

FINANCE COMMITTEE

AGENDA

Tuesday, April 20, 2010
5:45 pm

Hampden Town Office

1. Minutes of 4/5/2010
2. Review Treasurer's Warrants
3. Financial Statement Review
4. Old Business
 - a. Budget Schedule Review – 2010/2011
5. New Business
 - a. Town Manager Contract
 - b. Destination Imagination Team – Funding Request
6. Public Comments
7. Committee Member Comments

FINANCE COMMITTEE MINUTES

Monday, April 5, 2010

Attending:

Mayor Matthew Arnett
Councilor William Shakespeare
Councilor Thomas Brann
Councilor Jean Lawlis
Councilor Janet Hughes

Susan Lessard, Town Manager

1. Minutes of 3/15/2010 – *Motion by William Shakespeare to accept as presented.*
2. Review Treasurer's Warrants – *Warrants were reviewed and signed by Committee Members*
3. Financial Statement Review - *Not available for the end of March until the 2nd meeting in April.*
4. Old Business
 - a. Homestead Exemption – State Reduction – *The Town Manager presented information related to the reduction by the State in the value of the Homestead Exemption from \$13,000 to \$10,000. The Manager was seeking direction in budget preparation as to whether the Council wished to try and honor the original \$13,000 exemption at a cost to the Town of \$88,000. Committee members discussed several options and by a show of hands indicated support for consideration of the Town funding the same amount of Homestead that it did last year (\$6,500) of value. Councilor Brann did not agree and indicated that the Council should fund the entire State reduction as a way to, in a small way, 'even' the tax distribution between business and residents.*
5. New Business
 - a. Recognition – Christopher Francis – Eagle Scout – Dorothea Dix Park Improvements – *Mayor Arnett indicated that he had already written a letter of thanks on behalf of the Council to Mr. Francis*
 - b. Recognition – Brian & Cindy Carlisle (Pizza Gourmet) – 20 Years 'Pizza & Poetry' Donor
 - c. Recognition – Justin Russell – 10 Years of Design & Maintaining Library Website – *It was the consensus of the Committee to have Brian and Cindy Carlisle and Justin Russell recognized by the Town Council for their efforts.*

6. Public Comments - *None*

7. Committee Member Comments – *None*

The meeting was adjourned at 6:30 p.m.

Respectfully submitted,

*Susan Lessard
Town Manager*

TOWN OF HAMPDEN
2010/2011 BUDGET MEETING SCHEDULE

(Meetings start at 6:00 p.m. and are held in the Council Chambers on non-council meeting dates. Budget discussions on Council meeting nights follow the regular agenda.)

- | | |
|-------------------|--|
| May 10, Monday: | Public Safety
Police
Fire
Administration
Town Council
Municipal Building
Tax Collector
Elections |
| May 17, Monday: | (Council Meeting)
Library
Recreation
Lura Hoyt Pool
Debt Service |
| May 19, Wednesday | Reserves
General Assistance
Education
County Tax
Revenues
Social Service Agency Requests
Assessor/Planning
Economic Development
GIS/IT
Communications |
| May 24, Monday: | Public Works
Municipal Garage
Solid Waste
Buildings & Grounds
Marina
Non-Departmental Utilities
The Bus |
| June 1, Tuesday: | Budget Review – Post for Public Hearing |
| June 7, Monday: | Budget Review – if necessary – Post for Public Hearing |
| June 21, Monday: | (Council Meeting)
Budget Adoption |

TO: Hampden Town Council
FROM: Susan Lessard, Town Manager
DATE: April 14, 2010
RE: Manager Contract

The purpose of this memo is to discuss my employment agreement with the Town of Hampden. The last agreement that I signed with the Town was for a five year period beginning on July 1, 2005 and expiring on June 30, 2010. According to it, if the Council does not wish to renew any type of employment agreement with me at the end of June, 2010, it is supposed to provide a 60 day notice informing me that my services would no longer be desired as of 7/1/2010. There is also a clause however, that indicates that failure to meet that 60 day deadline is not construed as an automatic extension.

The agreement primarily spells out the conditions, and benefits of my employment and the responsibilities of both me and the Council in the employment relationship.

I am in hopes that the Council will consider continuation of my employment with the Town of Hampden. I am not sure how the Council wishes to handle this measure, but finance and administration appeared to be a good committee to at least begin the discussion.

I have attached the year-end reports for each of the last five years that I have provided to the Council regarding the positives and negatives of the year. Also attached is an employee evaluation form for the Committee's consideration.

TO: Hampden Town Council
FROM: Sue Lessard, Town Manager
DATE: December 15, 2005
RE: 2005 Report

The purpose of this report is to serve as a review of the 2005 and the items that the Town has worked on over the past year. This report serves as part of the basis for Council review of my performance in May or June of the coming year. I have arranged the subject matter in alphabetical order for ease in reporting. The order bears no relationship to the degree of importance of the information!

Adelphia/Time Warner – Approved a resolution for the sale of Adelphia to Time Warner in October. We participated in a cooperative venture with Penobscot Cable Consortium communities as well as other communities across the state to make sure that the sale would not nullify existing cable agreements/provisions.

Ambulance Service – In response to an increased Medicare payment ceiling, we increased ambulance rates to take advantage of that circumstance. Along with that however, the practice of billing but not going to the point of Collection Agency activity was reaffirmed.

2006 Budget Adoption – A progressive and proactive budget was approved by the Council that still allowed the tax rate to decrease by \$1.70, to \$16.70 per thousand.

Cable Channel 7 – After a rocky and difficult start due to equipment problems and manpower issues, the Cable Channel has been activated and currently runs a number of slates containing public information. Videotapes have been made of many council meetings so far but none have aired due to sound quality problems that we now believe have been addressed. It is our goal to begin airing Council meetings on the Cable Channel in January

Canaan Road Speed Limit – Concerns raised by local citizens resulted in the review of local road speed limits by the Public Safety department and the Council Public Safety Committee. Recommendations for changes have been forwarded to the Maine Department of Transportation but no response has been received.

Council Committees – The Council, on the initiative of Councilor Pease, adopted a Committee Meeting schedule in order to more easily schedule Committee Meetings. The level of Committee work by you as council

members has been phenomenal. The work done at that level has made Council meetings themselves more productive. All council committees have carry over work into the 2006 year. The willingness on the part of you as councilors to put in the extra time, energy, and effort necessary to become informed and conversant on the wide range of issues that face the town makes you better councilors – and the Town of Hampden a better place. You are to be commended for your efforts. In addition, I appreciate and respect the manner in which you treat my staff and me. You are not afraid to ask tough questions, you expect a high level of performance – yet you are respectful and thoughtful in your comments and in your decisions. You foster an environment in which employees know that they are valued and respected parts of a team.

Communication Committee – At the request of Councilor Arnett the Council agreed to form an ad-hoc Communications Committee to look at how we might better utilize the various communication tools available to the Town.

Compost Bin Program – The Town participated in the Compost Bin distribution program through the State Planning Office for the second year in a row. It has become a well-received program and continues to enforce the Town's belief that the Reduce, Reuse, Recycle portion of the State solid waste disposal hierarchy should be better utilized.

Conservation Ordinance Adoption – The Conservation Commission's role in the Town was more clearly defined by the Council Adoption of an ordinance that spells out their roles and responsibilities and authority. Committee members had been debating the merits of such an ordinance for years and it was finally completed in 2005.

Contract Negotiations – Fire and Police Union Contracts were negotiated without problems or the need for outside negotiation assistance.

Council Compensation Ordinance – Although in 2004 the Council added Committee meetings to the meetings for which they received monetary compensation, the development of an ordinance in 2005 that actually changed the rate of compensation for meetings was the first 'raise' that the Council had seen since the Charter was adopted in 1972.

Council Appointments – During 2005, the Town Council interviewed and appointed thirteen new volunteers to Town Boards and Committees.

