00 PM. Your dinner will be served at 5:30 PM. Following the dinner, serving in the primary role as the facilitator for the evening, I will outline the process, including the specifics instructions for your dots. We will then briefly go over the goals listing to both answer any questions about them as well as give any member an opportunity to talk about them prior to the voting. Following the voting, we will have an opportunity for the members to reflect on both the results and any observations that you might have. Finally, we will briefly talk about your next session today on January 4.

Development and training: Upon arrival, I discovered that generally training was limited to internal (learning from another person in the organization) or that which was mandated. We estimate that 12% of city employees are expected to leave the organization within the next 3 to 5 years based on retirement eligibility. As of the date of this memo, 25.99% of our employees are age 55 or older. Given the current employment market, it is unlikely that we are going to find truly qualified personnel for all vacancies. This would require a new direction/strategy for our training process.

Succession planning: As covered above, we are expecting (or have recently seen) a significant turn over in many of the management and mid-management level positions. A more formal process is needed to have ensure availability of qualified internal replacements (both short and long term).

Wellness: The impact of how our employees use their health insurance has direct cost implications on the cost of the coverage. Successful wellness programs are available and have proven benefits. One key component of the wellness option reviewed is financial investment to create a program that promotes wellness and as a result lowers overall medical expenditures.

Right sizing revisited: Overall staffing levels in the City have been going in one direction (reductions) while the City is growing and providing increased services. In 2011, the City had 240 FTE; currently we have 224 authorized positions. There are some operations/functions that have legitimate needs for additional assistance.

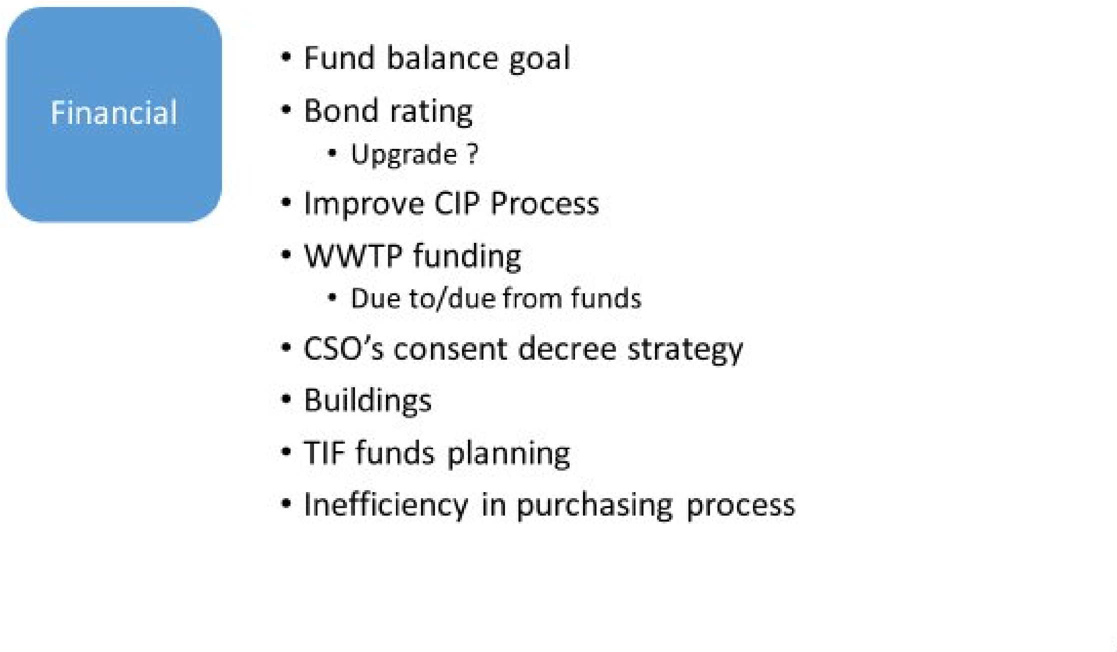
Culture: The culture within the employee ranks was both challenging and ironic when I arrived. These comments are generalization but summarize the general impressions. First, the system and employees were geared to find solutions for citizens. The departments cooperated greatly to achieve assign tasks but there was little collective alignment for sustained efforts to achieve the city's overall long-term goals. In some cases the institutional policies/practices encouraged the status quo rather than innovation. Also, a lack of appreciation for employees' contribution seemed to be more prevalent than a usual Maine municipality. Alignment of stakeholder (mayor/council/manager/department) goals and recognition of factors affecting a positive culture change may accelerate the process.

Fire Department: There is an impact on the levels of service that is provided because of the current call volume, especially EMS. The city is no longer in the business of doing any non-emergency ambulance runs. Further, we have eliminated all transfers that require travel out of general area. The department is at a cross roads in terms of the service demands and the staffing levels.

Diversity: While our diversity numbers among the employee ranks have improved slightly, they are still less than reflective of the real world. To achieve better results, a comprehensive approach to the issue must be incorporated into the organization; from examining and having honest dialogue about inherit biases to examining recruitment strategies to establishing understanding of the benefits throughout the organization.

Shortage of qualified applicants: A shortage of qualified applicants for some municipal jobs is well documented. Others are just over the horizon. In order to compete in a limited employee market the City will have to examine all of the factors that influence prospective employee decisions to select Biddeford as a place to work and most especially to want to remain.

Labor relations: Labor relations usually see a downturn during years when contracts expire. That is the case this year; all labor contracts expire on June 30, 2018.



Fund balance goal: The city has a loosely defined fund balance goal. In 2010, the unassigned municipal fund balance was $4,711,260. By 2015, it was reduced to $1,723,143. The last two years, we have increased it to $2,310,409 and $2,983,230 respectively. As it relates to the bond rating, a specific plan/goal should be established.

Bond rating: The large decrease in the fund balance has been a driving force in Moody's assigning a 'negative outlook' rating. When combined with the inter-fund loans between the Wastewater account and the general fund, the City should take a deliberate action to stabilize the bond rating and work towards an upgrade. This is particularly important when considering the projected borrowing needs over the next 3 to 5 years.

Improve the CIP process: Two years ago, there was no formal capital improvement process. Today there is one. A critical review of the process reveals at least two areas that could be improved (long term building needs and how the information is used by the Council). There are other smaller tweaks that could also improve the process.

CSO's (combined sewer overflow) Consent Decree: The City should be aware of and plan for the funding requirements, regulatory timelines, and policy decisions needed to satisfy the CD. The City is currently working under a consent decree outlining the work it must complete in order to comply with clean water regulations. Specifically, there is approximately another $40 million in outstanding projects that will need to be completed over the next 5 to 10 years in order to remain in compliance with the order.

Buildings Plan: As identified above in the CIP process, notwithstanding the school department's efforts the last few years, the City does not have a good plan on how to maintain, repair and/or replace, the existing buildings it owns.

TIF funding planning: Two years ago, expenditures out of the TIF account were less than transparent. This has changed during the FY16 budget process when TIF funding was included in the process for the first time. A better process of understanding the fund and the priorities for the fund would be appropriate.

Inefficiency in purchasing process: Our current purchasing process is overly cumbersome and requires excess staff time to comply. It also requires valuable time from elected officials. The purchasing rules are deeply grounded in the former history of the City having a strong Mayor form of government. Purchasing rules were restrictive and burdensome since the Council had no direct control over the Mayor. The Council now has direct control over the administrative head (City Manager) and as such, a different approach to the purchasing process might be appropriate to free up both administrative staff time and valuable Council member's time.

City Services

- Fire response times
- CALEA-Police
- Community Center
- What to include for downtown services
- PSAP/dispatch consolidation goal of state
- Future of municipal garage-equipment repairs
- Threat analysis/awareness
- Opium program continuation
- Rethinking service delivery alternatives via partnerships

Fire response times: For emergency medical services, it is recommended that response times meet a max of 8 minutes with a preferred goal of 4 minutes. There are a number of locations within the community that exceeds this recommended response time.

CALEA-Police: The process is continuing on schedule. The onsite visitation from the CALEA evaluation team is scheduled for April. If things are in order, the department should receive their designation by July.

Community Center: The recent heating issues in the building have brought to the forefront the need to make some serious decisions about the future of this building and more especially the services being provided within the building.

Downtown Services: The rebound of the downtown is a fantastic story. It does create a need to revisit the delivery of services to the area. In the FY17 budget, the City funded a ‘pilot program’ of increased (augmented) services. Approximately $88,000 of one-time funds were used from the TIF account to demonstrate the benefits of the additional services. The so-called DID (downtown improvement district) funding was intended to have property taxpayers in the downtown pay for the services directly. It is generally accepted that the initial investment was beneficial. However, the city valuation on downtown properties saw an average increase of 20% in the area. There are indications that property owners do not believe the implementation of a DID is appropriate at this time, most especially the required direct payments. In addition, the treatment of the downtown from a winter parking policy perspective is an issue.

PSAP/Dispatch consolidation: It has been a long standing goal of the state to reduce the numbers of PSAP (public safety answering point) and dispatch centers. Currently, there are three PSAP’s in York County (Sanford, York County Sheriff Office and Biddeford). We serve as the PSAP for a number of communities including Saco. Consolidating dispatch with Saco (and potentially others) has often been informally discussed.

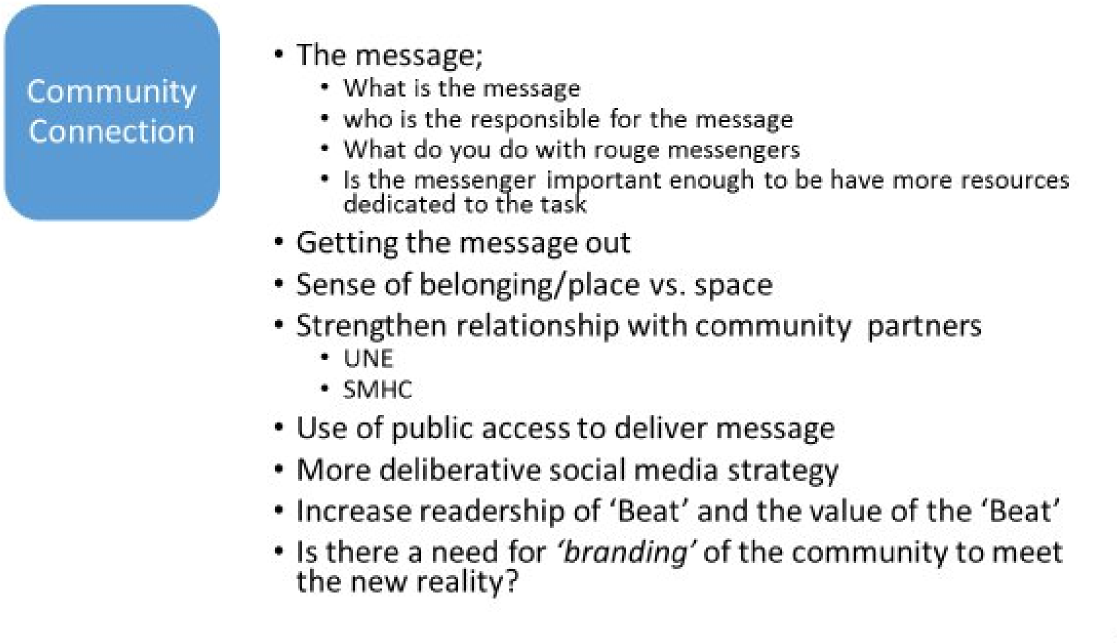
Future of garage/equipment repairs: The complexities of repairing our rolling stock is increasing annually as equipment becomes more reliant on computer based systems.

