

Council Strategic Planning Workshop Minutes  
March 12, 2011

Attending:

Councilor William Shakespeare	Town Manager Sue Lessard
Councilor Kristen Hornbrook	3 members of the general public
Councilor Jean Lawlis	Walt Cupples - Facilitator
Councilor Janet Hughes	Deb Cupples - Facilitator
Councilor Andre Cushing	
Councilor Thomas Brann	

The following information was all posted on newsprint sheets around the room during the workshop. As part of the work, Councilors and visiting community members were asked to put 'dots' on areas of the department budgets that they felt were most important. Those dots are reflected in these notes with an X next to the statement.

1. 2011/12 Budget/Council Work Plan  
The facilitators presented a plan for time and subject allocation for the three hour meeting as follows:
  - Review Agenda and Norms
  - Council Budget & Work Plan
  - A. Budget Information
    1. Review previously generated ideas
    2. Clarification needed
      - a. Council
      - b. Visiting Community Members
    3. Update of recent information
    4. How does this impact previous ideas?
      - a. Council
      - b. Visiting Community Members
  - B. What does the Town need to accomplish this year?
    1. Input from Council on each of 11 departments (Questions for clarification)
    2. Input from Visiting Community Members
  - C. If the Budget needs to be reduced due to unforeseen information...
    1. Prioritize individually – Town Councilors
    2. Input from Visiting Community Members

Hampden Academy Re-use – discussion of replacement for Mayor Arnett as liaison to re-use committee

The meeting then began with a reminder of Norms agreed upon at the 2/5/2011 meeting:

- o Speak out

- Listen
- Discussion for clarification only
- No decisions

#### Budget parameter information discussed on 2/5

1. Maintain mil rate at or near total current mil rate
2. Put pressure on School to contain costs
3. Assess areas where cost of Town Services may be reduced
4. Try to be creative in looking at service delivery
5. Concern over potential 6% increase in education (no longer an issue per recent information received from Superintendent Lyons)

#### New Budget Reactions

1. Start thinking about not subsidizing school system with cuts to town services.
2. Maintain overall mil rate
3. Increased taxes resulting from new valuation should be considered 'proportionally' available to cover potential increases in school/county/town budgets
4. New valuation does not necessarily translate into additional budget costs for school or Town
5. Create a planning 'pie chart' that show the proportion of the budget applicable to each budget sector
6. Create a bar graph showing percentage of budget and expenditures by each budget sector
7. Focus on 'proportion' of school budget to property tax overall component
8. Does not feel as though we have to significantly reduce town services
9. No across the board percentage cuts
10. Look for opportunities within departments to decrease expenditures
11. Continue to apply pressure to school – we cannot absorb additional increases to the mil rate
12. What are goals for municipal services/projects in 2/5/10 years?
13. We should have a Plan B in mind related to school costs which may go up in the future which we cannot control
14. Continue pressure on SAD #22 – we cannot keep giving up what we
15. More communication with residents with information regarding the large percentage of the mil rate that is attributable to the School Budget
16. We are absorbing State responsibilities
17. No longer a statutory requirement that school budget committees include members of the Councils of their member communities
18. We should lobby to separate billing and assessment of school taxes from town departments
19. Where could we become more efficient in Town Services?
20. Can a Council member be a School Board member?

### Town Manager Information

1. The school expects increased funding of approximately \$600,000 from the additional \$21m proposed in the State Budget
2. The School expects approximately \$500,000 in reimbursements from the early childhood programs that operate in New burgh and Winterport
3. Increase to Hampden for the 2011/2012 school budget translates to a .77% increase in the Town contribution, which equates to approximately \$39,000.
4. Increases to school and the county tax will require approximately \$80,000. At the present time, the Town is expecting (at the current mil rate) approximately \$100,000 in taxes from new construction

### Town Departments – Service Delivery

1. Administration
  - a. Is 4 day work week working in terms of savings and customer satisfaction
  - b. Are system upgrades necessary
  - c. Is there space requirement issue for records
  - d. The Town should have silent alarm buttons for front office staff for use in conjunction with the video surveillance system
  - e. The public wants to be able to get license plates at the Town Office
  - f. Ask people how they want to be communicated with XX
  - g. Town may need a separate Information Technology position X
2. Planning/Code Enforcement
  - a. LIDAR mapping – how will we incorporate it into our current operations
  - b. Should GIS be separated from IT
  - c. Costs associated with old Hampden Academy re-use
  - d. How can we better streamline the process to bring business in
  - e. Are there ways to consolidate positions to improve service delivery and cut costs X
  - f. What are opportunities to be creative in this area
  - g. Comprehensive plan costs XXX
3. Economic Development
  - a. Where are we going with the Business Park XXX
  - b. Hampden Academy Re-use XXXX
  - c. New infrastructure development (i.e. Coldbrook Road)
  - d. Costs associate with Turtle Head Cove Improvements XX
  - e. BEAR program costs
  - f. Impact fees
4. Public Works
  - a. Vehicle replacement schedule

- b. Road upgrades XX
- c. Saturday Bus Service X
- d. Road Maintenance
- e. Do loaders/backhoes need 5 year replacement schedules
- f. Sewer maintenance and upgrades
- g. Increase Municipal Building parking X
- h. Beautification work collaboration (grants, etc)
- i. Remind people about Tree City USA activities
- j. What about paving budgets and what gets cut
- 5. Public Safety
  - a. Union negotiations
  - b. Provide services to other towns – review for changes X
  - c. Maintain current staffing coverage
  - d. This department is first priority
  - e. Power stretcher for second ambulance
  - f. We need to be competitive with an eye toward retaining our employees
- 6. Library
  - a. More library volunteer services
  - b. No more projects this year unless they find grant money
- 7. Recreation
  - a. Start investigating combining with other town functions X XX
  - b. Respond to request for more space
  - c. Town Forest
  - d. More programs for Seniors
  - e. Expand recreation reserves
  - f. Organized park management program
  - g. Playground priorities
  - h. Dog Park
  - i. Open space connectivity
- 8. Pool
  - a. Self-sustaining X
  - b. Privatization XX
  - c. Continue pool for this year – do not close X
  - d. Look for fundraising opportunities X
- 9. Cemeteries
  - a. Assess long term needs for additional space
  - b. Rewrite burial contracts to allow town to repair stones X
  - c. Need to adjust lot fee
- 10. Transfer Station
  - a. Increase user fee XX
  - b. Revisit Curbside service X
  - c. Investigate composting
  - d. eliminate accepting Construction and demolition debris
  - e. Look at days of service
  - f. Pay by the bag

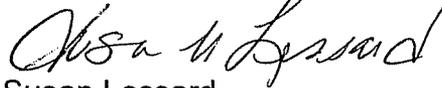
- g, Single stream recycling
  - h. Keep it the same
- XXX

- 11. Outside Agencies
    - a. Eliminate
    - b. Reduce
    - c. Evaluate benefits to citizens
    - d. Senior center support
  - 12. Capital Improvements
  - 13. Reserves
- XXX  
X

- 2. Hampden Academy Re-use
  - a. Andre as Deputy mayor will take lead on this issue until new Mayor is chosen
  - b. We want collaboration
  - c. Requests need to be put in writing to the District for Information.

The meeting was adjourned at 12:10 p.m.

Respectfully submitted,



Susan Lessard  
Town Manager