Department Heads – The Town of Hampden is fortunate to have knowledgeable and trained employees in department head positions.

Public Safety Director Rogers continues to oversee a changing workforce and his expertise and theirs was reflected in the manner that the department carried out the recent potentially devastating event at the landfill. His expertise continues to be requested by the Maine Chief's Association in participating in departmental evaluations for other communities, as an instructor at the National Academy level, and as part time faculty in Criminal Justice at Husson College. As one of only a few Public Safety Directors in the State, Joe does an outstanding job of insuring that police, fire, and EMS interests are fairly treated and represented. He has an exceptional paid staff in all areas, as well as a devoted, trained, and accomplished group of volunteers. Our public works director, Greg Nash oversees multiple budgets from public works to the transfer station to cemeteries, an increasing amount of responsibilities from new sidewalks to new subdivision roads – and the responsibility of making sure that subdivisions are appropriately constructed. He has an able and capable staff and a huge amount of institutional knowledge on critical areas for the town in all facets of public works. In addition to all of these items he has been an active participant in the local storm water group – the 'think blue Maine' project. That has taken a large amount of time and effort as well. Librarian Debbie Lozito continues to run a smooth and well-utilized operation at the library and is working in conjunction with the Pool and Recreation to come up with a long-range recreational plan for those departments. Pool Director Ryan Tweedie has done a tremendous job in creating new opportunities to maximize revenues by introducing new programs. He has also done a good job in facilities operation and maintenance and long range planning. Recreation Director Kurt Mathies oversees an expanding program of recreation for all age groups. Assistant Shelly Abbot has done great work in programming and new program development, and Kids Korner supervisor Jill McLaughlin has professionalized that program and its offerings to the point that there is a constant waiting list for participation. We have sold several more lots in the Hampden Business Park as a result of the efforts of Economic Development Director Bion Foster. In addition he developed a very well received promotional dvd for the Business park and Hampden business in general. He spearheaded efforts by the Hampden Business Association to fundraise for Christmas decorations. Planner Bob Osborne and CEO Ben Johnson have worked closely with the Charter and Ordinance committee to develop regulations that work for Hampden. They also meet regularly with developers and citizens on permits, plans and options. Assessor Vivian Gresser continues to do an exceptional and fair job of keeping our tax rolls current. Another long-term town employee – she also serves on the board of Maine Savings and is the Kiwanis member who annually runs the Town Tree Lighting and Christmas party. She has allowed secretary Rosemary Bezanson to take advantage of

training opportunities which has resulted in her ability to do assessing inspections and answer questions for the general public in the assessing area. Vivian also oversees the GIS area and has worked with Gretchen Heldmann to insure that Planning staff receives ongoing training in the GIS/MapInfo area.

Drainage/Water Issues – These items continue to be a problem however, plans are in the works for major work in these areas in 2006 with the replacement of older sewer lines in the Main Road North/Westbrook Terrace area. Pump station renovations are also slated for several of the pump stations in town.

Fees Ordinance – This ordinance was updated to better reflect the cost of advertising/staff time to process various applications, and participant costs for pool/recreation programs.

GIS – The addition of our University of Maine student, Gretchen Heldmann, and the Map Info program has moved our GIS mapping program into high gear. In addition, Gretchen has functioned in many ways as a much-needed IT person and is working to make sure that all of our computer systems are complementary and functional. She is an amazing find for us and is an important and integral part of our staffing.

Gravel Roads – After wrestling with this issue for many, many years, the Council decision to put the project of paving gravel roads out for a referendum vote has resulted in an affirmative decision that will finally put this issue to rest. We are in hopes to have plans for this project to put out for bid in early spring.

Graves/Hannaford TIF Transfer – Our very successful grocery store has been sold to Hannaford and leased to the Edwards Family. As part of that transfer, the Council approved the transfer of the TIF agreement as well with the understanding that it would be utilized to offset costs for the Edward's operation. The Council decision to grant a TIF to locate a grocery store here several years ago has been very well received and appreciated by Hampden and surrounding area residents. The convenience is great and the quality that we have seen in this location has been excellent.

Holiday Decorations – In conjunction with a fundraising project by the Hampden Business Association the Town Council approved funding for new downtown holiday decorations. They were delivered promptly and the cooperation of TDS and Public Works in getting them put up equally

promptly was excellent. The public reaction has been overwhelmingly positive.

Hunting on Town – Owned Property – With the addition of the LL Bean parcel and additional development of the Business Park, the Council took a look again at its policy of allowing hunting on Town Property. The result was that the status quo would remain, but the process and discussion were healthy and allowed residents to air their views on this subject,

Kiwanis Building Repairs – After a good deal of consideration and discussion about the condition of the Town-owned building that is leased to the Kiwanis Club, the Council agreed to budget a total of \$29,000 over a two year period to fund needed repairs to the building. The Kiwanis Club has done many repairs on its own and at its own expense as well. The Club has been a good tenant for many years and has a long history of supporting local causes.

Marina Parking Lot Repair – The Council voted to approve the crack sealing of the parking lot pavement at the Marina in an effort to lengthen the life of that facility. It is a well-used resource for the community and we had received complaints over the deterioration that was starting on the lot.

Municipal Review Committee – I continue to serve on the Municipal Review Committee that oversees the activity at PERC and insures that our waste rates there remain stable. Its work ties in well with the considerable amount of time that I spend on the issue of solid waste in general.

Newsletter – The Council approved the idea of putting out a quarterly newsletter. The first edition went out in October and was very well received. The second edition will be sent out the last week in December. This affords us another way of communicating with the citizens.

New Staffing – 2005 saw the retirement of two long time fire department employees – Michael Anderson and Ken Gray. Their replacements, FF Pugsey, FF Dunton, and FF St. Pierre are doing a great job and came to us with sufficient experience and training so that the only learning curve was the particulars of this department. The police department saw one resignation in 2005, Officer Lawson, and his replacement, Mark Egan is fitting in well with the department. As mentioned elsewhere in this report, Gretchen Heldmann has been invaluable to not only the Planning/Assessing department but to all administrative areas due to her additional work on IT issues. Public Works employee Ken Getchell resigned in 2005 to go to work for a motorcycle shop. His replacement, Dan Perro is

doing a good job of fitting in with the other Public Works employees – many of whom have been with the Town for years. Much of his work is at the municipal building along with Devon Patterson and staff here reports that both are very easy to work with. Tom Colpitts, our new transfer station overseer has stepped into a difficult situation and handled it with good humor and efficiency. Although many people are unhappy at being told that they HAVE to have a sticker to use the facility – he continues to do a good job of getting our message out for operation of that facility.

Payroll Improvements – Finance Clerk Janie Pitcher has transformed a cumbersome and unwieldy non-direct direct deposit system into a fully automated and integrated system which functions well and was improved at no additional set up or ongoing cost to the municipality.

Pine Tree Landfill – The oversight of issues relating to the landfill has taken a significant amount of time and effort over the 2005 year. With ongoing discussions relating to water quality, methane migration, odor problems, a DEP vertical increase application, Phase IX Public Benefit Determination Application, gas-to-energy facility, Phase VII construction problems, and most recently the mobilization of Public Safety for a potentially hazardous situation, this portion of my job is taking a greater and greater amount of time to do appropriately. I was appointed to the State Solid Waste Regulation review task force so that Hampden could have a 'voice' in that process as well.

Public Safety Staffing – The 2005-year has seen a major change in the staffing of the Fire/EMS side of the Public Safety Department. With the resignation of Deputy Chief Anderson, the Public Safety Committee reviewed staffing levels of line personnel and administration and made the decision to replace that position with two firefighter/paramedic level responders. In addition, reserve funding was included in the budget to fund a third firefighter paramedic as part of a federal emergency responder grant program. The goal is 24/7 paramedic level coverage and the department is well on its way to attaining that. The new employees that we have in these roles have hit the ground running and are doing an excellent job.