Highly trained mechanics are in great demand. As such, the compensation is increasing. Further, the need for purchasing the updated diagnostic tools and software is increasing exponentially. Finally, the current team consists of members with many years of service. While not an immediate challenge today, an internal review should be considered in the near future to help shape better decisions down the road.

Threat analysis/awareness: It is unfortunate but the reality is that the City is not immune from the very real threats from various forms of violence and potential terrorist activities. The City is not as prepared as it should be for a number of reasons, including financial challenges.

Opium program: The joint program with Saco (Saco-Biddeford Opiate Outreach Initiative) that assists victims of opium addiction is coming to an end in the first part of 2018. It is very unlikely that further state funding will be available to sustain the program. The program has seen positive results. A decision on whether to continue the program (in current or modified format) will need to be made.

Rethinking service delivery alternatives via partnerships: With limited resources and pressing needs, it might be necessary to have the community formally work with credible community partners (or private sector) to more effectively deal with the challenges.



Messaging: As the community is changing, the old ways of messaging the community should be looked at to determine if it is still appropriate. Once a new message is selected, there should be a person(s) assigned to be responsible for the messaging.

Getting the message out: The City is often overlooked by the mainstream media except for negative stories despite the community's size and significance. It is generally felt that this occurs because of a combination of external forces and not as a direct result of an intentional decision. To achieve success in communicating with others, a deliberative plan is required.

Sense of belonging: The raw census numbers indicate that the community is experiencing a number of first time residents. Studies indicate that the most successful communities have found a way to develop 'a love relationship' with their citizens. A deliberate strategy for a community to foster a sense of place is a critical part of this process.

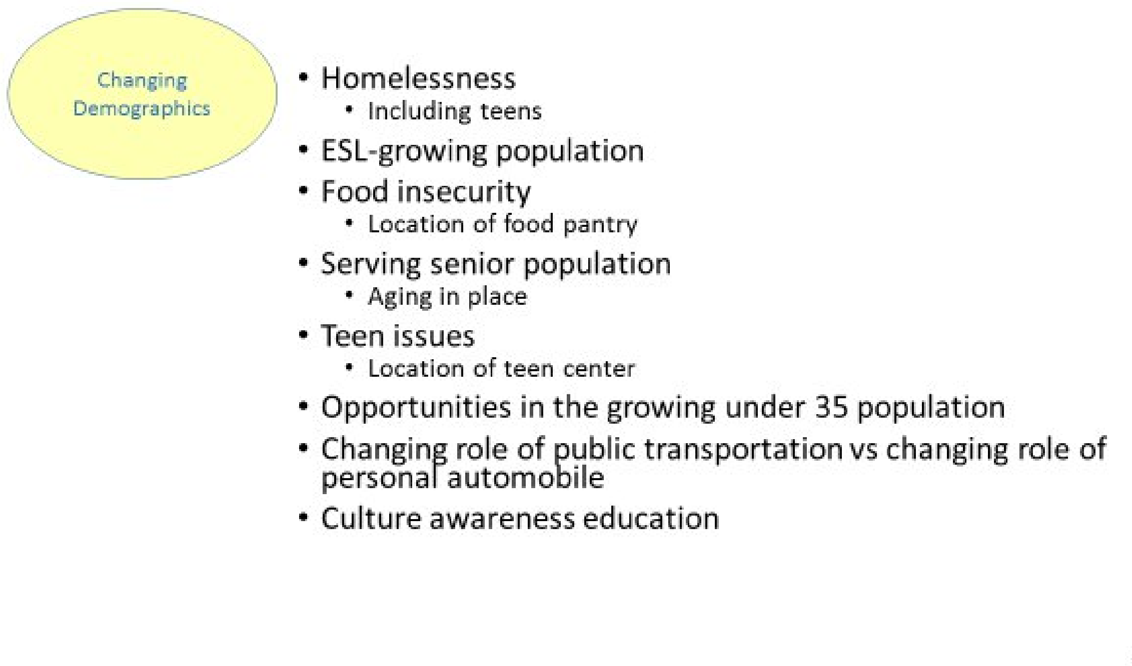
Strengthen relationship with community partners: Communities that have the most success with engaging community partnerships understand that true relationships are required and developed between key leaders within those organizations and our elected/appointed leadership. This will not happen spontaneously but only if developing them becomes a priority. This community partnership should also include the big two (UNE and SMHC).

Public Access roll in delivering message: It appears that the mission and direction of public access has changed very little over the years while the way citizens get information about the community has dramatically changed. Unless directed to look at the operation through a new set of lenses and seek out new opportunities, it is likely to remain static in its approaches.

Social Media strategy: The City does not have a social media strategy. We have a limited presence on Twitter and even less on Facebook. There is no connection between the activity on these mediums and an overall message.

Increase the Value of the 'Beat": Given the resources we have invested in the 'Beat' it has been a reasonable success. Like the rest of this category, it is not integrated into an overall approach. Readership remains in the mid-300 range. Given the population of the community, people from the community and those working in the community, it seems to be a very disappointing number.

'Need for New 'Branding': If someone was to ask a number of citizens, visitors and/or others that come to our community to describe it in a few words, I believe we would find a wide range of descriptions. The range would likely include the old stereotypical descriptions (trash town, old mill community, tired factory city, etc.) that the community has worked so hard to change. Others might use things like the new Brooklyn, a place that has 'it', great potential or others. The point is that there is no common expression by leadership of what the 'branding' should be. Left to the natural process, it will likely be something other than what would be desired by most.



Homelessness (including teens): It is known that the success of making the community a more desirable location for people to live has caused new residents to move into the community. The economics of the rental market around us (Portsmouth, Portland) have caused increases in rental costs. For approximately the last six months, our staff was hearing for the first time that citizens that desired to live in the community were unable to find affordable long-term housing. Unless the economy significantly takes a downturn, these issues are expected to increase.

ESL (English as second language) Population: There is no question that the City is seeing an increase in citizens moving to Biddeford that do not speak English as their primary language. Currently, the number of Biddeford school's ESL students has doubled in 4 years (199 compared to 94). It is clearly felt that we have reached the point where this change is not going to reverse itself from a trend perspective. The expectation is that it will continue to grow. Having first-hand experience, the impacts both positive and the challenges a community may experience can be a smoother transition for all with the deliberative involvement of the municipality.

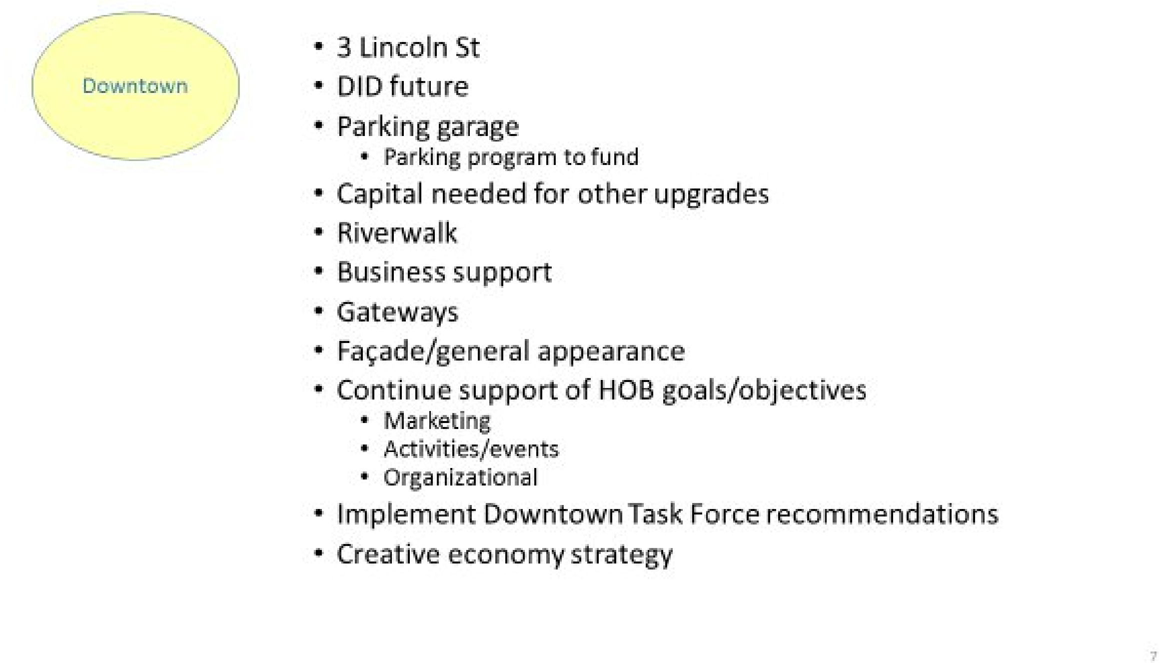
Food insecurity: Another impact of the growing rental market is that more citizens are frequently experiencing food insecurity issues. In addition, the impact of one of the food pantries potentially losing its home will certainly create more challenges.

Teen Issues: If being a teenager was not challenging enough in today's world, all of the issues outlined in this section are putting additional pressures on our teens. Successful teen centers, like ours, are a positive attribute in teen assistance strategies. The biggest challenge for our center is the location.

Growing Under 35 Population: There is a strong sense that we are the fastest growing community in the state in the under 35 population. This has happened without any direct decision making on the part of the community. What, if anything, should the municipality be doing with this fact?

Changing Role of the Personal Automobile: While the state statistics are not as dramatic as the national trends, the reality is that the personal automobile is losing flavor with younger Americans as the transportation of choice. In achieving any of the City's stated goals, how should this fact influence the City's goals and strategies?

Culture Awareness Education: That which you don't know or understand will cause issues. This is the best way to describe the concern with this issue. To illustrate, in many Muslim communities, it is forbidden for a female to be touched by a male other than her husband. Our custom of shaking a person's hand as a greeting becomes challenging. Imagine the challenges that a male EMS provider experiences when called to provide medical services to an unresponsive Muslim female with a husband present that is not fluent in English. This illustration is but one part of the mutual learning and understanding that will need to occur throughout the community.



