




City Council 2017-2018 Workplan

Adopted February 7, 2017




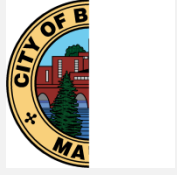

DASHBOARD REPORTING EDITION






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





Updated 12/6/2017






Item #	Goal	Explanation/Action	Update	Date Due	Priority Rankings	Status
16-3	<u>Strategic Plan</u>	<i>Complete the plan and have it submitted to City Council for consideration</i>	<i>Final document in writing stage; been several month pause; has fallen into a holding pattern; needs to be finished</i>	8.15.17	Critical	
16-7	<u>City Hall offices</u>	<i>Review physical layout of offices for efficiency and effectiveness</i>	<i>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</i>	6.1.17	Medium	
16-10	<u>Pate property</u>	<i>Continue to monitor and assist to make the new consolidated court become a reality</i>	<i>Site plan approved, zoning/ordinance changes approved (if needed), project progresses to Codes Office then Construction; project managers/designers have met with city staff</i>	6.15.17	Medium	


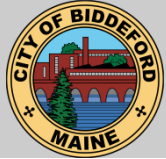

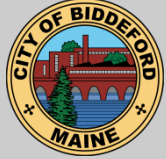

Items in *italic* indicate that some significant progress is underway
 Items in ~~strickthrough~~ are considered completed at the staff level




16-23	<u>Stabilize the property tax rate</u>	<i>Develop a plan to stabilize the tax rate over the next 3 to 5 years</i>	<i>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</i>	12.31.17	Critical	
16-25	<u>Replace street lights</u>	<i>Replace current street lights with energy efficient LED's that will reduce costs</i>	<i>Complete the replacement; consultant doing work on inventory and preparing bids; project in bidding stages now</i>	4.15.16	Low	
16-33	<u>Complete Comprehensive Plan update</u>	<i>Complete the update and begin the public approval process</i>	<i>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</i>	5.31.17	Low	
16-34	<u>Seek funding for multi-transportation center study</u>	<i>Seek funding to determine need and feasibility of multi-transportation center in Biddeford</i>	<i>Shuttle bus, with support from chamber is evaluating options; new 'pulse' system to be foundation;</i>	11.15.17	High	
16-35	<u>Design and implement a Business retention and expansion plan</u>	<i>Create a program that will be widely accepted and recognized for its relationship between the private sector and the City</i>	<i>Sectors defined, champions working group developed, services, defined, grant application submitted; new director and new direction on project in 2018</i>	12.15.17	Medium	



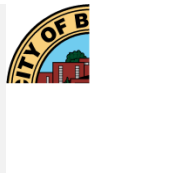
16-36	<u>Update zoning to allow accessory dwelling units</u>	Evaluate accessory units acceptance in primarily residential areas to allow infill	COMPLETED	5.15.17	Low	
16-37	<u>Create municipal composting plan</u>	Evaluate various options for reducing MSW costs by implementing a municipal composting program (private, municipal, combination)	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	<u>Airport financial review</u>	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 of 2017. Presentation will be ready in Dec. 2017	5.15.17	Low	
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; 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	<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	COMPLETED	3.15.17	Medium	




17-1.	<i>Review current Council committee structure</i>	<i>Review the current committee structure to determine if the balance between citizen engagement and transparency versus expediency is appropriate</i>	<i>Council organizational meeting include a discussion based on 'white paper' prepared; no changes desired by Council</i>	1.1.18	Low	
17-2.	<i>Future of Rotary Park</i>	<i>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</i>	<i>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..</i>	11.15.17	Medium	
17-3.	<i>Special downtown taxing district</i>	<i>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</i>	<i>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</i>	3.15.17	Critical	
17-4.	<i>Gateway plan</i>	<i>Implementing the anticipated recommendations from the Downtown Task Force regarding the gateways; consideration of a gateway plan into the city as well</i>	<i>Downtown task force has issued final report; general recommendations for gateways contained in report as a strong recommendation; need to create implementation plan</i>	9.1.17	Medium	




17-5.	<i>Public relations and marketing</i>	<i>Evaluate the recent changes to improve communications with the public; consider developing and formalizing a city wide communications plan</i>	<i>No formal review started; informal discussions and review ongoing</i>	5.1.17	High	
17-6.	<i>Repairing the city hall tower</i>	<i>Determine a better cost estimate of the work to be done; explore alternatives to raise the funds necessary and implement a plan to repair</i>	<i>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</i>	4.15.17	High	
17-7.	<i>Developing a new orientation process</i>	<i>As part of an ongoing effort to sustain a positive work culture, completely change the orientation or 'on-boarding' process for new employees</i>	<i>Initial concepts discussed; formal plan strategy yet to be finalized and implemented</i>	5.1.17	Medium	
17-8.	<i>Succession planning</i>	<i>Prepare a formal succession plan for all departments</i>	<i>Informal plans developed for most departments; a couple departments have no plan, formal or otherwise; no formal work completed</i>	7.1.17	Medium	
17-9.	<i>Housing rental issues</i>	<i>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</i>	<i>Affordability analysis conducted. Next steps examine conditions of rent</i>	8.1.17	High	