Rapid Renewal – Due to the efforts of Motor Vehicle Agent Cheryl Johnson, Town Residents now have the option of re-registering their vehicles online through the State Rapid Renewal program. We are seeing a slight increase in use of this option but to date only 20-25 people per month are taking advantage of it.

Route 69/Kennebec Road Intersection – In response to citizen safety concerns over the number and seriousness of accidents occurring at this location, and the unwillingness/inability of the State of Maine to fund a solution, the Council approved the location of a flashing light at that intersection. From request to installation was approximately a month and we have had very positive feedback from people in that area that had voiced such strong concerns.

Recreation/Pool Capital Improvements – The Council voted to fund needed capital improvements to the pool facility and the parking lot/sidewalk as well as paving of the soccer field parking lot and development of a skating rink/playground at the site. Plans for these improvements should be finalized by year-end with the projects to go out to bid in early 2006. The Council also recognized the need to appropriately fund a reserve for the Pool that will allow these repairs to be paid for from that in future.

Sidewalk Plowing Priority – The Council elevated sidewalk plowing in the in-town area to an equal level with roads as a result of citizen requests. This results in sidewalks being clear directly after storms no matter when the storms occur. The reaction locally has been positive.

Staff Reorganization – In December of 2004 I reorganized the roles and responsibilities of the front office administrative staff to reflect the resignation of the Finance Director and the decision made not to replace that position. It has been a year since I made those changes and I am very pleased to report that the system is working well. Utility Billing Clerk Kathy Cole is cross training in payroll and accounts payable in addition to her other roles as Deputy Tax Collector and Deputy General Assistance Director. She has been with us for sixteen years and has a huge amount of institutional knowledge that we count on daily. Her work to unsnarl a problem created by incorrect Water District readings resulted in a corrected billing that saved the sewer users from being over billed by more than \$27,000. Tax Collector Cheryl Johnson also has the roles of Motor Vehicle Agent, Deputy Town Clerk, and General Assistance Administrator. As noted elsewhere, we are now a Rapid Renewal community thanks to her efforts, her good work in the General Assistance area is reflected by requests for her to be a presenter at a GA training workshop for other communities, the tax collection percentage continues to increase and the lien/foreclosure percentage to decrease – and the experience she brings to us in the Clerk/Registrar area make the operation run seamlessly in the absence of the Clerk. Finance Clerk Janie Pitcher has been working very hard to get our payroll/human resource system up to snuff. As mentioned elsewhere, she has brought our direct deposit

system into this century. In addition, she also is beginning the process of cross training in the Utility Billing area – an area of great concern for me since we currently have no redundancy in that area. I count on her to bring to my attention issues in accounts payable that are unusual and to keep me apprised weekly of the status of sewer, reserve, and general fund accounts. Town Clerk Denise Hodsdon also maintains the Town website, email system, and Cable TV site, including making the slates for Public Announcements, as well as serving as the secretary for the Town Council. She received her National Clerk Certification this year after completing all the training and educational requirements. She has implemented the State Voter computer system here as well and the MOSES online fishing and hunting licensing system. Accountant Randy Campbell also has the responsibility for administering and explaining the employee benefits system, reporting insurance and worker's compensation claims, managing the ambulance billing recordkeeping system, and keeping the transfer station decal system up to date and computerized. Due to his efforts in maintaining the general ledger in conjunction with the rest of the staff maintaining individual account records in their respective areas, the annual audit is a much smoother process than it was five years ago when I came here. Not included but vitally important is the role that each of them play in direct customer service – the phone and the counter. I am sure that I have omitted many important functions that they perform for the town – but not because I do not appreciate the efforts of all of them.

Transfer Station Rules – The Council spent a good deal of time in 2005 discussing use of the Transfer Station. The reconfiguration of the facility has improved its operation as has the addition of a full time person to oversee its use. We have tightened up our issuance and monitoring of transfer station permits and done a good deal of public information dissemination to insure that people know what the rules are and why.

Veteran's Memorial Donation – The Town Council not only approved the location of the Veteran's Memorial on Town property at the Town Office site, they also provided a very generous \$10,000 donation to the fundraising efforts to provide protective posts around the monument. That project was a huge undertaking and the Veteran's Day dedication ceremony was very well attended and received. Use of the Town's Community Room and Town Office facilities was appreciated by the group also.

Volunteers – The Town of Hampden has an outstanding group of citizens who volunteer their time and energy to serve on boards and committees for the community. Paid staff could not possibly accomplish the work

necessary without the efforts of these individuals and we appreciate the efforts of all.

Zoning Ordinance Amendments – The Council addressed five zoning ordinance text amendments during 2005 involving seasonal district definitions, home occupations, wireless telecommunications facilities, political sign removal and the uses in the Residential B District. The Council Charter and Ordinance committee continues to be one of the busiest Council committees. Still on their plate at the end of 2005 is the Appeals Board consolidation ordinance that Councilor Pease has been spearheading.

I have no doubt that I have inadvertently omitted someone or something important from 2005 – however this should give you a flavor of the work that we have done. This community strives for excellence in all areas – and the decisions made by you as Councilors continue to allow us to work toward that excellence. I am honored to have served this community in 2005 and look forward to an equally busy and productive 2006.

TO: Hampden Town Council
FROM: Sue Lessard, Town Manager
DATE: December 14, 2006
RE: Year End Report

The purpose of this report is to provide an overview of work performed by the Town of Hampden during the 2006 year. This 'list' becomes part of my personnel file and is used when performance review is conducted. I am presently in the middle of the third year of a five-year contract. This report coincides with my date of hire, which was December 11, 2000.

I have presented these items in a bulleted format in somewhat of an 'alphabetical order' manner. These are the items that have been done in addition to the regular tasks done by the Town Departments. These items have all at some point been on the agenda for discussion by the Town Council.

- Adoption of the 2003 International Building & Residential Codes
- Adoption of the 2006/2007 budget with a mil rate reduction of \$1
- Ambulance Bid award with a scheduled delivery of the new ambulance in April of 2007. The old ambulance will remain in service in Hampden as a back up unit.
- Appeals Board Ordinance was adopted which standardized the appeals process across ordinances
- Accepted Open Space in Audrey's Acres
- Butternut Lane and Acorn Drive Road Acceptance in Butternut Estates
- Cable Franchise fee amended from 1% to 3%
- Christmas Tree Lighting and Santa party held – sponsored by Kiwanis but utilizing the Community Room and assisted by town staff/mayor
- Communications Committee active in
 - Newsletter production
 - Cable TV offerings including Council Meetings/Planning Board Meetings, Special programming for school events and issues of local importance (TABOR)
 - Website updating
 - Special Event coverage – Children's Day, Hampden Highlights Day
- Construction of O'Donald building in Business Park
- Comprehensive Plan Update Approved

- Community Services (Former Open Space & Recreation) work on plan to determine Green Space and recreation needs of the community
- Conventional Landfill gas monitoring project conducted to determine volume of generation and migration patterns to answer long-standing questions regarding these issues.
- Deputy Mayor concept consideration
- Destination Imagination Team Supported by Council for trip to National event
- Donation made to Hampden/Winterport/Newburgh Girl's Softball Team for regional playoffs
- Dorothea Dix Park Survey Authorized
- Drug Free Safe Zones established in the community
- Firefighter/Paramedic – new position established
- General Assistance Ordinance Appendices updated
- GIS Reserve used for new aerial photos of the Town
- GIS/IT Staff member Gretchen Heldmann appointed to State GeoLibrary Board
- Gravel Road Paving Project done on 11 gravel roads
- Hamlin Marine awarded Marina Lease & commits to add public bathrooms
- Hampden Highlights Day held successfully with local civic organizations
- Hawthorne Ridge Open Space accepted by Council
- Host Community Benefit Amendment Negotiations held with Casella
- Landfill closure plan adopted by Council – final waste delivery 12/30/09
- Lura Hoit Pool Improvements completed – both interior and parking lots/sidewalks
- Manager appointed to Board overseeing Fund for Delivery of Regional and Municipal Services
- Meetings held with Designated Technical Consultants regarding water quality and annual report issues from the Landfill
- Moratorium enacted on Mineral Extraction/stockpiling
- Nadine's Way accepted as a road in a subdivision off the Mecaw Road
- Oldfield Estates Roads – Foster Avenue and Rawley Drive accepted
- Participation in planning for Regional Purchasing Group
- Playground equipment purchased and installed at new playground area on Western Avenue next to the Pool. Also completed work on volleyball court/skating rink at the same location and pavement of the soccer field parking lot.