3 Lincoln St Redevelopment: The recent public improvements, the planned public improvements and the local real estate market have demonstrated that the decision to not simply unload this property quickly was a prudent decision. After a definitive decision has been made on construction of a parking garage and a funding plan on the Riverwalk improvements has been developed, this property should become the major focus of the City to get a solid redevelopment plan underway.

DID (Downtown Improvement District): There will not be a voluntary adoption of some version of the DID. As outlined in the city services section in more detail, the services provided by the pilot funding last year are desired. How to continue them and who should pay for them in the upcoming year will be part of the FY19 budget discussion. Finally, it should be noted that the DID can be unilaterally implemented by the Council.

Parking Garage: Making decisions on the parking garage during the first quarter of 2018 will be important for the next steps of the community. As a reminder, unless the Council desires to use general fund property taxes to support the garage, a complete parking program is necessary. The two are not independent decisions.

Capital needs for other upgrades: The submitted FY19 CIP includes reasonable estimates to continue to upgrade lights, sidewalks, crosswalks and other improvements in the main areas of downtown. As identified there is in excess of a couple of millions dollars that will be needed and no clear non-property tax sources to make those happen.

Riverwalk: The Council has authorized the preliminary design of the main Rivewalk from the existing location to Route 1 along with the various pedestrian connections to integrate it into the downtown. Seeking non-property tax revenue to assist in the construction phase along with an overall financial plan will be the next steps to face the Council.

Business support: The downtown is an organic entity; one that grows and changes through the lifecycle of businesses. As the downtown becomes more attractive, there will be more demand and hence, higher costs. Some businesses will close while new ones will arrive. A natural part of the evolution of downtown is significant and rapid redevelopment. Some businesses will need varying degrees of support (especially non-financial) and assistance during the process.

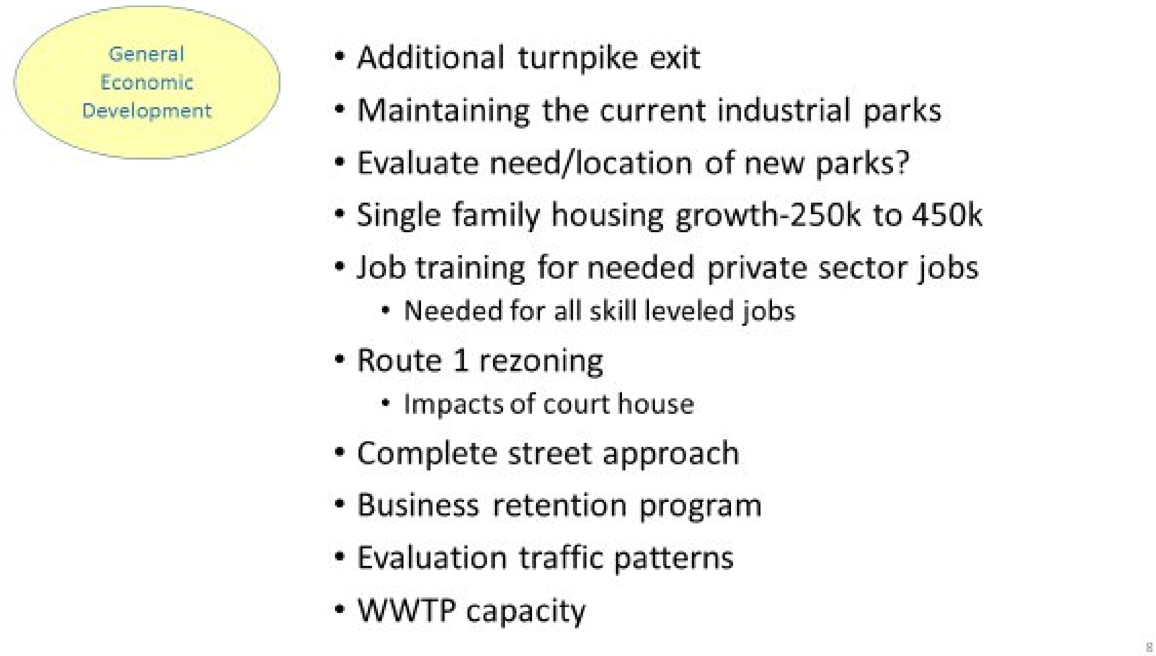
Gateways: The downtown task force provided an excellent explanation and rationale for the development of a City gateway plan.

Façade and general appearance: This issue is not a new dialogue to the Council. Over the last few years, the Council has taken deliberate policy steps to address these issues. There will always be more (or less) that the community can do from a policy position on this issue. Such requests will either arrive as pressure arrives down the road by impacted parties or through a conscious decision to address the issues pro-actively.

Continue Support for the Activities that HOB (Heart of Biddeford) Achieves: As a Main Street organization, the foundation work that is achieved by HOB has been nationally recognized as critical to successful downtowns. Other communities that do not have a complimentary organization like HOB or one that has less success is often performing these functions (marketing, support for events/activities, organizing, etc.) internally with City staff (and at more cost).

Implement Downtown Task Force Recommendations: The report was deemed a success by the majority if not all of the people that have taking the time to thoroughly read it. The next step for the Council is to prioritize the recommendations and a process to implement the various recommendations.

Creative economy strategy: The presence of the creative economy has been widely accepted as a viable plan for revitalization success. The limited success in our downtown has been informal and without a deliberative decision to make it a priority.



Additional Turnpike Exit: The City has done some preliminary work on trying to advocate for an additional turnpike exit. Since the beginning of the dialogue, MTA (Maine Turnpike Authority) has shifted to a cost sharing model for exit enhancements. The City has argued that an additional exit would decrease through traffic in our downtown and hence, reduce the need for greater state funding for intersection improvements. In addition, exit 36 is starting to experience queuing of exiting traffic onto the travel lanes during peak hours. This is expected to increase. There remains opportunities to influence MTA policy and improvement decisions.

Maintaining current business parks: The parks are essentially full. There is some aging in the parks; including some of the buildings. Generally considered a cash producer for the general fund budgets, there is a need for some capital investment into the park to keep them from becoming less attractive.

Need for more business parks: With the parks full, a critical analysis of whether it makes sense to use limited capital to invest into new parks is recommended.

Single-family home growth ($250,000 to $450,000 range): The City for a number of years used a very deliberate strategy to focus growth plans on the infill of current residential areas and the downtown. As more people have discovered the charm of the community, there are more demands for different kinds of housing. One of the glaring shortages in the community is single-family homes in the $250,000 to $450,000 range. There are several impacts in the community that go beyond the normal financial considerations. For example, it is projected that more of this type of housing would have a positive impact on educational testing scores in the community. The question is, should there be a discussion about housing availability in the community and a decision made regarding changing policies to impact changes?

Job training for private sector jobs: The availability of qualified employees remains a high concern and priority for all employers. Communities (regions) that have an available labor force or easy resources to assist in job training will be more successful than those that don't.

Route 1 rezoning: The impacts of the new courthouse will create a different market demand in and along the Route 1 corridor. Creating new zoning to influence the market as well as the overall look and feel of the area could be timely.

Complete street approach: A complete street approach implies that redesign of roadways includes all forms of transportation, especially given the expected changes in the use of personal autos. Should this become the new policy of the community in targeted areas? Finally, PACTS has recently changed their funding formulas to place more priority on complete street designs. Hence, the ability to secure additional federal and state funding may necessitate such change.

Business retention program: Often overlooked in economic development work, assisting existing businesses is often a deliberate strategy.

Evaluation of traffic patterns: Traditional traffic counts are readily available. However, most transportation planning for the community has been based on the old views of the community and thoughts regarding the purpose of traffic management. Using new expectations, it is probably appropriate to revisit the plans to understand if they contribute, detract or have no impacts on the goals.

WWTP Capacity: Revisiting the capacity of the WWTP as well as the growth goals for the community would assist in making larger policy and investment decisions.

Sense of Belonging: *Loving Biddeford*

- Assist neighbors in self determination of neighborhood definition
- Create opportunities for celebrating our community
- Being a catalyst for connecting non-profits/service agencies in the community
- Being a partner with landlords association(s) to achieve mutual goals
- Institutionalize ward meetings/or opportunities to bring local gov't to the front steps of citizens
- Formalize process to involve youth in local gov't, i.e. youth council
- Support groups/efforts telling the story/history of the community

Assist neighbors in defining their neighborhood: It is well documented that neighborhoods with self-determined boundaries and identities are safer and have less issues related to demands for services. Members in the neighborhood feel like they belong and are part of something. The City would participate in helping to facilitate these discussions and determinations in areas of the community.

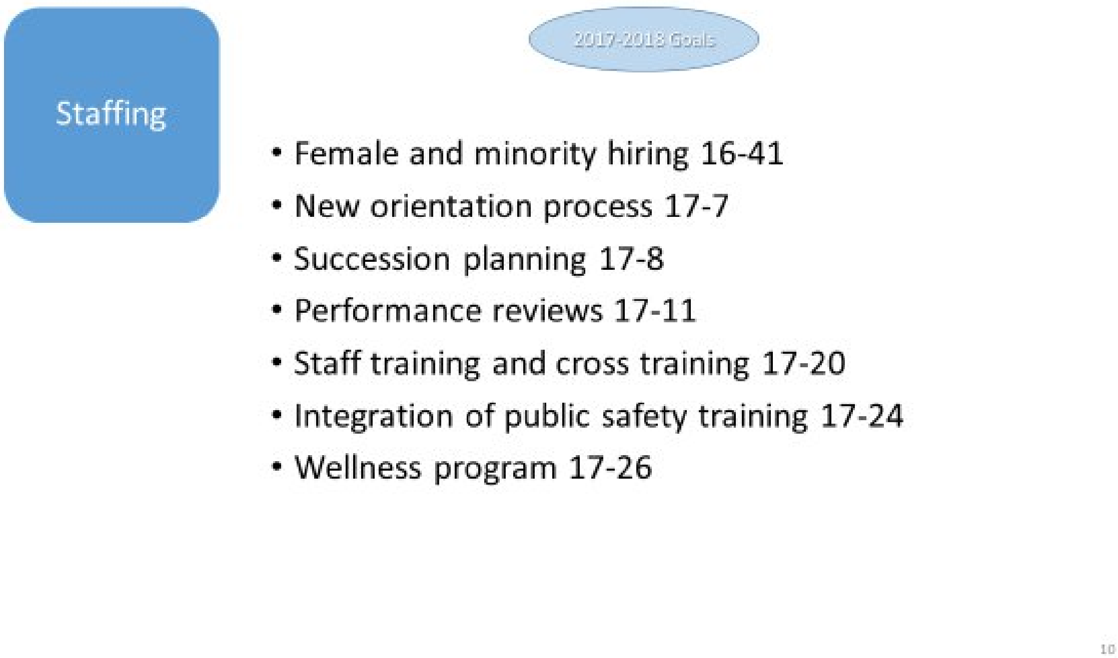
Community celebrations: Celebrating is one of the ways that people feel great about themselves and the event(s) that they are a part of. Assisting the community and/or neighborhoods in holding regular celebrations is part of the bigger goal of creating a love relationship with our citizens and them with us.