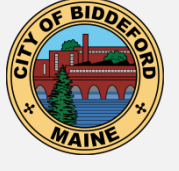
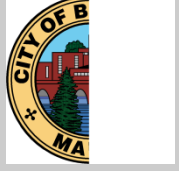
		<i>to deal with the issues and development of strategies.</i>				
17-10.	<i>Multi-transportation center</i>	<i>Development of a center/hub for transportation in the downtown or in Saco.</i>	<i>See goal 16-34; similar status.</i>	7.1.17	Medium	
17-11.	<i>Performance reviews</i>	<i>Formalize a process where all employees get annual written performance reviews</i>	<i>All departments have completed initial round for all employees.</i>	6.30.17	Medium	
17-12.	<i>Encourage neighborhood planning process</i>	<i>Creation and active participation of formal neighborhood associations as an effective part of a strategy to become more inclusive and have citizens more empowerment</i>	<i>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</i>	10.15.17	Low	
17-13.	<i>Saco River and Biddeford Pool dredging</i>	<i>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</i>	<i>Saco is wrapping up this week; lower Saco, Biddeford Pool is on target for next year.</i>	4.1.17	High	
17-14.	<i>Evaluate joint community opioid project</i>	<i>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</i>	<i>Week 39 of the project and over 100 placements have been made</i>	7.15.17	Critical	




17-15.	<i>Establish a deliberative policy regarding EMS services</i>	<i>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.</i>	<i>Presentation made to council. Year end report with all info and comparative numbers complete and provided to council. PPT presented; no policy decisions made.</i>	4.1.17	Medium	
17-16.	<i>Evaluate the equity in the current assessments</i>	<i>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.</i>	<i>COMPLETED: adjustments have been made</i>	4.1.17	Medium	
17-17.	<i>Evaluate the ongoing positive relationship with UNE and seek to</i>	<i>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</i>	<i>Initial meeting held with new President (Mayor and City Manager); commitment to foster ongoing conversations and strengthen the relationship; CM is in promise.</i>	7.1.17	High	

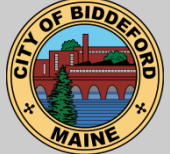


	<i>accelerate the relationship</i>	<i>and more positive over the last few years. With the change in President in the next year, the relationship is likely to change.</i>				
17-18.	<i>Fire/EMS response times</i>	<i>The response times to the outer limits of the community have been a concern. Evaluation of response times to determine the acceptable/desirable level of service. If not, what are the alternatives and what are the financial implications.</i>	<i>Information was gathered and presented; no decisions made. Council discussion and dialogue needed</i>	7.1.17	Low	
17-19.	<i>EMS training and leadership challenges</i>	<i>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.</i>	<i>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.</i>	11.1.17	Low	
17-20.	<i>Staff training and cross training</i>	<i>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.</i>	<i>Some outside training is being provided for a very few departments; however, no formal plan has been adopted.</i>	5.15.17	Low	




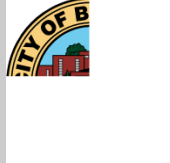

17-21.	<i>Continue targeted high profile combined criminal enforcement</i>	<i>'Operation Safe Streets', a interagency, interdepartmental task force, effort coordinated by the police department was formed in 2016. Still in its infancy, there has been success. Continue to support the program and look to improve in 2017. If necessary, other initiatives may be deployed in 2017 if determined they could be valuable.</i>	<i>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</i>	6.15.17	Medium	
17-22.	<i>Community policing expansion</i>	<i>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.</i>	<i>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.</i>	6.15.17	Medium	
17-23.	<i>Continue CALEA process</i>	<i>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</i>	<i>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.</i>	9.15.17	Medium	




		<i>having implemented the program.</i>	<i>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</i>			
17-24.	<i>Integration of public safety training</i>	<i>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.</i>	<i>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</i>	12.15.17	Low	
17-25.	<i>RiverWalk master plan</i>	<i>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.</i>	<i>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</i>	5.15.17	High	
17-26.	<i>Implement wellness program</i>	<i>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.</i>	<i>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.</i>	10.31.17	Low	