- Pedestrian Crossing signals installed at the crosswalk on Western Avenue at the 202/Western Avenue intersection
- Prentiss & Carlisle – award of contract for Forest Stewardship Plan and Mapping
- Public Safety – Sale of engine 273 to the Town of Hermon]
- Public Safety – acquisition of mobile warning sign for use with traffic speeds and projects
- Public Safety Halloween party sponsored with over 500 attendees
- Re-dedication of the new Veteran's Memorial in the Town Office Parking lot
- Route 1A Sewer Project awarded to Sergeant Corp for 6000 feet of sewer line replacement on Route 1A and in the Westbrook Terrace area
- Sewer Pump Station Renovation Project Completed
- Sex Offender Issue identified at Bangor Rescue Mission
- Special Election held to replace Town Council seat resulting from the resignation of former Town Councilor Pease
- Tennis Court and basketball court rehab project completed
- Town Clerk Denise Hodsdon named to Executive Board for Maine Town and City Clerk's Association
- Town Farm Phase III Road acceptance
- Town participated in Bangor Area Storm water Stream Clean Up day and cleaned up Sucker Brook and roadside on Marina Road
- Town began participation in County Sign program which allows property owners to purchase standardized home number markers
- Transfer Station compactors replaced
- Tree City USA designation approved
- Victualer's licenses issued for all local businesses
- Western Avenue Railroad Crossing replaced

It has certainly been a busy year and I anticipate that next year will be equally busy. It is a pleasure to work for the Town of Hampden. It is a community of great people and I am blessed with a wonderful workforce and a fair and equitable governing board. As we move forward into 2007, there are many challenges ahead. They include the new school project, continuation down the landfill-closure path, comprehensive plan work, budget challenges, economic development planning, green space and forest management considerations, and the normal operations of municipal government. I am confident that the Town of Hampden will meet these challenges in the same inclusive and positive manner that it has met the challenges of the past.

TO: Hampden Town Council
FROM: Sue Lessard, Town Manager
DATE: December 17, 2007
RE: ANNUAL REPORT 2007

Calendar year 2007 was both busy and productive for the Town of Hampden. Over the course of the past year we have worked on projects that will impact the future of Hampden for years to come. In no particular order, the workload included:

- Extensive work at the Staff and Committee level on the update of the Town's Comprehensive Plan. This project has spawned others including development of a town forest inventory, survey of Dorothea Dix park, GIS efforts resulting in a current, correct landcover map, meetings with affected property owners, and identification of land use patterns that will complement the goals of the Comprehensive Plan.
- Continued work on amendments to the Mineral Extraction and stockpiling zoning ordinance language.
- Reauthorization of the Conservation Commission ordinance and inclusion of this Commission as part of the reviewing 'team' for open space acceptance and development proposals.
- Sale/contract of lots 1, 3, 7, 13 & 15 in the Business Park.
- Creation of the position of Economic & Community Development Specialist as part of the 2007/2008 budget.
- Development of regulations governing the use of Outdoor Woodfired Boilers. This controversial ordinance became necessary in the absence of any State or Federal standards for the use of these items and complaints received about impact in residential areas.
- Adoption of a Non-Stormwater Discharge Ordinance as part of a more comprehensive project to come into compliance with the laws regarding MS4 Communities for dealing with stormwater management.
- Completion of the Route 1A/Westbrook Terrace/Schoolhouse Lane/Pleasant Street Sewer rebuild.
- Completion of the rebuild of the majority of the town sewer system pump stations.
- Completion of the project to upgrade and pave 11 of the 14 gravel roads in the community.
- Budget adoption that kept the mil rate at \$15.70/thousand without the use of inflated or comparable sales valuation increases and limited the budget increase to less than 2%.
- Hiring of new Public Works Director following resignation of long time Director Greg Nash and authorization for a transition plan that

allowed the new Director the ability to work with Greg for a period of two months prior to his retirement.

- Authorization for the placement of snowmobile trail crossing signs on all such intersections in the town.
- Capital purchases of a new Police Cruiser for Public Safety, and loader, tractor, and plow truck as well as a new heating system for the Town Garage for the Public Works department.
- Authorization for staff/volunteers to seek Tree City USA designation for the community.
- Authorization for Public Works to work out a plan for facilitating a project to locate American Flags on lighted poles on Route 1A from Kennebec Road to the intersection of Route 9 and from that intersection to the Town Office.
- Installation of additional lighted holiday decorations on poles on Route 9 from the Route 1A intersection to the town office thanks to the generous donation from Brian Bouchard.
- Renovation of the Tank Truck to insure that it is both safe and roadworthy by the department and development of a replacement plan for a new truck to be ordered for delivery in 2009.
- Appointment of Town Clerk Denise Hodsdon as Registrar of Voters to replace long time Registrar Vivian Gove who resigned.
- Adoption of a Use Policy for Cable Channel 7. The increased usage of this channel has elicited a good deal of positive feedback for the Communications Committee as well as the entire Town Council.
- Continued publication of the Hampden Highlights Newsletter. Coordinated and implemented through the Communications Committee and its volunteers, this publication has become an item that residents have responded to very favorably.
- Welcome to Hampden program. This program provides a 'Welcome to Hampden' bag to residents that move into Hampden. The volunteer committee that runs this program collects donations, stuffs bags, and delivers them based on property transfer information provided by the Assessor. Interest in participating in this program has grown and the bags are stocked with valuable and informative items. We store the bags and the donation items and provide Town-related information for them.
- The Town Council accepted 9 roads this past year. These were Highland Ridge Road, John's Way, Jay's Way, Library Road, Dunton Circle, Silver Drift Trail, Bowen Drive, Commerce Court, and Graystone Drive.
- Provided recognition of the 102nd birthday of Edna Bragg, the Town's oldest citizen with flowers and a certificate at a Town Council meeting.

- Sponsored a subsidized home-composter distribution program in conjunction with the State Planning Office for the fourth year in a row.
- Voted to investigate concerns regarding a proposed Water District Rate increase slated for 2008. As a result, the Town has been granted intervener status in the investigation of the increase being done by the Public Utilities Commission.
- Granted requests from the Hampden Academy Senior Class for subsidy of outdoor graduation costs for 2007 and also contributed to the SAD22 Iraq Serviceman Project.
- Developed short and long term goals and objectives that will be used as a reference when considering actions requested of the Town Council and staff. This will allow the Council to consider the impact of 'adding more to the plate' and how that might impact priorities that have been set previously by the Council.
- Appointment of town committee/commission members, as well as approval of Victualer's licenses, liquor licenses and games of chance licenses.

Individual Departments were busy during 2007 as well. Some of the highlights were:

Recreation

- Increased Kid's Korner Program from one site to two for afternoon programming.
- Received grant for use in moving the Town Gazebo to the Pool site for more opportunity for use by the public.
- Successfully nominated local citizen for Recreation Volunteer of the year through Maine Recreation & Parks Association.
- Continued work on trails between Town Office and Pool site as well as worked with Community Services Committee on defining long term recreational needs in town.

Pool

- Overhaul of air-handling system resulting in a more fuel efficient operation. Savings of oil in the first two months of operation since the overhaul are close to 1800 gallons – or over \$5,000.
- Painting and rehab of pool facility during September.
- Contract with the High School Swim team for practice time at the facility. This increases pool revenue and also affords the team the opportunity to practice without having to go to Brewer for pool time.
- Revamped after school activity and swim programs.
- Increased participation in swim lessons.