Connecting non-profits and service agencies: Service agencies and non-profits are very good at their missions. Dedicated volunteers are driven by purpose and achieving the goal(s) of the organization. Most organizations however are not very good at working with others. The single greatest example would be the multiple food pantries within the community. In communities where the agencies have found a way to work effectively with others, the tangible difference for the citizens is noticeable.

Partner with landlord associations: Formation of landlord organizations usually occur as a defensive reaction to local government initiatives. Encouraging the organization to become more active again will be beneficial as the community deals with the changes that are occurring.

Institutionalizing ward meetings and other opportunities to connect: Meaningful connections between local government and citizens is seldom achievable via the old systems i.e. public hearings. Finding ways to bring local government to the citizens in a less formal more conversational way to the citizens will improve connections.

Support groups with history of community: While a few attempts are underway to celebrate and preserve the history of the community, the efforts are merely treading water for the most part.



Female and minority hiring: Evaluate hiring city wide; identify potential pitfalls; if any identified, implement program to correct; continue to be ongoing priority in 2017.

New orientation process: As part of an ongoing effort to sustain a positive work culture, completely change the orientation or 'on-boarding' process for new employees.

Succession planning: Prepare a formal succession plan for all departments.

Performance reviews: Formalize a process where all employees get annual written performance reviews

Staff training and cross training: Most staff have been trained in-house. While cost effective, by its nature, it reinforces bad habits and limits exposure to other issues. Further, staff is thin and there is often not another person trained to do the job.

Integration of public safety training: Given the unfortunate realities of the world today, developing an integrated training for all public safety departments to deal with the challenges and threats facing communities today.

Wellness program: One of the major drivers in the City's cost for health insurance is the volume and kinds of claims that the insurance company has to pay for. Aggressive wellness programs have demonstrated to be effective in reducing both the volume and claims.

Stabilize the property tax rate: Develop a plan to stabilize the tax rate over the next 3 to 5 years.

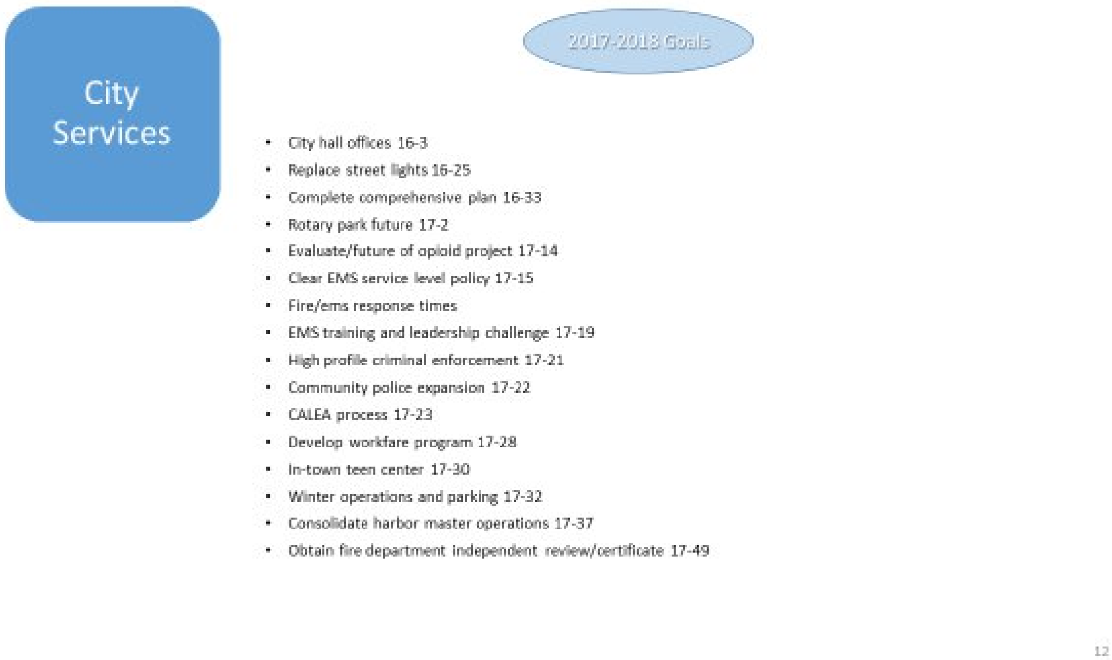
Airport financial review: Review all aspects of the airport operation from the perspective of financial operations.

Repairing the city hall tower: Determine a better cost estimate of the work to be done; explore alternatives to raise the funds necessary and implement a plan to repair.

Plan to adequately take care of all public assets (non-buildings): In recent years some staffing reductions have eliminated positions that once took care of public spaces in the city. As usual, staff has found ways to attempt to 'band-aide' the lack of staffing and the work load. It is barely working. With visions of adding additional public space, a plan to make sure there is a way to maintain all of the spaces with the resources allocated should be in place.

Athletic field review: The current discussion around the future of Waterhouse field has begun to encompass a bigger discussion regarding all athletic fields. This would include the city's fields in the discussion formally.

Improving bond rating: Establish clear goals and benchmarks in order to achieve bond rating upgrades from the two rating agencies (Moody's and Standard & Poore's) the next time the City goes to the bond market.



City Hall offices: Review physical layout of offices for efficiency and effectiveness.

Replace street lights: Replace current street lights with energy efficient LED's that will reduce costs.

Complete Comprehensive Plan update: Complete the update and begin the public approval process.

Future of Rotary Park: There has been some that have a vision that Rotary Park could be a facility that would serve more than it currently does including as an entertainment venue.

Evaluate joint community opioid project: Evaluate the program to determine the successes and things that need to be done differently; determine how this efforts fits into other efforts to deal with the crisis that exists

Establish a deliberative policy regarding EMS services: The City has seen a steady climb in emergency medical service calls for a few years. There are those that have suggested the current call volume is unsustainable with the current staffing. Emergency transfers (from one medical facility to another) have increased. The goal would be to better understand of the issues and establish a clear policy regarding EMS services and levels of services.

Fire/EMS response times: The response times to the outer limits of the community have been a concern. Evaluation of response times to determine the acceptable/desirable level of service. If not, what are the alternatives and what are the financial implications.

EMS training and leadership challenges: Like most fire departments, EMS has been an addition to the operations of fire prevention and suppression. Today, EMS calls far exceed fire calls. Yet the department continues to be operated as a fire suppression that does EMS.

High profile criminal enforcement: 'Operation Safe Streets, an interagency, interdepartmental task force, effort coordinated by the police department was formed in 2016. Still in its infancy, there has been success. Continue to support the program and look to improve in 2017. If necessary, other initiatives may be deployed in 2017 if determined they could be valuable.

Community policing expansion: A staple of Biddeford policing, 2017 will see additional attention and resources deployed. Tentative plans include assignment of a full time domestic violence investigator, expand an outreach to senior citizens and higher visibility/interaction of patrol through proven techniques i.e. bike and foot patrol.

CALEA process: An aggressive typical department takes 3 years on average to reach certification process. Report back to the community on how the process is going after the one year anniversary of having implemented the program.

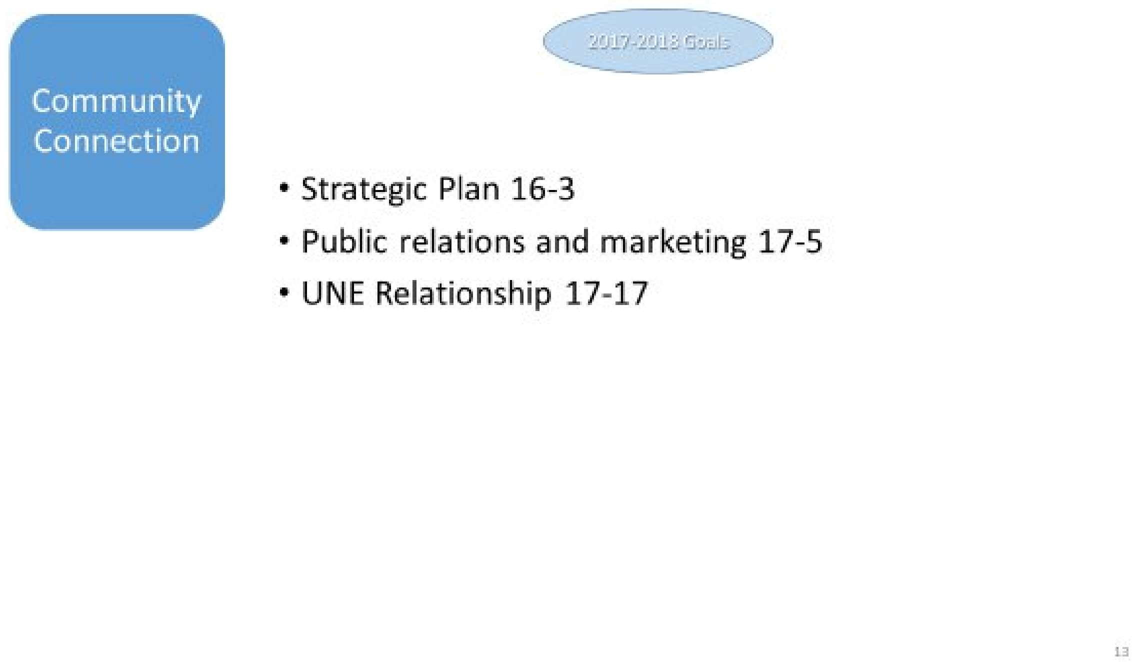
Develop workfare program: Develop a formal program that will require any general assistance recipient that is capable of working and meets the necessary criteria to perform work for the assistance they receive.

In-town teen center: The location of the teen center limits the effectiveness of the program. It also limits those teens that could be served by a location that was close to the in town portions of the community.

Winter operations and parking: Parking in town during snow events is a challenge for urban communities. The choices are relatively simple for communities. The first choice is to allow parking in the community and spend the extra funds to work around parking. The second choice is to not allow parking and have more efficient snow operations. There are variations of the two choices. A review of the current operation with an evaluation of the alternatives should be done to determine if the existing practice is still the correct practice. There are variations of the two choices. A review of the current operation with an evaluation of the alternatives should be done to determine if the existing practice is still the correct practice.

