

City Council 2016-2017 Workplan

Adopted January 4, 2016

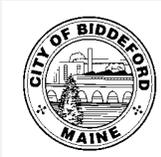
DASHBOARD REPORTING EDITION



Updated 5/3/2016

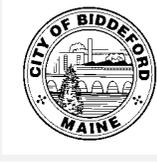
Item #	Goal	Explanation/Action	Update	Date Due	Priority Rankings	Status
16-1.	<i>Parking strategic plan</i>	<i>Review past plans, evaluated options, select preferred alternative, implement phased approach</i>	<i>Analysis of the current cost of surface parking lots being done as well as projected cost to construct more</i>	6.15.16	Critical	
16-2.	<u>City owned property</u>	Inventory all city owned property and make recommendation on final disposition	Inventory completed; Finance Committee working through parcels	4.15.16	High	
16-3.	<u>Strategic Plan</u>	Establish strategic plan steering committee	Completed: Committee is appointed and the initial meeting will occur on April 12	4.15.16	Critical	
16-4.	<u>Review staff and organizational structure</u>	City Mgr present recommendation to Personnel committee	Plan was approved by City Council on March 24	4.15.16	Critical	

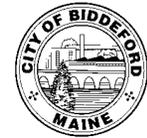
Items in *italic* indicate that some significant progress is underway
 Items in ~~strikethrough~~ are considered completed at the staff level

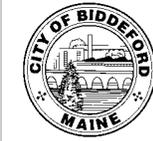
16-5.	<u>Review current Council committee structure</u>	Council workshop issue	No action	9.1.16	Low	
16-6.	<u>Budget process</u>	Revise budget document and process	Completed: Budget presented to City Council on March 15 in new format	3.15.16	Medium	
16-7.	<u>City Hall offices</u>	<i>Review physical layout of offices for efficiency and effectiveness</i>	<i>Several options have been discussed, more specific pricing is being obtained; final decisions will be made by mid-summer with likely work done in fall because of vacations</i>	9.15.16	Medium	
16-8.	<u>Downtown district creation</u>	<i>Potentially change zoning/overlay district to compliment changes desired in downtown area</i>	<i>Details on implementation is being worked on internally</i>	7.15.16	Critical	
16-9.	<u>Rotary Park</u>	<i>Do a feasibility study to determine if it could serve as a first rate outside entertainment facility for activities such as concerts, etc.</i>	<i>Rec Commission has started discussion regarding this and possible other alternatives as well</i>	10.15.16	Low	
16-10.	<u>Pate property</u>	<i>Break ground on this development</i>	<i>RFPs due on 4.27; evaluations start next week.</i>	9.30.16	Medium	

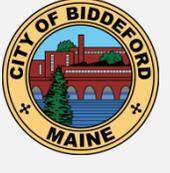
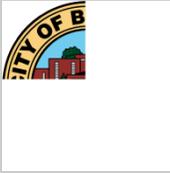
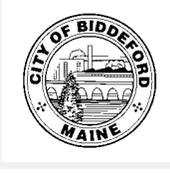
16-11.	<u>Abandoned properties</u>	Complete inventory of all abandoned properties and determine course of action	Current list being reviewed with City Manager in next week to determine recommendations and course of action	6.30.16	Medium	
16-12.	<u>Gateway plan</u>	Identify the key gateways and develop a plan to enhance those gateways into the city	Internal discussion as it relates to the RT 1 north gateway	2.15.17	Low	
16-13.	<u>Downtown infrastructure</u>	Develop a theme for the enhancement of the downtown infrastructures, including street lighting, sidewalk repair and other public enhancements	Work internally is done; plans to Council in presentation at 5.3 meeting; other groups will get feedback in next 30 days	11.15.16	Medium	
16-14.	<u>Public relations/marketing</u>	Develop and implement an in house team to promote the positive things going on in the community	Included as part of restructuring; limited internal changes been done; some groundwork completed. i.e. press release forms, etc.	5.1.16	Medium	
16-15.	<u>Formal collaboration with Saco, others</u>	Seek to strengthen and formalize the working relationship between the elected officials of Saco and other communities	Joint committee meeting monthly; next consideration will be joint assessing operation coming to Council in May	4.15.16	Low	
16-16.	<u>Crime</u>	Understand the crime activity in the community, the drivers of the crime activity and seek to reduce the crime	Initial analysis is done; crime trends increased 1.9% since 1998; annual report submitted to Council. Street Crime Unit (SCU) expanded by 1; the perception of crime is higher than	4.1.16	High	