Administration

- 99% tax collection by year end thanks to the efforts of Tax Collector Cheryl Johnson. Thanks also to Cheryl's hard work, our General Assistance Program also continues to be seen as a model program by the State. Cheryl has been asked on several occasions to be an instructor at classes on the subject and is also a member of the Board of the State Welfare Director's Organization.
- Sewer Collections consistently high with minimal liens and foreclosures thanks to the ongoing efforts of utility billing clerk Kathy Cole. Kathy also maintains the inventory for the entire facility and keeps a close eye on things to make sure that items are appropriately accounted for by department.
- Ambulance billing/recordkeeping improvements made by part-time staff assistant Tammy Ewing. In the short time that she has been with us, Tammy has completed software, registration, and finance training and become a very valuable office employee as well as deputy registrar of voters.
- Financial recordkeeping/reporting improvements made after turnover of responsibilities to finance officer Janie Pitcher. She has made substantial improvements to our processes related to payroll, accounts payable, and personnel.
- Implementation of State Voter Registration program by Town Clerk Denise Hodsdon. Denise was also named as the fifth vice president for the New England Clerk's Association which will result in her being the President of that association in five years. It is an honor to be chosen for the position. She was also very instrumental in getting our new and improved website designed and off the ground and continues to be the local contact for implementing Channel 7 programs.

Manager

- Appointed by the Governor to the State Board of Environmental Protection for a four year term.
- Re-elected to the Municipal Review Committee that oversees municipal ownership of part of the PERC facility in Orrington.
- Participated as part of UMaine program for Shoreland protection projects by graduate students.
- Use of interns in media and GIS/IT operations, benefiting both the students and the Town.
- Budget proposal to Town Council resulting in less than 2% increase in tax commitment and no increase in tax rate.
- Downsized administrative staff position from full to part-time and redistributed duties among existing staff members.

- Successfully replaced long term Public Works Director Greg Nash with an inclusive process that resulted in staff, council, and management participation.
- Increased active investment of town funds through diversification of assets in secure investments. This practice had not been done prior to the past several years.
- Continued certified 'sniffer school' graduate

Assessing/Planning/GIS/IT

- No adjustment for sales ratio/valuation changes for 2007/08 budget. Assessor Vivian Gresser recognized by State personnel at time of assessing review for her meticulous and accurate records.
- GIS improvements resulting in more effective and efficient use of meeting time since maps can be created as needed. Thanks to the efforts of GIS/IT staff member Gretchen Heldmann we are able to provide more relevant, accurate information to taxpayers on a more timely basis in a visual manner. In addition, Gretchen's efforts in the IT area have resulted in a very efficient, reliable IT network serving all departments. Also, Gretchen's work allowed our ambulance to be computer-connected to EMMC, installed laptops in the police cruisers, provided dispatch with our hydrant system locations to improve dispatch efficiency, and continues to serve on the State GEO Library board which is working to make GIS statewide more efficient.
- Planner Bob Osborne continues to serve on the local BACTS board that determines priorities for state funding of road projects. Thanks in part to his efforts another section of Route 1A is scheduled to be done by 2009 and an additional \$200,000 was recently added to the money available for the project. Bob also acts as the staffer for the very busy Community Services committee, Ordinance Committee, Planning Board, Conservation Commission and Historic Preservation Committees. He headed up a successful stream clean up program in 2007 as well.

Public Safety

- Public Safety employees have written a number of successful grant applications this year for training opportunities as well as for equipment – including a thermal imaging camera. They are to be commended for their efforts on our behalf.
- Local business has taken a serious interest in helping the Town to raise funds for EMS equipment – with the most recent project

being the acquisition of another 12 lead system for the second ambulance.

- The Tank Truck was refurbished resulting in a safer, more reliable vehicle for use until such time as a new one is needed.
- CEO Ben Johnson has done a huge amount of work in getting the Town's Stormwater Program up to state standards. Keith Barnhard has served as the primary contact in the effort which has developed a team approach to the problem. The committee comprised of Public Works, Public Safety, GIS and planning meets after each regional meeting. The recent 'Inspection Report' gave us high marks.
- The Police department solved several difficult cases in a very timely fashion this past year – most notably the attempted rape of a citizen and the apprehension of the party responsible for the bomb threats at Hampden Academy and other local schools. We are fortunate to have well trained and competent staff,

Public Works

- This department had a huge change this year in the retirement of long time director Greg Nash and the hiring of Chip Swan as the new Director. I am pleased to report that things have gone exceptionally well with the transition.
- Staff training has increased and several department members are actively seeking licensing increases for equipment operation.
- The addition of many new roads has increased the miles of plowing and maintenance dramatically.
- As mentioned under Public Safety – the Public Works garage was also audited as part of the Stormwater Program and I am very pleased to note that this facility also got high marks.
- The department is developing an RFP for sewer work that will be necessary prior to the State rebuild of another section of Route 1A.

Economic Development

- 3 lot sales were completed this year and have resulted in two new buildings thus far with another on the horizon thanks to the efforts of Economic Development Director Bion Foster.
- Work with the Community Services committee to determine the best location for business within the Town.
- Transition from a part time to a full time economic development staff effort was begun with the new position authorized.

Library

- Implementation of the e-books program, making Hampden only the second community in the state to offer that program.
- Sewer line hook in to the pump station that also serves Avalon Village as a more efficient and reliable means of access.
- Acceptance of Library Road as a Town Way.
- Successful fundraisers to augment the Endowment Fund.
- Increased use of the library for accessing books from other library facilities statewide.

There is much ahead for 2008 and beyond as well. The closure plan for Pine Tree will continue to head toward the final deliveries in 2009. The gas to energy plant utilizing the methane will come online early in 2008. The Comprehensive Plan work will be finalized and Economic Development efforts related to it will begin implementation. As defined in the Council Goals and Objectives from August, we have a number of exciting projects underway related to evaluation of services provided, customer service improvements, and financial management. In addition to these, there is the ongoing day to day operation of the town departments and committees.

December 11th of this month was my 7th anniversary as Manager of the Town of Hampden. In looking back over the past seven years, I am pleased to note that we have had many successes. As a community we are seen as a leader in terms of process, infrastructure maintenance, and programs. I look forward to the opportunity to continue to work with the Council, staff, volunteers and residents in insuring that the Town of Hampden remains 'the community of choice in Central Maine'.

ANNUAL REPORT 2008

Susan Lessard, Town Manager

As of December 11th, I will have completed 8 years as the Town Manager here in Hampden. Although there have been many challenges, I believe that we have accomplished a lot of good work during that time. The Town is fiscally healthy, operationally sound, and staffed with many people who provide excellent public service to the residents of the community.

Every department has had its own set of challenges during 2008 but we have made progress in many areas.

Administration/Council –

- The front office began accepting debit cards during this year and the response has been very favorable.
- The use of Rapid Renewal for online vehicle re-registration is remaining steady at approximately 5-6 registrations per week.
- Our banking switch to Maine Savings for the General Fund, Reserve, and Sewer checking accounts has gone very smoothly. We are getting great service and their proximity to the office makes the banking relationship even easier.
- Moving the Reserve Account Investments to Bangor Savings Bank has also gone extremely smoothly. That relationship was expanded to include the Hampden Environmental Trust as well.
- Despite the economic downturn that has put many investments in jeopardy, town funds have consistently been invested in FDIC insured cd's and U.S. Treasury notes so there is no risk of loss in our accounts
- The November 2008 election saw the highest voter turnout in Hampden history with nearly 4500 voters casting ballots. Much credit to the entire staff for the professional and capable manner in which it was handled – and to Town Clerk Denise Hodsdon who worked many extra hours despite having just returned to work from serious surgery.
- Two foreclosed properties were sold during 2008. There remain only two tax accounts in foreclosure in Hampden and both are faithful in maintaining monthly, long-term payment plans. Tax Collector Cheryl Johnson does a very good job of staying on top of the tax collection effort. As of November 30th we are at nearly 51% collection for 2008/2009 taxes with the second half not due until 04/01/09.
- The Town successfully intervened in the Water District Rate increase case and the resulting rates were less than originally requested by the District. The Council and Water

District have also set up a twice-a-year meeting schedule in order to stay current with District information and to maintain better lines of communication.