Consolidate harbor master operations: This has been an item of discussion on the joint communities' steering committee and currently rests in the hands of staff to work out a plan for consideration.

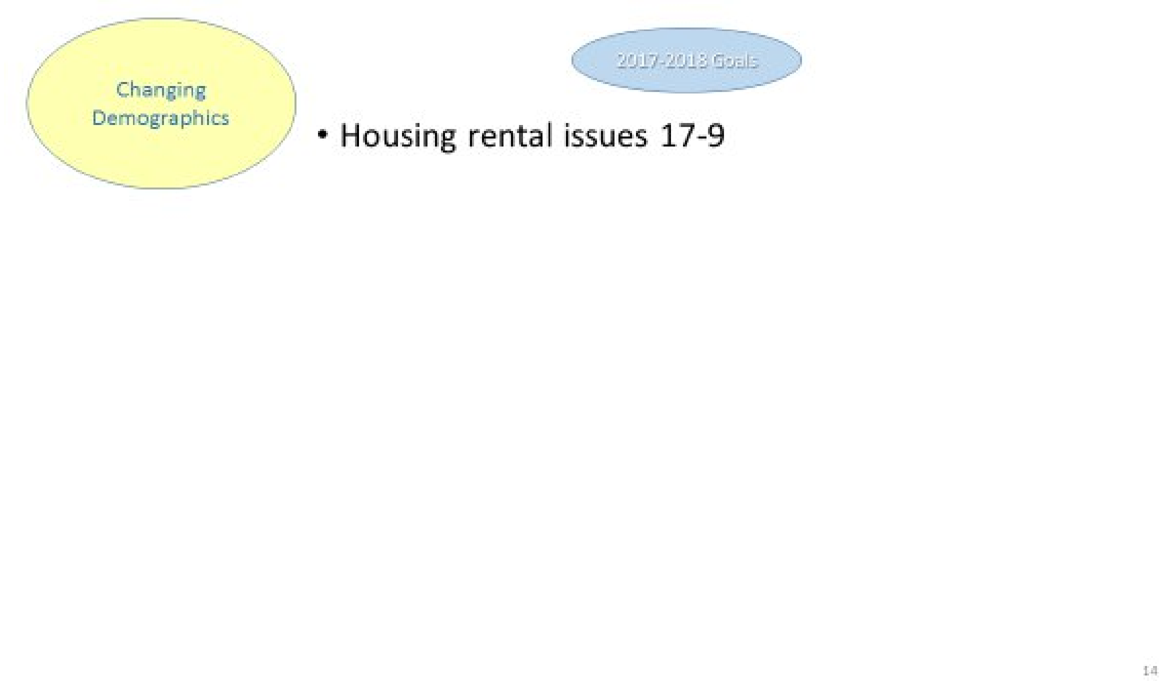
Obtaining fire department certification or review: Using the CELEA model, find an outside agency or entity to complete an evaluation of the fire department



Strategic Plan: Complete the plan and have it submitted to City Council for consideration

Public relations and marketing: Evaluate the recent changes to improve communications with the public; consider developing and formalizing a city wide communications plan.

UNE Relationship: Evaluate the on-going positive relationship with UNE and seek to accelerate the relationship: The City is blessed to have a world class university campus within the community. The relationship between the City and the community has gotten stronger and more positive over the last few years. With the change in President in the next year, the relationship is likely to change.



Housing rental issues: Local government's ability to directly influence rents in a community are very limited. They can have better success influencing the conditions of rents and other factors. The issues would be examined, as well as exploration of the tools to deal with the issues and development of strategies.

Downtown

2017-2018 Goals

- Special downtown district 17-3
- Gateway plan 17-4
- Finalize master plan for 3 Lincoln St 17-40
- Redesign of Main, Water and Hill intersection 17-41
- Elm and South St redesign 17-42
- Parking structure 17-44
- Make pop-up businesses a permanent option 17-45

15

Special downtown taxing district: The creation of a special district in the downtown that would have the opportunity to encourage additional investment by raising funds directly from the district for use in the district.

Gateway plan: Implementing the anticipated recommendations from the Downtown Task Force regarding the gateways; consideration of a gateway plan into the city as well.

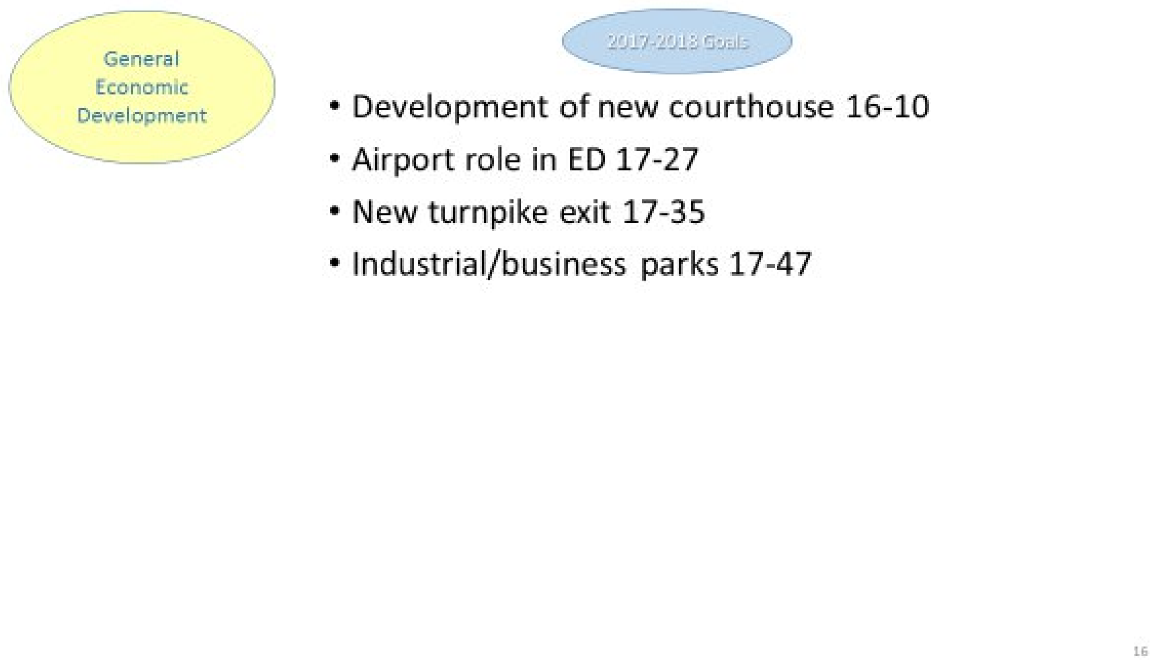
Finalize plan for reuse of former MERC site: Complete the decision on the ultimate reuse of this site and implement the plan for the site.

Redesign of Main, Water and Hill Street intersection: The state is currently in design mode for this intersection; make sure that the City has a voice in the final design and implementation plans.

Elm and South St realignment: Work to make this project a higher priority for MDOT.

Parking structure: The shortage of the parking that is necessary to continue the positive trends in the downtown area is dictating that it is necessary to take some action. The leading solution is to build a parking structure.

Make 'pop-up' businesses a permanent option: Explore the law changes and the practically of making so-called 'pop-up' business opportunities in targeted area in the downtown a permanent option.

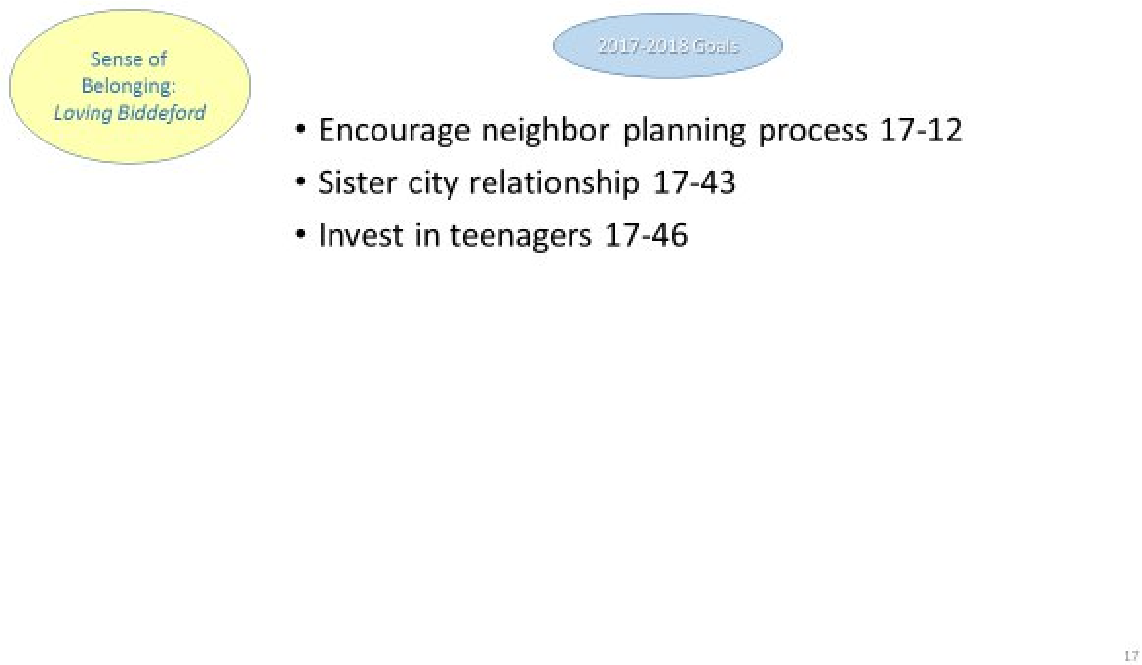


Development of new courthouse: Continue to monitor and assist to make the new consolidated court become a reality.

Airport role in economic development and job creation: To determine the appropriate role for the airport in economic development and job creation.

New turnpike exit: Make a final determination if a new turnpike exit is the appropriate strategy for the community and if so, determine the most effective way to achieve it.

Industrial/Business Parks: Look to modernize the parks, fix paving and marketing them accordingly, including the airport as an asset.



Encourage neighborhood planning process: Creation and active participation of formal neighborhood associations as an effective part of a strategy to become more inclusive and have citizens more empowerment.

Sister city relationship (St-Georges, Quebec): The city at one point had an active sister city program. This would reestablish the program.

Invest in teenagers: Beyond finding a new location for teen center in the downtown area, make an investment in teens beyond current program. As an example, seek to construct a skate park of significance.