17-27.	<i>Airport role in economic development and job creation</i>	<i>To determine the appropriate role for the airport in economic development and job creation.</i>	<i>See goal 16-38</i>	6.30.17	Medium	
17-28.	<i>Develop workfare program</i>	<i>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.</i>	<i>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.</i>	7.1.17	Medium	
17-29.	<i>Develop a plan to adequately take care of all public assets (non-buildings)</i>	<i>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.</i>	<i>Several initiatives underway:</i> <ul style="list-style-type: none"> <i>a. Initial inventory process is completed.</i> <i>b. Adopt-A-Park in place and reinitiated</i> <i>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</i> <i>d. Attempts being made to find permanent non-City options for specific locations – No Progress</i> <i>e. Evaluation to include potential of eliminating some spaces</i> 	5.15.17	Medium	

17-30.	<i>Resolve the in-town teen center</i>	<i>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.</i>	<i>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</i>	9.30.17	Low	
17-31.	<i>Winter sidewalk maintenance</i>	<i>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.</i>	<i>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.</i>	11.13.17	Low	
17-32.	<i>Winter operations and parking</i>	<i>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</i>	<i>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</i>	9.1.17	Low	

		<i>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.</i>				
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.	<i>Athletic field review</i>	<i>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.</i>	<i>School department completed study; immediate challenge with Waterhouse met with Bond Refinancing; longer term funding for capital and maintenance plans needed</i> <i>Presentation on the Field study was made to the public on May 1, 2017.</i> <i>The city will need to identify priorities and a master plan.</i> <i>Recreation commission will begin discussions Fall of 2017.</i>	7.1.17	Medium	
17-35.	<i>New turnpike exit</i>	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	<i>In information gathering process including meetings with developers and commercial brokers; policy decision needed by Council</i> <i>No Progress since Sept. 1</i>	9.1.17	High	

17-36.	<i>Body cameras for PD</i>	Explore the advantages and disadvantages of employing body cameras for the police department	<i>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</i>	12.1.17	Low	
17-37.	<i>Consolidate harbor master operations</i>	<i>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.</i>	<i>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</i>	7.1.17	High	
17-38.	<i>Get a master list of mooring holders with access for both communities</i>	<i>Develop a shared data base to make sure that all moorings are accounted for and appropriately billed and collected annually</i>	<i>COMPLETED: Biddeford has an updated list that is now being maintained in City Clerks office.</i>	7.1.17	High	
17-39.	<i>Resolve fire rescue boat issue</i>	<i>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.</i>	<i>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</i>	5.1.17	Low	
17-40.	<i>Finalize plan for reuse of former MERC site</i>	<i>Complete the decision on the ultimate reuse of this site and implement the plan for the site</i>	<i>Staff has been meeting with commercial brokers and developers; marketing materials are in final phase of 'draft' format.</i>	10.1.17	Critical	

17-41.	<i>Monitor state plans for intersection of Main, Water and Hill Streets</i>	<i>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</i>	<i>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.</i> <i>State Consultant Hired. Revised Preliminary cost estimate submitted. Survey work has begun. Bid in fall of 2018. Construction spring 2019.</i>	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.	<i>Reestablish and strengthen relationship with sister city</i>	<i>The city at one point had an active sister city program. This would reestablish the program</i>	<i>Mayor has taken the lead. Working to formalize City's involvement in already in place programs and initiatives that exist.</i>	12.1.17	Low	

	<i>(St-Georges, Quebec)</i>					
17-44.	<i>Parking structure</i>	<i>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.</i>	<i>Design team is hired and working; alternative site analysis is completed for Council consideration. Staff has financial modeling work completed.</i>	6.1.17	Critical	
17-45.	<i>Make 'pop-up' businesses a permanent option</i>	<i>Explore the law changes and the practicality of making so-called 'pop-up' business opportunities in targeted area in the downtown a permanent option.</i>	<i>Initial meetings with HOB and Pepperell Mill to determine business candidates and suitable locations downtown</i>	9.1.17	Low	
17-46.	<i>Invest in teenagers</i>	<i>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.</i>	<i>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.</i>	11.30.17	Low	
17-47.	<i>Industrial parks</i>	<i>Look to modernize the parks, fix paving and marketing them accordingly, including the airport as an asset</i>	<i>Examined existing conditions of infrastructure. Consider signage similar to RBD Park; signage is currently designed in bidding phase; awarding of bids expected in January.</i>	6.30.17	Medium	

17-48.	<i>Improving bond rating</i>	<i>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</i>	<i>New Finance Director is putting together clear strategy for consideration by Finance Committee; initial aspects already presented to them. Continue with current plan.</i>	7.15.17	Critical	
17-49.	<i>Obtaining fire department certification or review</i>	<i>Using the CELEA model, find an outside agency or entity to complete an evaluation of the fire department</i>	<i>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</i>	8.1.17	Medium	