- The Town Council authorized participation in both the regional Hazardous Materials Collection Day and the continuation of the subsidize Home Composter program that has now distributed nearly 300 composters in Hampden over the past 5 years.
- The Council adopted a budget for 2008/09 that required only a .20 adjustment upward to the mil rate. This occurred despite the fact that no increases in valuations not related to actual construction were made for the second year in a row.
- The Town Council approved participation in a program to locate American Flags on lighted poles in the Kennebec-Route 1A-Western Avenue area. They were put up in the Spring and removed in November after Veteran's Day. The committee that originally asked for the town's participation will be providing storage for the flags for the winter and replacing any that were damaged and appropriately disposing of those.
- The Council spent a good deal of time working with the School on the new high school project, both through the efforts of representatives Kathy Walker and Norm Prouty and also councilors who attended numerous meetings on the subject.
- Long-time Councilor Robert Gilberti resigned effective 12/31/07 and was replaced January 1st by former Councilor Andre Cushing who was elected in the 11/07 election and will serve until the end of 2009.
- The landfill closure plan continues to move forward smoothly. The last waste delivery will be some time in 2009 but no later than 12/31/09. The first phase of three closure phases was completed as of October 2008. The second phase will be closed in 2009 and the final phase in 2010. The landfill will pay the tax rebate program to participating abutters through the full 2009/2010 tax year despite the fact that waste deliveries will cease no later than 12/31/09.
- Committee level work for the Town Council was at an unprecedented level for this year. The time commitment for everyone has been considerable. The Committee on Committees will be reporting its findings at the last meeting in December of 2008 with an eye toward creating some efficiencies and standardization in the way that committees and their staff work and report.
- The Council established a Goals & Objectives session to be held annually in January in order to make sure that

projects, planning, and budget priorities are set according to the Goals and Objectives established for the year.

Communications

- The newsletter has continued to be a viable and worthwhile endeavor. Annie O'Reilly was made Editor of the publication during 2008 and has done a great job of getting the process coordinated in a timely manner.
- Cable TV continues to offer a wide range of programming on topics of municipal interest as well as Planning Board and Town Council meetings.
- The Town website is still a work in progress with a few departments still not fully integrated. The goal is to have that current, as well as to consider ways to offer more 'on-line' information in the near future.
- In a paper-saving and efficiency-improving measure, the Council will be going to 'paperless' packets at the beginning of the 2009 year and using town-provided laptops at meetings. We will also be installing wireless internet capability in the Town Office complex so that persons attending meetings can access the internet without 'plugging in' to the Town network. The cost for this access is minimal and fits with the desire to offer as much via the internet to residents as possible.

Facilities & Infrastructure

- The Council Chambers were revamped this year resulting in a much more pleasant and professional atmosphere in which to conduct the business of the town.
- The expansion of Lakeview Cemetery was completed this past summer. It has added +/- 1500 additional lots and was done by the Town public works department.
- The regular road paving was, fortunately, done in May of 2008 at the bid price submitted. Many communities who waited until later in the summer to bid found the prices unaffordable – and some had contractors who refused to honor an earlier-submitted price.
- We did not lock in to a price-per-gallon for fuel during the high-cost months. We remained at our regular rack plus 9 Cent price and have been under the budgeted \$4 per gallon by more than a dollar and a half for the past month – which should provide a cushion for later in the winter – or hopefully some year-end savings.
- The municipal building roof replacement will be completed by year end.

- The boiler replacement at the pool should be completed by mid-December and should help to further reduce fuel usage at that location.
- The Council accepted 5 new roads totaling 1.9 miles as well as an acre of open space in a subdivision that was submitted to the Planning Board.
- The Council authorized an engineering study of rebuilding Mayo Road.
- Air Conditioning was added to the Edythe Dyer Library and the library received a grant to cover half the cost of the project.
- The November Referendum approved a 1.8 million dollar project for repair of sewer lines as part of the ongoing line-replacement project. Construction should occur in 2009.
- We continue to work on a solution for the pump station problem at Mayo Road resulting from the disposal of a cloth-like material by a user or users whose sewer goes through that pump station. At the present time, the problem has cost nearly \$23,000 in additional fees for engineering as well as 'motor unclogging' by the City of Bangor.

□

Equipment

- The Sewer Flusher truck was rehabbed at a much lower cost than a new unit and should give us another ten years of service or more as a result.
- The Town acquired a new large plow truck, a loader, and a tractor as replacement equipment at Public Works.
- The Town acquired a new police cruiser to replace one rotated out of service.
- The Town accepted a drug forfeiture car – a 2005 Subaru Impreza that has been very useful for staff that use it to attend meetings.
- Surveillance equipment was installed in the front part of the administration building at the time that the system in Public Safety was upgraded. This system came in handy when reviewing the recent ambulance fire in the truck bay since we were able to review exactly when it all occurred.

Public Safety

- Public safety hired a full-time paramedic/firefighter to complement the staff. The last staffing position had been filled by part-time personnel but due to relocations and job changes it was becoming more and more difficult to keep those shifts filled.
- The Community Room of the Public Safety end of the building continues to see considerable use – both with town

committees and outside groups who do a variety of municipal trainings.

- Public Safety has greatly reduced the number of assisted ambulance calls required due to the higher licensing level maintained when using the paramedics. That results in a larger percent of the proceeds from ambulance bills remaining with the town. Tammy Ewing has done a remarkable job in keeping our ambulance payment records up to date.
- Edwards Shop n Save led a fundraiser to provide a second 12-lead for the 2nd ambulance now in operation. That unit cost over \$14,000 and the bulk of it was donations – thank you to everyone who participated in those efforts.
-

Public Works

- Changes were implemented in the operation of the Transfer Station in May of this year and in the first six months since those changes were implemented, the Town has saved nearly \$50,000.
- The Public Works department has contracted with MDOT to plow Route 1A and is being reimbursed by the state for approximately \$17,800. 2009 will be the second year that we have had that arrangement.
- Public Works Director Chip Swan completed his first year of employment with us after one of the worst winters in memory. He has done a good job of getting up to speed on a very complex and diverse range of responsibilities.

Recreation

- Recreation continues to have full bookings for Kids Korner before and after school programs despite having added a second location during this past year.
- Recreation Director Kurt Mathies coordinated and got donations sufficient to rebuild and relocate the Gazebo from behind the Post Office to the Recreation Area next to the Lura Hoyt Pool. The rebuilt structure is handicapped accessible and provides a great place for parents to sit while watching their children on the playground/volleyball area.
- New picnic tables were built by high school students to replace ours that had deteriorated over time.
- A playground area was developed in Dorothea Dix Park by Eagle Scout Jason Edwards as his Eagle Scout Project.

- Assistant Director Shelley Abbot was named Young Recreation Professional of the year by the State Association of Parks and Recreation.
- Kids Kamp had another very successful summer season despite a dog-bite incident from a neighbor that required the program to be relocated from the Kiwanis Hall for the remainder of the summer.
-

Planning

- The Town has continued work on the Comprehensive Plan with hopes of finalizing that work in 2009.
- The Community Services Committee has done a good deal of work related to parks and recreation with the result a separate Dorothea Dix Park Committee and a very active and involved Tree Board.
- The Town's Tree City USA designation has been memorialized with the location of a Tree City USA flag located in the front of the Municipal Building.
- The Finance Committee has developed the 'bones' of a possible long-term, over 65 tax credit program that the Council will be considering during 2009.
- The Finance Committee has begun work on a ten year Capital Budget plan with the idea that it can be considered as part of the 2009/2010 budget.
- The Public Safety Committee has recommended that the Public Safety Department be given permission to go out to bid for a fire truck replacement as per the schedule established.