University of N… BC_3D_CampusMapSM… James

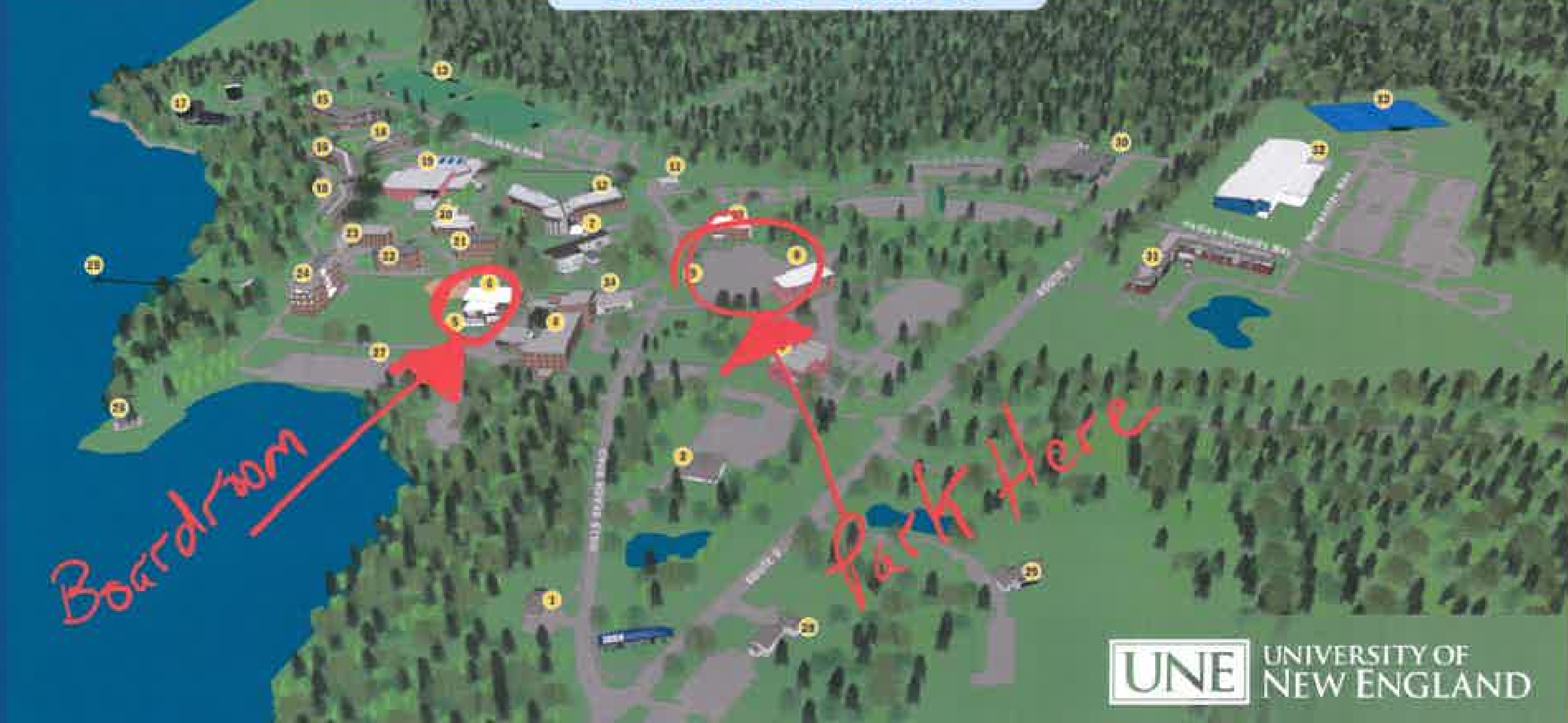
www.une.edu/sites/default/files/BC_3D_CampusMapSMALL_NOParking_8.5x11_2014.pdf

Music | Email | Financial | Travel | Newspapers | Biddeford | google - Google Sea | Bookmarks | USM | icmarc Login | Login | Golf, GPS, Etc

WELCOME TO THE

UNIVERSITY OF NEW ENGLAND

BIDDEFORD CAMPUS



1. Welcome Cottage/Admissions
2. Sanford F. Petts Center
3. Marcil Hall
4. Decary Hall
5. George and Barbara Bush Center
6. Jack S. Ketchum Library
7. Stella Maris Hall
10. Pickus Center for Biomedical Research
11. Student Academic Success Center
12. Harold Alfond Center for Health Sciences
13. Barbara Hazard Field
14. Frederick Residence Hall
15. Champlain Residence Hall
18. West Residence Hall
19. Campus Center
20. Assisi Residence Hall
21. Siena Residence Hall
22. Padua Residence Hall
23. Avila Residence Hall
24. Featherman Residence Hall
27. Water Treatment Plant
28. Fiscal Affairs/Human Resources
29. Arts and Communications
30. Facilities Management/Safety and Security
31. Sokokis Residence Hall
32. Harold Alfond Forum
33. Blue Turf Field

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16. East Residence Hall
17. Marine Science Center
18. West Residence Hall
19. Campus Center
20. Assisi Residence Hall
21. Siena Residence Hall
22. Padua Residence Hall
23. Avila Residence Hall
24. Featherman Residence Hall
25. University Dock
26. Jordan Point
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29. Arts and Communications
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32. Harold Alfond Forum
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34. Leonard Hall

City Council 2017-2018 Workplan

Adopted February 7, 2017

DASHBOARD REPORTING EDITION

Items number 16-# are leftover items from the 2016-2017 workplan

Updated 12/14/2017

Item #	Goal	Explanation/Action	Update	Date Due	Priority Rankings	Status
16-3	*Strategic Plan*	*Complete the plan and have it submitted to City Council for consideration*	*Final document in writing stage; been several month pause; has fallen into a holding pattern; needs to be finished*	*8.15.17*	*Critical*	
16-7	*City Hall offices*	*Review physical layout of offices for efficiency and effectiveness*	*A plan that includes the moving of the Health and Welfare offices to the space presently occupied by the Tax collector and rearranging of the desk area of the city clerk's area is out for pricing with contractors; plan to make changes early 2018*	*6.1.17*	*Medium*	
16-10	*Pate property*	*Continue to monitor and assist to make the new consolidated court become a reality*	*Site plan approved, zoning/ordinance changes approved (if needed), project progresses to Codes Office then Construction; project managers/designers have met with city staff*	*6.15.17*	*Medium*	

Items in *italic* indicate that some significant progress is underway
Items in ~~strikethrough~~ are considered completed at the staff level

16-23	*Stabilize the property tax rate*	*Develop a plan to stabilize the tax rate over the next 3 to 5 years*	*Continue to address the issue during the FY19 budget process; do some long term analysis during FY19 budget process; been two years of minimal increase; most residential went down because of homestead changes*	*12.31.17*	*Critical*	
16-25	*Replace street lights*	*Replace current street lights with energy efficient LED's that will reduce costs*	*Complete the replacement; consultant doing work on inventory and preparing bids; project in bidding stages now*	*4.15.16*	*Low*	
16-33	*Complete Comprehensive Plan update*	*Complete the update and begin the public approval process*	*Committee working to complete the draft plan by end of 2017; all sections are drafted and awaiting final review by committee members; expect final document to be on Council agenda in 1st quarter of 2018*	*5.31.17*	*Low*	
16-34	*Seek funding for multi-transportation center study*	*Seek funding to determine need and feasibility of multi-transportation center in Biddeford*	*Shuttle bus, with support from chamber is evaluating options; new 'pulse' system to be foundation;*	*11.15.17*	*High*	
16-35	*Design and implement a Business retention and expansion plan*	*Create a program that will be widely accepted and recognized for its relationship between the private sector and the City*	*Sectors defined, champions working group developed, services, defined, grant application submitted; new director and new direction on project in 2018*	*12.15.17*	*Medium*	

16-36	~~Update zoning to allow accessory dwelling units~~	~~Evaluate accessory units acceptance in primarily residential areas to allow infill~~	~~COMPLETED~~	~~5.15.17~~	~~Low~~	
16-37	*Create municipal composting plan*	*Evaluate various options for reducing MSW costs by implementing a municipal composting program (private, municipal, combination)*	*RFP went out; Solid Waste Commission determined that the only proposal did not meet goals; re-evaluating options and next steps* *Solid Waste Commission is investigating the possibility of creating a food waste drop off program at the recycling center.*	*9.30.17*	*Low*	
16-38	*Airport financial review*	*Review all aspects of the airport operation from the perspective of financial operations*	*Most work is completed; ready for a presentation to the Council by the end of2017.* *Presentation will be ready in Dec. 2017*	*5.15.17*	*Low*	
16-41	*Evaluate female and minority hiring track record*	*Evaluate hiring city wide; identify potential pitfalls; if any identified, implement program to correct; continue to be ongoing priority in 2017*	*Initial review completed; some minority hiring has occurred; awareness increased; 2016 hires include 3 female and 3 minorities (of 17); continues; continues to be a priority*	*8.15.17*	*Medium*	
16-54	~~Comprehensive wage and compensation study~~	~~Design and adopt a wage and compensation policy to guide all decisions regarding personnel placement, pay and benefits~~	~~COMPLETED~~	~~3.15.17~~	~~Medium~~	

17-1.	~~*Review current Council committee structure*~~	~~*Review the current committee structure to determine if the balance between citizen engagement and transparency versus expediency is appropriate*~~	~~*Council organizational meeting include a discussion based on 'white paper' prepared; no changes desired by Council*~~	1.1.18	Low	
17-2.	~~*Future of Rotary Park*~~	~~*There has been some that have a vision that Rotary Park could be a facility that would serve more than it currently does including as an entertainment venue*~~	~~*2009 Master Plan is being addressed, as resources become available. Current plan must considered in this process*~~ ~~*2017 Field Plan currently in progress will also be addressing Rotary Park and its use. Presentation was made to public on 5-1-2017; no major changes being considered at this time..*~~	11.15.17	Medium	
17-3.	*Special downtown taxing district*	*The creation of a special district in the downtown that would have the opportunity to encourage additional investment by raising funds directly from the district for use in the district*	*Staff is working with downtown property owners/business owners to help establish the non-profit by-laws; funding for FY18 allocated and in full implementation mode as a pilot; some support for concept; financial argument against the funding by impacted businesses because of valuation adjustments in FY18; Council to decide to go or no go without general support of impacted owners*	3.15.17	Critical	
17-4.	*Gateway plan*	*Implementing the anticipated recommendations from the Downtown Task Force regarding the gateways; consideration of a gateway plan into the city as well*	*Downtown task force has issued final report; general recommendations for gateways contained in report as a strong recommendation; need to create implementation plan*	9.1.17	Medium	