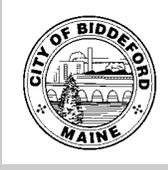
			<i>reality; daily emails, newsletters, other information to try to tackle perception issues as well</i>			
16-17.	<u>Heroin and other drug activity</u>	<i>Develop a plan of action to try to mitigate the Heroin and other drug activities in the community</i>	<i>All overdoses are followed up with referrals and encouragement to enter rehab; approach is out of spotlight but happening; more details in latest newsletter</i>	4.1.16	High	
16-18.	<u>3 Lincoln St</u>	<i>Determine the ultimate redevelopment goal of this location and set forth the implementation of that redevelopment</i>	<i>Initial study done and released; internal work on traffic flow alternatives being done as well as regarding site; other downtown infrastructure design is needed to be finalized as well; also dealing with the addition of standalone hotel</i>	8.1.16	Critical	
16-19.	<u>City Hall Tower</u>	<i>Find a resolution to this issue that includes exploring alternative revenue sources</i>	<i>Additional work underway to determine exact condition of tower which will leave to firmer numbers; staging up first week of May to assist</i>	5.30.16	High	
16-20.	<u>Anti Nepotism Policy</u>	Revised the current policy	Completed: Rewritten policy has been approved by Council; management plans need to be written	10.15.16	Low	

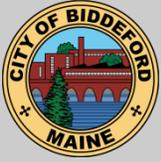
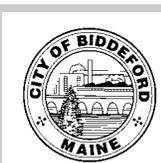
16-21.	<u>Adams Square</u>	<i>Develop and fund a new concept for Adams Square (Lincoln, Adams & Main St intersection) prior to the repaving in 2016</i>	<i>Presentation of plan to Council on May 3</i>	4.15.16	Low	
16-22.	<u>Support charter commissions work</u>	<i>Support the charter commission's work and assist them with both correcting the technical concerns with the current charter as well as any other changes the commission is interested in to make the community better</i>	<i>Carmen is primary contact: CM is attending as often as possible.</i>	11.1.16	Low	
16-23.	<u>Stabilize the property tax rate</u>	Develop a plan to stabilize the tax rate over the next 3 to 5 years	No action	12.31.16	Critical	
16-24.	<u>BCIP</u>	Develop new 5-year capital improvement plan	Completed	1.15.16	Medium	
16-25.	<u>Replace street lights</u>	<i>Replace current street lights with energy efficient LED's that will reduce costs</i>	<i>RFP's have gone out and proposals are due 4.15; evaluations of firms will take place immediately following</i>	4.15.16	Low	

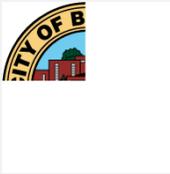
16-26.	<u>Develop a new orientation process for new hires</u>	Complete a new process that is more intensive and does a better job to get our new hires orientated to our operation	Not started	7.15.16	Low	
16-27.	<u>Succession planning</u>	<i>Develop a succession plan that will help to mitigate the potential of eligible dept heads leaving at same time</i>	<i>Proposed reorganization includes addressing most of the issues</i>	9.1.16	Medium	
16-28.	<u>Cross training/office pool</u>	<i>Develop office pool concept for staff to help mitigate the inconsistent work flow</i>	<i>Creation of pool has occurred; reorganization moves the team forward; dealing with physical space issues next</i>	4.15.16	Medium	
16-29.	<u>Housing/rental study</u>	Evaluate the impact on the community of southern Maine's shortage of rental units and the high demands	Not started	9.30.16	Low	
16-30.	<u>Grow Biddeford Support Center</u>	<i>Continue to grow the services offered at the new center by bringing agencies into our community that have long standing track records</i>	<i>Groups using the facility at this point are: Sexual Assault Services of S.Maine, HOSPICE; My Sister's Keeper; others in discussion</i>	1.1.17	Low	
16-31.	<u>New Finance Director</u>	Hire the new Finance Director to replace the retiring director	Completed	3.1.16	Low	

16-32.	<u>Complete Riverwalk</u>	Complete the next phase of river walk	Work on next section wrapping up soon; internal meeting to determine the next big steps with recommendations forthcoming by June 30	6.15.16	Low	
16-33.	<u>Complete Comprehensive Plan update</u>	Complete the update and begin the public approval process	The work on all sections being drafted is nearly complete; review by PB underway	12.31.16	Low	
16-34.	<u>Seek funding for multi-transportation center study</u>	Seek funding to determine need and feasibility of multi-transportation center in Biddeford	Not started	3.15.17	High	
16-35.	<u>Design and implement a Business retention and expansion plan</u>	Create a program that will be widely accepted and recognized for its relationship between the private sector and the City	Initial concept is developed; details of implementation being worked on; grant application for funding to assist	7.31.16	Medium	
16-36.	<u>Update zoning to allow accessory dwelling units</u>	Evaluate accessory units acceptance in primarily residential areas to allow infill	Not started	9.30.17	Low	
16-37.	<u>Create municipal composting plan</u>	Evaluate various options for reducing MSW costs by implementing a municipal composting program (private, municipal, combination)	Solid waste committee is working on the feasibility and implementation strategies; expected report out in the next 60-90 days	9.30.17	Low	