Personnel

- Community & Economic Development Specialist Dean Bennett was hired in January of 2008 to coordinate the efforts planning and development on a full-time basis.
- Former Economic Development Director Bion Foster transitioned to a consultant role in July of 2008 in which he continued responsibilities for marketing the Business Park, participating in the Bangor Region Development Alliance, and acted as a resource for our new full-time staff person. The contract for those services ends 12/31/08. Bion suffered a stroke during the latter part of 2008 but I am happy to report that he is doing well and continuing to improve.
- Matt Thomas was hired as a new full-time paramedic/firefighter to fill the staffing problems resulting from limited call-paramedic availability.

- Town Clerk Denise Hodson was diagnosed with breast cancer, had surgery and returned to work. Further surgery will be necessary at the end of 2008/beginning of 2009. Team Denise was formed as a support measure for Denise and in addition to raising awareness – also raised over \$7500 for the Komen Race for the Cure in September of 2008. That effort was coordinated by Finance & Human Resource Officer Janie Pitcher who did a huge amount of work to get it all organized and off the ground.
- Nescom (New England School of Communication) continues to provide talented interns to us for help with our Cable TV system. At the present time Melissa Antononi and Sy Cody White are handling those responsibilities and long-term intern Brandon Gassett assists when he has the time.
- I was appointed as Chair of the Board of Environmental Protection by the Governor in November of this year.
- Transfer Station Operator Chris Everett was injured in a fall in August of 2008 but came back to work in October. His 6 month probationary period was extended to February to allow a fair amount of assessment time for both him and his supervisor.
- Public Works employee Paul Weaver suffered a serious injury when he developed a life-threatening reaction to multiple bee stings. Despite being in intensive care for four days in an induced coma, he was back to work within 8 days of the injury. Kudos to his workmates Donny Mclain and Denny Babcock whose quick thinking have been credited with saving his life.
- This year Paramedic/Firefighter Joe Dunton was awarded the Physical Fitness award by the Public Safety Director and Paramedic/Firefighter Shaun McNally was awarded the Public Safety Employee of the year award by his peers.
- Part-time GIS/IT staffer Gretchen Heldmann began work full time in July and has implemented a server-replacement project, worked in providing staffing and maps for Community Services and Comprehensive planning as well as contributing a great deal of time and effort on the mapping requirements of our MS4 storm water program – in addition to her regular work in maintaining the computer infrastructure for all town departments.

While considerably long – this report does not capture all that was accomplished during the 2008 year. That would take, at the very least – a short book! Every day the staff, volunteers, and elected officials of the community work to make Hampden a better place to live and work.

TOWN MANAGER'S REPORT 2009

The 2009 fiscal year was a year of both great accomplishments and great challenges. The deteriorating economic situation required significant budget restraints in order to maintain the mil rate. This was made more difficult by a limited amount of new valuation from home sales and construction, increased educational and County budgets, and reductions in State funding to municipal revenue sharing. Employee cooperation in health insurance changes and elimination of cost of living increases was key to the ability of the Council to hold the line. The next several years will prove to be equally challenging as the nation and the state grapple with high unemployment, escalating energy costs, and deteriorating public infrastructure.

On the positive side – the community saw a continued wellspring of volunteers interested and willing to help with improvements to the Town. There was significant participation in the tree-planting project adjacent to the Lura Hoit Pool, progress on the future of Dorothea Dix Park, exploration into the idea of a town dog-park, multiple Eagle Scout projects benefitting the community, and installation of the rain garden in front of the municipal building just to name a few volunteer-based activities.

In Public Works, there was sewer reconstruction of 9000 feet of sewer line in the Main Road North, Patterson Road area which has improved another aged section of the Town sewer system, and several miles of road were repaved. The Town Council changed its Committee structure in order to be both more efficient and to make the process more transparent for citizen participation and input, and administrative office hour changes allow people to access Town services both before and after work. The Town continued to work on an update to the Comprehensive Plan, continued work on required changes to the local Shoreland Zoning Ordinance, and worked on additional requirements related to Stormwater Management. Public Safety continued its exceptional public service in police, fire, and EMS areas. We routinely receive letters of thanks from people who have been assisted in times of stress or crisis by the dedicated individuals who serve the town in those capacities. Recreational opportunities in both the 'regular' recreation areas of kid's korner, sports, and arts and crafts as well as the use of the Lura Hoit Pool continue to increase every year. The Library as well has seen increased activity as in this down economy people make choices to recreate closer to home.

The Pine Tree Landfill received its last load of waste to be landfilled and final closure and capping of that facility will be completed in 2010.

Moving into 2010 we look forward to the reconstruction of Mayo Road, continued construction of the new high school, completing the update to the Comprehensive Plan, and finding ways to continue to provide excellent municipal services in cost effective ways.

I want to thank the Council for their hard work and support over the past year and also to recognize the efforts of all the town employees. Indeed Hampden is wonderful community in which to live and work.

Respectfully submitted,
Sue Lessard
Town Manager

GOALS AND OBJECTIVES

Status 11/23/2009

The following items were identified as important issues for discussion/work in the coming year during the Council goal-setting discussion on 1/20/09. Each item is identified with the Committee that would do the background work on it. These assignments do not create an endorsement of any particular idea – but provides the framework for the topic to be thoroughly explored by the Town Council prior to any action.

The writing in italics with each identified goal/objective shows the status of it as of 11/23/09.

- Long-term elderly property tax rebate program – Finance – *The Finance Committee did considerable work on this idea during 2009. After developing two options – one with an income component and one without, the Committee decided to wait until the time of tax commitment to determine whether or not to go forward with some plan. Although most councilors felt that there was merit to the idea, there were concerns raised by the majority that given the very difficult nature of the budget due to the depressed economy, it was the wrong time to consider funding a ‘break’ for some residents at the expense of others. This item will remain on the agenda for Finance to look at again at the time of budget preparation in 2010/2011.*
- Additional efforts to recycle/compost (particularly leaves and grass) – Infrastructure – *The Committee held an informational session with State representatives about the idea of the town developing a composting operation for leaves and brush. In order to be better able to work on this process at the local level, the Council voted to send a Town Representative to the Maine Compost School. The October class for that was filled and the Town is on a waiting list for the next session.*
- Trail development – Town Services - *The Committee has worked with SAD 22 for the possible development of trails in the four mile square area adjacent to the new high school project and in proximity to Reed’s Brook. In addition, the Town has offered 45 acres to SAD #22 for wetland mitigation on the former LL Bean parcel for the new High School Project that includes a \$50,000 payment to the Town for the development of trails on that parcel. The Town has also done considerable work in the continued development of Dorothea Dix Park, and more recently has begun work on the idea of a Dog Park to be located in the community.*
- Shoreland protection – Planning & Development - *The Planning and Development Committee and staff have done a huge amount of work in making the Town’s Shoreland Zoning Ordinance compliant with revisions to the State Shoreland Zoning law. These changes will be voted on by the Council in the near future. The Town has made every effort to include and engage affected property owners throughout this process.*
- Communication with State, SAD & other communities – Planning & Development – *The Town was an active participant in the Penobscot Greenprint Program, is working proactively with SAD #22 in regard to the new school project as well as the re-use of Hampden Academy, is working with PFCOG and area communities to restructure that entity, has applied for an energy efficiency grant through the PUC, has one of its elected officials (Mayor Arnett) as a member of the Executive*

Committee of the Maine Municipal Association, the Town Manager chairs the State Board of Environmental Protection, the GIS/IT Specialist is a member of the State GEOLibrary Board, the Town Clerk is an officer of the New England Town and City Clerks organization, the General Assistance Director is an officer in the Maine Welfare Directors organization, and the Public Works Director is an officer in the Maine Chapter of the American Public Works Association. These affiliations help to foster a positive image of the Town of Hampden and its staff and elected officials. In addition, the Council has continued meetings with the Water District Trustees twice a year in order to maintain open and positive communications.