17-5.	*Public relations and marketing*	*Evaluate the recent changes to improve communications with the public; consider developing and formalizing a city wide communications plan*	*No formal review started; informal discussions and review ongoing*	5.1.17	High	
17-6.	*Repairing the city hall tower*	*Determine a better cost estimate of the work to be done; explore alternatives to raise the funds necessary and implement a plan to repair*	*Council authorized architect work to assist in developing scope of work and pricing for the restoration of the clock tower. The cost estimate and a presentation to the council will be ready by December 2017. Grant application(s) submitted. Staff exploring funding alternatives*	4.15.17	High	
17-7.	*Developing a new orientation process*	*As part of an ongoing effort to sustain a positive work culture, completely change the orientation or 'on-boarding' process for new employees*	*Initial concepts discussed; formal plan strategy yet to be finalized and implemented*	5.1.17	Medium	
17-8.	*Succession planning*	*Prepare a formal succession plan for all departments*	*Informal plans developed for most departments; a couple departments have no plan, formal or otherwise; no formal work completed*	7.1.17	Medium	
17-9.	*Housing rental issues*	*Local government's ability to directly influence rents in a community are very limited. They can have better success influencing the conditions of rents and other factors. The issues would be examined, as well as exploration of the tools*	*Affordability analysis conducted. Next steps examine conditions of rent*	8.1.17	High	

		to deal with the issues and development of strategies.				
17-10.	*Multi-transportation center*	*Development of a center/hub for transportation in the downtown or in Saco.*	*See goal 16-34; similar status.*	*7.1.17*	*Medium*	
17-11.	~~*Performance reviews*~~	~~*Formalize a process where all employees get annual written performance reviews*~~	~~*All departments have completed initial round for all employees.*~~	~~6.30.17~~	~~Medium~~	
17-12.	*Encourage neighborhood planning process*	*Creation and active participation of formal neighborhood associations as an effective part of a strategy to become more inclusive and have citizens more empowerment*	*To complement the historical work in the Bacon St area, the City is working with Community Partners for Protecting Children; they have hired a new staff person to work with City on neighborhood planning process*	10.15.17	Low	
17-13.	~~*Saco River and Biddeford Pool dredging*~~	~~*Complete the paperwork and all other necessary prerequisites to have Army Corp authorize the project including the debris cleanup of the river and mooring removal and replacement*~~	~~*Saco is wrapping up this week; lower Saco, Biddeford Pool is on target for next year.*~~	4.1.17	High	
17-14.	*Evaluate joint community opioid project*	*Evaluate the program to determine the successes and things that need to be done differently; determine how this efforts fits into other efforts to deal with the crisis that exists*	*Week 39 of the project and over 100 placements have been made*	7.15.17	Critical	

17-15.	*Establish a deliberative policy regarding EMS services*	*The City has seen a steady climb in emergency medical service calls for a few years. There are those that have suggested the current call volume is unsustainable with the current staffing. Emergency transfers (from one medical facility to another) have increased. The goal would be to better understand of the issues and establish a clear policy regarding EMS services and levels of services.*	*Presentation made to council. Year end report with all info and comparative numbers complete and provided to council. PPT presented; no policy decisions made.*	4.1.17	Medium	
17-16.	~~*Evaluate the equity in the current assessments*~~	~~*Commercial property sales in the community are selling on average 60% higher than the local valuation. Such sales are having an impact on the assessor's equity goal (that all properties in a community are valued in a like fashion based on the market). Evaluation of those sales to determine if partial adjustments will be necessary for the April 1, 2017 assessments.*~~	~~*COMPLETED: adjustments have been made*~~	~~4.1.17~~	~~Medium~~	
17-17.	*Evaluate the on-going positive relationship with UNE and seek to*	*The City is blessed to have a world class university campus within the community. The relationship between the City and the community has gotten stronger*	*Initial meeting held with new President (Mayor and City Manager); commitment to foster ongoing conversations and strengthen the relationship; CM is in promise.*	7.1.17	High	

	accelerate the relationship	*and more positive over the last few years. With the change in President in the next year, the relationship is likely to change.*				
17-18.	*Fire/EMS response times*	*The response times to the outer limits of the community have been a concern. Evaluation of response times to determine the acceptable/desirable level of service. If not, what are the alternatives and what are the financial implications.*	*Information was gathered and presented; no decisions made. Council discussion and dialogue needed*	7.1.17	Low	
17-19.	*EMS training and leadership challenges*	*Like most fire departments, EMS has been an addition to the operations of fire prevention and suppression. Today, EMS calls far exceed fire calls. Yet the department continues to be operated as a fire suppression that does EMS.*	*Staff has reviewed the options on the EMS leadership issues. Budgetary impacts prevented support from CM (an ultimately Council) in the FY18 budget. Continue to explore alternatives.*	11.1.17	Low	
17-20.	*Staff training and cross training*	*Most staff have been trained in-house. While cost effective, by its nature, it reinforces bad habits and limits exposure to other issues. Further, staff is thin and there is often not another person trained to do the job.*	*Some outside training is being provided for a very few departments; however, no formal plan has been adopted.*	5.15.17	Low	

17-21.	*Continue targeted high profile combined criminal enforcement*	*'Operation Safe Streets', a interagency, interdepartmental task force, effort coordinated by the police department was formed in 2016. Still in its infancy, there has been success. Continue to support the program and look to improve in 2017. If necessary, other initiatives may be deployed in 2017 if determined they could be valuable.*	*Some additional work has been done successfully through identification of Disorderly Housing and Hot Spots. Some coordination with Codes Enforcement has been successful. However, we have experienced some set-backs as identified in 17-22*	6.15.17	Medium	
17-22.	*Community policing expansion*	*A staple of Biddeford policing, 2017 will see additional attention and resources deployed. Tentative plans include assignment of a full time domestic violence investigator, expand an outreach to senior citizens and higher visibility/interaction of patrol through proven techniques i.e. bike and foot patrol.*	*Set back experienced with 3 officers leaving the agency. Although we maintained Community Policing efforts in the downtown area, there needed to be temporary personnel shifts in order to sustain existing operations.* *Domestic Violence Investigator position is filled and assignment to new position is June 7, 2017. New officers trained for bicycle operation training.* *The three officers that graduated BLETP in May 19, 2017 was helpful.*	6.15.17	Medium	
17-23.	*Continue CALEA process*	*An aggressive typical department takes 3 years on average to reach certification process. Report back to the community on how the process is going after the one year anniversary of*	*All employees have been granted access to and trained on Power DMS with policies, forms, SOPs, General Orders, maps and other items are being done. Complete conversation is on target for Dec 2017.*	9.15.17	Medium	

		having implemented the program.	*Extra person temporarily assigned to the Accreditation Team in order to accelerate the transition.* *Site evaluation by CALEA assessment team is schedule for April 2018*			
17-24.	*Integration of public safety training*	*Given the unfortunate realities of the world today, developing an integrated training for all public safety departments to deal with the challenges and threats facing communities today.*	*Staff meeting with UNE security and BFD is slated for security and response review during June 2017. Continual review and response protocols expected to be finalized before the beginning of the UNE 17/18 school year.* *Project delayed until Spring 2018*	12.15.17	Low	
17-25.	~~*RiverWalk master plan*~~	~~*The master plan for not only the RiverWalk but also the pedestrian connections throughout the downtown has been prepared. Acceptance of the masterplan and development of an implementation plan and funding goals.*~~	~~*The masterplan has been presented and adopted by Council. Next steps are to determining funding plan for Council consideration. Next phase of planning has been authorized. Goal is considered complete; funding the project will be a new goal*~~	~~5.15.17~~	~~High~~	
17-26.	*Implement wellness program*	*One of the major drivers in the City's cost for health insurance is the volume and kinds of claims that the insurance company has to pay for. Aggressive wellness programs have demonstrated to be effective in reducing both the volume and claims.*	*City has had a program in existence for some time. With limited financial support, the program has had small successes but not at the level to have an impact on health insurance costs. To be truly successful, more management/leadership focus is needed.*	10.31.17	Low	

17-27.	*Airport role in economic development and job creation*	*To determine the appropriate role for the airport in economic development and job creation.*	*See goal 16-38*	6.30.17	Medium	
17-28.	~~*Develop workfare program*~~	~~*Develop a formal program that will require any general assistance recipient that is capable of working and meets the necessary criteria to perform work for the assistance they receive.*~~	~~*Workfare has been used in past in city. Issues with supervision, potential liability and quality of work caused the City to cease the program. Internal review suggests that program would not be beneficial compared to manpower and other issues needed to implement. Will still be used on very limited basis. To be revisited if economic or other conditions change.*~~	~~7.1.17~~	~~Medium~~	
17-29.	*Develop a plan to adequately take care of all public assets (non-buildings)*	*In recent years some staffing reductions have eliminated positions that once took care of public spaces in the city. As usual, staff has found ways to attempt to 'band-aide' the lack of staffing and the work load. It is barely working. With visions of adding additional public space, a plan to make sure there is a way to maintain all of the spaces with the resources allocated should be in place.*	*Several initiatives underway:* a. *Initial inventory process is completed.* b. *Adopt-A-Park in place and reinitiated* c. *Some Funding for additional part time help has been put into the in FY18 (but not to the anticipated levels needed) to assist in shortage in city labor* d. *Attempts being made to find permanent non-City options for specific locations – No Progress* e. *Evaluation to include potential of eliminating some spaces*	5.15.17	Medium	

17-30.	*Resolve the in-town teen center*	*The location of the teen center limits the effectiveness of the program. It also limits those teens that could be served by a location that was close to the in town portions of the community.*	*MPTC and Biddeford Housing Authority have collaborate to provide a center to serve youth including teens in the St. Andres Complex. The Recreation Dept had offered to relocate operations to this location. However, the cost to maintain the facility by the city was not practical so MPTC became involved, as it is a standalone non-profit.* *Recreation Department looked at several potential sites; none have emerged as ideal or leading candidate*	9.30.17	Low	
17-31.	~~*Winter sidewalk maintenance*~~	~~*Like most communities, we do not take care of all of the sidewalks in the winter time. Out of 130 miles of sidewalks, we only maintain approximately 40 miles of them.*~~	~~*COMPLETED: Plan presented during the FY18 budget (part of DID process but not dependent on it); additional sidewalk unit budgeted, approved and ordered. New operations planned being developed prior to winter.*~~	~~11.13.17~~	~~Low~~	
17-32.	*Winter operations and parking*	*Parking in town during snow events is a challenge for urban communities. The choices are relatively simple for communities. The first choice is to allow parking in the community and spend the extra funds to work around parking. The second choice is to not allow parking and have more efficient snow operations. There are*	*Initial discussion regarding the issues, potential mitigation alternatives was hold in Spring. No apparent easy solution was available. Expansion of public parking is needed. –* *Alternatives discussed, no real viable options without expansion of public parking* *Relook in December 2017; will update Council on minor suggestions. No long term solution without additional parking inventory*	9.1.17	Low	

		variations of the two choices. A review of the current operation with an evaluation of the alternatives should be done to determine if the existing practice is still the correct practice.				
~~17-33.~~	~~Establish final boundaries of downtown~~	~~There are a few different boundaries that exist in regards to what is 'downtown'. For the purposes of establishing different policies and ease of communication, a clear definition should be established.~~	~~COMPLETED: Formal boundary adopted by Council. Other plans; programs reviewing and may considering modifications for their needs only.~~	~~7.1.17~~	~~Medium~~	
17-34.	*Athletic field review*	*The current discussion around the future of Waterhouse field has begun to encompass a bigger discussion regarding all athletic fields. This would include the city's fields in the discussion formally.*	*School department completed study; immediate challenge with Waterhouse met with Bond Refinancing; longer term funding for capital and maintenance plans needed* *Presentation on the Field study was made to the public on May 1, 2017.* *The city will need to identify priorities and a master plan.* *Recreation commission will begin discussions Fall of 2017.*	7.1.17	Medium	
17-35.	*New turnpike exit*	Make a final determination if a new turnpike exit is the appropriate strategy for the community and if so, determine the most effective way to achieve it	*In information gathering process including meetings with developers and commercial brokers; policy decision needed by Council* *No Progress since Sept. 1*	9.1.17	High	