16-38.	<u>Airport financial review</u>	Review all aspects of the airport operation from the perspective of financial operations	Initial review of operations has been substantially completed; suggested plan on the next steps is required next; report to Finance Committee in next 60 days	5.15.16	Low	
16-39.	<u>Air Toxics Control Ordinance</u>	Evaluate impact of ATCO and determine if the ordinance should remain active; be administratively suspended to preserve the ability to regulate a potential future industrial operation considering the time, expense, and opposition by the State to enact the ordinance; or rescind the ordinance completely.	Program to be suspended by end of May	8.15.16	Low	
16-40.	<u>Institute system wide performance review system</u>	Complete training for all management on the proper performance review administration and implement city wide	Initial training is underway for the roll out of the new process; merit pay program/policy is still needed for Personnel Committee consideration	6.30.16	Medium	
16-41.	<u>Evaluate female and minority hiring track record</u>	Evaluate hiring city wide; identify potential pitfalls; if any identified, implement program to correct	Not started	8.15.16	Medium	

16-42.	<u>Evaluate sources of increase in EMS calls</u>	Perform critical review of the cause(s) of the increase in EMS calls; if projected to continue; evaluate service levels, options, etc.	Initial internal review underway; could be considered a part of a potential outside consultant to review fire operations	4.1.16	Medium	
16-43.	<u>Evaluate non-property tax revenues</u>	Evaluate all non-property tax revenue streams to determine if the pricing is proper, consistent with levels of services	FY17 budget submitted without any changes in fees; Council/budget committee may decide to evaluate	4.15.16	Medium	
16-44.	<u>Evaluate if residential rental inspection is needed</u>	Determine if there is a need and/or support to create an ordinance to increase fire/life safety within the community	Residential inspections in Main St area is underway as a PILOT; appears from small sample size that city wide program is needed	10.15.16	Low	
16-45.	<u>Evaluate need for fire/life safety ordinance</u>	Determine if there is a need and/or support to create ordinance to increase fire/life safety within the community	This is being evaluated as part of the 16-44 process; will use PILOT data to help determine next steps	3.1.17	Low	
16-46.	<u>Net zero green house gases</u>	Determine if there is support for our operations to become more eco friendly	Not started	12.31.17	Low	
16-47.	<u>Reduce workers comp mod rate</u>	Reduce the mod rate (losses from injuries) in order to reduce payments	Current program has demonstrated success in reducing the immediate issue of the spike in rates a couple of years ago; long term viability/options need to be evaluated.	3.15.16	Medium	

16-48.	<u>Employee recognition</u>	Create employee recognition and appreciation program, including an 'employee of the year' program	Completed; council passed in new Employee handbook; funding in proposed FY17 budget	6.30.16	Low	
16-49.	<u>Volunteer recognition program</u>	Create a formal program to recognize the large number of volunteers that serve our community	Completed; being combined with employee recognition program; funding in FY17 budget	6.30.16	Low	
16-50.	<u>Update Employee handbook</u>	Complete review and make changes accordingly	Completed; Council passed	3.1.16	Low	
16-51.	<u>Improve input from public for CDBG allocation</u>	<i>Seek additional engagement of the public in determining how the funds should be used</i>	<i>Next round of funding is underway with some changes to outreach</i>	5.30.16	Medium	
16-52.	<u>Encourage neighborhood planning process and associations for adjacent neighborhoods to downtown area</u>	Creation and active participation of formal neighborhood associations often is seen as an effective part of a strategy to become more inclusive and have citizens more empowered	Not started	1.1.17	Low	

16-53.	<u>National accreditation for the Police Department</u>	Select a nationally recognized accreditation program for the police department to become part of	City has signed contract and joined; process underway to seek accreditation; FY17 budget includes all funding to complete task	2.15.16	Low	
16-54.	<u>Comprehensive wage and compensation study</u>	Design and adopt a wage and compensation policy to guide all decisions regarding personnel placement, pay and benefits	Personnel Committee has approved concepts that will be used in study; data gathering underway	7.31.16	Medium	
16-55.	<u>Resolve Fire Department leadership issue</u>	Finalize the leadership issues with Fire department	Discussion forthcoming with CC	6.30.16	Low	

ACO=Acting Fire Chief
 CC=City Council
 CEO=Code Enforcement Officer
 CityC=City Clerk
 CM=City Manager
 DHR=Director of Human Resources
 ECO=Environmental Control Officer
 EDD=Economic Development Director
 FacD=Facilities Director
 FD=Finance Director
 HWD+Health Welfare Director
 Mayor=Mayor
 PI=Planner
 PC=Police Chief