- *Town Resource Guide – more information available on what we are/have – Town Services – The Hampden Business Association continues its Welcome to Hampden Bags project for new property owners in Hampden. That bag contains not only information about local businesses – but information about local government and its offerings as well. In addition, we are working on revamping the literature specific to individual departments, with the Transfer Station and recycling guidelines to be finalized by 1/1/10.*
- *Fiscal restraint in budget for 2009/2010 – Finance – The budget for Fiscal Year 2009/2010 held the mil rate the same as 2008/2009. In order to accomplish this, the Town changed health insurance coverage for employees to a lower plan and did not grant cost of living raises for staff. This was a cooperative, team effort on the part of employees and staff members. The budget required \$2.86 million in tax dollars, and could have required \$3.2 million and still been under the LDI property tax limit currently in law. This fiscal restraint offset increases by both SAD #22 and the County.*
- *Completion of Comprehensive Plan & Implementation Strategy – Comprehensive Plan Committee –The Comprehensive Plan is ready for the Public Review process prior to its final adoption. The Draft Plan has been reviewed by Town Staff and was to be forwarded to the Council several weeks ago but has been delayed due to the ill health of the Economic and Community Development Director. At this time, he may be returning to work on 12/7/09 and if so, the Plan review process will move forward with him shepherding it through the public review process. If his health has not improved, the process will go forward with the Planner and the Town Manager scheduling and staffing the public sessions.*
- *Expanded Economic development consistent with community plan – Planning & Development – There is now an Economic Development Team in place in the Town of Hampden that works with applicants to help them get their residential or commercial development applications smoothly through the permitting process. The Team meets on a weekly basis to discuss ongoing projects and has a well-established process that is available to all applicants. In addition, Planning and Development and the Town Council approved the initiation of a BEAR program for local business. Resumes have been received and three have been selected for interviews in the near future. This process is awaiting the return of the Economic and Community Development Director.*

- Continued work on 5 & 10 year Capital budget plan – Finance, Infrastructure – *The Finance Committee reviewed possible 5 and 10 year spending priorities that are included in the Draft Comprehensive Plan. In addition to staying with current equipment and infrastructure upgrades, the Mayo Road rebuild project was one item on the Plan that has been approved by the voters for construction in 2010. Additional work will be done on this plan once the Comprehensive Plan is approved.*

- Expanded electronic access to services for residents – Infrastructure – *Wireless internet capacity has been installed in the Municipal Building for the benefit not only of Councilors at Council meetings but also for persons attending committee meetings and training sessions in both the Council Chambers and the Community Room. The newsletter has continued publication with the addition of Annie O'Reilly as the editor to insure that the articles are collected and managed in a timely fashion. The cable channel continues to be a challenge due to difficulty in finding someone to manage that function. The website is kept currently posted for meetings and agendas and minutes and the Calendar function is maintained by the Town Clerk. The Town continues to accept Debit Cards as a means of payment for all town services and continues to offer residents the ability to renew motor vehicle registrations online through the Rapid Renewal Program.*

TOWN ADMINISTRATOR PERFORMANCE APPRAISAL

INSTRUCTIONS: Place a check mark on the line underneath the number, which you feel, is appropriate for each item. 5 is high, or excellent.

1. <u>Public Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Projects a positive public image.	_____	_____	_____	_____	_____
B. Is courteous to public at all times.	_____	_____	_____	_____	_____
C. Keeps commitments to the public.	_____	_____	_____	_____	_____
D. Seeks to use criticism of self of positive ways.	_____	_____	_____	_____	_____
E. Maintains effective relations with media representatives.	_____	_____	_____	_____	_____

Specific Comments: _____

2. <u>Employee Relations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Works well with other employees.	_____	_____	_____	_____	_____
B. Helps other employees when possible.	_____	_____	_____	_____	_____
C. Keeps commitments to other employees.	_____	_____	_____	_____	_____
D. Seeks to develop skills and abilities of employees.	_____	_____	_____	_____	_____

Specific Comments: _____

3. <u>Town Council Relationships</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Effectively implements policies and programs approved by Town Council.	_____	_____	_____	_____	_____
B. Reporting to Town Council is timely, clear, concise and thorough.	_____	_____	_____	_____	_____
C. Accepts direction or instructions in a positive manner.	_____	_____	_____	_____	_____
D. Effectively aids the Town Council in establishing long-range goals.	_____	_____	_____	_____	_____
E. Keeps council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices, etc.	_____	_____	_____	_____	_____

Specific Comments: _____

4. <u>Leadership</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Motivates others toward accomplishment of work.	_____	_____	_____	_____	_____
B. Delegates appropriate responsibilities.	_____	_____	_____	_____	_____
C. Makes thoughtful contributions to Town Council and subordinates.	_____	_____	_____	_____	_____
D. Effectively evaluates performance of subordinates in his/her area.	_____	_____	_____	_____	_____
E. Seeks to develop teamwork by Town organization.	_____	_____	_____	_____	_____
F. Uses effective supervisory skills.	_____	_____	_____	_____	_____

Specific Comments: _____

5. <u>Communications</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Written communications are clear, concise and accurate.	_____	_____	_____	_____	_____
B. Oral communications are clear, concise; expresses self effectively.	_____	_____	_____	_____	_____

Specific Comments: _____

6. <u>Personal Traits</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
A. Controls emotions effectively in difficult situations.	_____	_____	_____	_____	_____
B. Is creative in developing practical solutions to problems faced in the course of work.	_____	_____	_____	_____	_____
C. Uses common sense.	_____	_____	_____	_____	_____
D. Is flexible in accepting and adjusting to change.	_____	_____	_____	_____	_____
E. Has a positive attitude.	_____	_____	_____	_____	_____
F. Demonstrates personal honesty and frankness in day-to-day relationships.	_____	_____	_____	_____	_____

- G. Seeks to improve own skills and knowledge. _____
- H. Completes work in acceptable time periods. _____
- I. Performs work accurately. _____

Specific Comments: _____

- | 7. Goal Achieving | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| A. Takes initiative to get job done correctly and thoroughly. | _____ | _____ | _____ | _____ | _____ |
| B. Perceives new responsibilities and proceeds independently to undertake or expand these responsibilities. | _____ | _____ | _____ | _____ | _____ |
| C. Accepts responsibility for own work. | _____ | _____ | _____ | _____ | _____ |
| D. Achieves goals set by or in conjunction with Town Council. | _____ | _____ | _____ | _____ | _____ |

Specific Comments: _____

- | 8. Fiscal Management | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| A. Prepares realistic annual budget. | _____ | _____ | _____ | _____ | _____ |
| B. Seeks efficiency, economy and effectiveness in all programs. | _____ | _____ | _____ | _____ | _____ |
| C. Controls expenditures in accordance with approved budget. | _____ | _____ | _____ | _____ | _____ |
| D. Keeps Town Council informed about revenues and expenditures, actual and projected. | _____ | _____ | _____ | _____ | _____ |

Specific Comments: _____

- | 9. Decision Making | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| A. Attempt to obtain all available facts prior to making decisions. | _____ | _____ | _____ | _____ | _____ |
| B. Is objective in decision making. | _____ | _____ | _____ | _____ | _____ |
| C. Considers possible alternatives and their consequences before making | _____ | _____ | _____ | _____ | _____ |

decision.

D. Makes decisions on a timely basis.

Specific Comments: _____

10. Other

	1	2	3	4	5
A. Seeks to promote intergovernmental cooperation.	_____	_____	_____	_____	_____
B. Effectively responds to local politics, customs and interests.	_____	_____	_____	_____	_____
C. Seeks to understand and respond to community needs.	_____	_____	_____	_____	_____

Specific Comments: _____

GENERAL COMMENTS: _____

Signature

Date