17-36.	~~*Body cameras for PD*~~	~~Explore the advantages and disadvantages of employing body cameras for the police department~~	~~*Funding has been secured, partly with a Federal Grant. RFP completed, and purchase expected to be approved by council. Policy Developed; awaiting completion of purchase*~~	~~12.1.17~~	~~Low~~	
17-37.	*Consolidate harbor master operations*	*This has been an item of discussion on the joint communities' steering committee and currently rests in the hands of staff to work out a plan for consideration.*	*Joint city committee has voted to proceed; ordinance being drafted for consideration by committee. Draft ordinance is ready for review. Following adoption, implementation will proceed*	7.1.17	High	
17-38.	~~*Get a master list of mooring holders with access for both communities*~~	~~*Develop a shared data base to make sure that all moorings are accounted for and appropriately billed and collected annually*~~	~~*COMPLETED: Biddeford has an updated list that is now being maintained in City Clerks office.*~~	~~7.1.17~~	~~High~~	
17-39.	*Resolve fire rescue boat issue*	*The issue of the fire rescue boat has been around for a few years since Biddeford's was taken off line. There are concerns with the current operations and response protocols.*	*Biddeford presented concerns regarding response time and delays under current response plan. Saco did not want to change; Biddeford no longer staffing boat but still contributing financially. Issue remains unresolved*	5.1.17	Low	
17-40.	*Finalize plan for reuse of former MERC site*	*Complete the decision on the ultimate reuse of this site and implement the plan for the site*	*Staff has been meeting with commercial brokers and developers; marketing materials are in final phase of 'draft' format.*	10.1.17	Critical	

17-41.	*Monitor state plans for intersection of Main, Water and Hill Streets*	*The state is currently in design mode for this intersection; make sure that the City has a voice in the final design and implementation plans*	*Consultant for State is in concept development stage. One has been recommended to State but it has not been accepted. Staff is awaiting work from State on the timing for City to make comment on the concepts. Once determined a revised preliminary cost estimate will be prepared. Current time estimate is that the state will then be doing the needed survey work this fall. Design and land easements over the winter and spring of 2018, bid in fall of 2018 and construction in 2019. All the above assumes that the costs are still in line with the current MDOT/PACTS budgets.* *State Consultant Hired. Revised Preliminary cost estimate submitted. Survey work has begun. Bid in fall of 2018. Construction spring 2019.*	9.15.17	High	
17-42.	Elm and South St realignment	Work to make this project a higher priority for MDOT	No progress. Not on MDOT's formal work plans yet. Still a few years away.	1.1.17	Medium	
17-43.	*Reestablish and strengthen relationship with sister city*	*The city at one point had an active sister city program. This would reestablish the program*	*Mayor has taken the lead. Working to formalize City's involvement in already in place programs and initiatives that exist.*	12.1.17	Low	

	(St-Georges, Quebec)					
17-44.	*Parking structure*	*The shortage of the parking that is necessary to continue the positive trends in the downtown area is dictating that it is necessary to take some action. The leading solution is to build a parking structure.*	*Design team is hired and working; alternative site analysis is completed for Council consideration. Staff has financial modeling work completed.*	6.1.17	Critical	
17-45.	*Make 'pop-up' businesses a permanent option*	*Explore the law changes and the practically of making so-called 'pop-up' business opportunities in targeted area in the downtown a permanent option.*	*Initial meetings with HOB and Pepperell Mill to determine business candidates and suitable locations downtown*	9.1.17	Low	
17-46.	*Invest in teenagers*	*Beyond finding a new location for teen center in the downtown area, make an investment in teens beyond current program. As an example, seek to construct a skate park of significance.*	*Met with the Mayor 2.17.17 to discuss these items and update him regarding the Skate Parks and Teen Center.* *Skate Park at Rotary Park had seen improvements during the summer of 2016 with a combination of volunteer and City resources. Phase two of improvement by skate park volunteers began 7-15-2017. Once these are complete, Clifford Park will be addressed if funds allow.*	11.30.17	Low	
17-47.	*Industrial parks*	*Look to modernize the parks, fix paving and marketing them accordingly, including the airport as an asset*	*Examined existing conditions of infrastructure. Consider signage similar to RBD Park; signage is currently designed in bidding phase; awarding of bids expected in January.*	6.30.17	Medium	

17-48.	*Improving bond rating*	*Establish clear goals and benchmarks in order to achieve bond rating upgrades from the two rating agencies (Moody's and Standard & Poore's) the next time the City goes to the bond market*	*New Finance Director is putting together clear strategy for consideration by Finance Committee; initial aspects already presented to them.* *Continue with current plan.*	7.15.17	Critical	
17-49.	*Obtaining fire department certification or review*	*Using the CELEA model, find an outside agency or entity to complete an evaluation of the fire department*	*City has searched and found no such program for Fire/EMS services. Several private firms have the ability to do a custom review. Would need appropriation to achieve since no funding is available*	8.1.17	Medium	

2018-2019 Goals

Staffing

- Development & training
- Succession planning
- Wellness
- Right sizing revisited
- Culture
- Fire Department
- Diversity
- Shortage of qualified applicants for job openings
  - Law enforcement and dispatchers
- Labor relations
  - negotiations

Financial

- Fund balance goal
- Bond rating
  - Upgrade ?
- Improve CIP Process
- WWTP funding
  - Due to/due from funds
- CSO's consent decree strategy
- Buildings
- TIF funds planning
- Inefficiency in purchasing process

City Services

- Fire response times
- CALEA-Police
- Community Center
- What to include for downtown services
- PSAP/dispatch consolidation goal of state
- Future of municipal garage-equipment repairs
- Threat analysis/awareness
- Opium program continuation
- Rethinking service delivery alternatives via partnerships

Community Connection

- The message;
  - What is the message
  - who is the responsible for the message
  - What do you do with rouge messengers
  - Is the messenger important enough to be have more resources dedicated to the task
- Getting the message out
- Sense of belonging/place vs. space
- Strengthen relationship with community partners
  - UNE
  - SMHC
- Use of public access to deliver message
- More deliberative social media strategy
- Increase readership of 'Beat' and the value of the 'Beat'
- Is there a need for *'branding'* of the community to meet the new reality?

Changing Demographics

- Homelessness
  - Including teens
- ESL-growing population
- Food insecurity
  - Location of food pantry
- Serving senior population
  - Aging in place
- Teen issues
  - Location of teen center
- Opportunities in the growing under 35 population
- Changing role of public transportation vs changing role of personal automobile
- Culture awareness education

Downtown

- 3 Lincoln St
- DID future
- Parking garage
    - Parking program to fund
- Capital needed for other upgrades
- Riverwalk
- Business support
- Gateways
- Façade/general appearance
- Continue support of HOB goals/objectives
    - Marketing
    - Activities/events
    - Organizational
- Implement Downtown Task Force recommendations
- Creative economy strategy

General Economic Development

- Additional turnpike exit
- Maintaining the current industrial parks
- Evaluate need/location of new parks?
- Single family housing growth-250k to 450k
- Job training for needed private sector jobs
  - Needed for all skill leveled jobs
- Route 1 rezoning
  - Impacts of court house
- Complete street approach
- Business retention program
- Evaluation traffic patterns
- WWTP capacity

Sense of
Belonging:
Loving Biddeford

- Assist neighbors in self determination of neighborhood definition
- Create opportunities for celebrating our community
- Being a catalyst for connecting non-profits/service agencies in the community
- Being a partner with landlords association(s) to achieve mutual goals
- Institutionalize ward meetings/or opportunities to bring local gov't to the front steps of citizens
- Formalize process to involve youth in local gov't, i.e. youth council
- Support groups/efforts telling the story/history of the community

2017-2018 Goals

Staffing

- Female and minority hiring 16-41
- New orientation process 17-7
- Succession planning 17-8
- Performance reviews 17-11
- Staff training and cross training 17-20
- Integration of public safety training 17-24
- Wellness program 17-26

2017-2018 Goals

Financial

- Stabilize tax rate 16-23
- Airport financial review 16-38
- Repair city hall tower 17-6
- Plan to take care of non-buildings assets 17-29
- Athletic field review 17-34
- Improve bond rating 17-48

City Services

2017-2018 Goals

- City hall offices 16-3
- Replace street lights 16-25
- Complete comprehensive plan 16-33
- Rotary park future 17-2
- Evaluate/future of opioid project 17-14
- Clear EMS service level policy 17-15
- Fire/ems response times
- EMS training and leadership challenge 17-19
- High profile criminal enforcement 17-21
- Community police expansion 17-22
- CALEA process 17-23
- Develop workfare program 17-28
- In-town teen center 17-30
- Winter operations and parking 17-32
- Consolidate harbor master operations 17-37
- Obtain fire department independent review/certificate 17-49

Community Connection

2017-2018 Goals

- Strategic Plan 16-3
- Public relations and marketing 17-5
- UNE Relationship 17-17

2017-2018 Goals

Changing Demographics

- Housing rental issues 17-9

Downtown

2017-2018 Goals

- Special downtown district 17-3
- Gateway plan 17-4
- Finalize master plan for 3 Lincoln St 17-40
- Redesign of Main, Water and Hill intersection 17-41
- Elm and South St redesign 17-42
- Parking structure 17-44
- Make pop-up businesses a permanent option 17-45

2017-2018 Goals

General Economic Development

- Development of new courthouse 16-10
- Airport role in ED 17-27
- New turnpike exit 17-35
- Industrial/business parks 17-47

Sense of
Belonging:
Loving Biddeford

2017-2018 Goals

- Encourage neighbor planning process 17-12
- Sister city relationship 17-43
- Invest in teenagers 17-46