



HAMPDEN TOWN COUNCIL
GOALS AND OBJECTIVES SESSION (1 of 2)
HAMPDEN MUNICIPAL BUILDING
AGENDA

SATURDAY, FEBRUARY 6, 2016

- 8:00 – 8:15 Gathering / Coffee / Social
- 8:15 Call to Order
- 8:15 – 8:30 Discussion of Expectations for Session
- 8:30 Presentation of Operational and Budget Trends, Notes, Observations
Town Manager Angus Jennings
- 9:00 Overview of Departments' Operations, Successes and Challenges
Discussion with Staff of Challenges and Opportunities for FY17
- Administration, incl. Tax Collector, General Assistance, Elections,
Communications
- Geographic Information Systems / Information Technology
- Planning & Economic Development, incl. TIF
- Assessing
- Pool
- Recreation
- Library
- Police, Fire, Public Safety
- Public Works, incl. Solid Waste, Sewer and Stormwater Management
- Facilities, Buildings/Grounds, Municipal Garage and Non-Dept. Utilities
- The Bus
- Outside Agencies
- Debt Service, Capital Planning and Reserve Accounts
- RSU-22
- 11:30 Discussion of Format and Objectives for 2nd Goal Setting Session
Scheduled for Saturday, February 20, 2016 at 8 AM
- 12:00 Adjourn

**HAMPDEN TOWN COUNCIL GOALS & OBJECTIVES SESSION MINUTES
SATURDAY, FEBRUARY 7, 2015**

Attending:

Mayor David Ryder	Councilor Dennis Marble
Councilor William Shakespeare	Town Manager Susan Lessard
Councilor Terry McAvoy	Resident Alex King
Councilor Carol Duprey	
Councilor Greg Sirois	

Call to Order – The meeting was called to order at 8:15 a.m. by Mayor Ryder.

Mutual Expectations/Ground Rules – The group adopted the following list of ground rules/expectations:

- Be respectful
- All ideas have value
- No tangents – stay on subject
- Be flexible
- Listen

Possible Areas of Focus & Budget Items– The Council identified work in the following areas as priorities for the 2015 year:

1. Public Works
 - a. Staffing (scheduling)
 - b. Reduce staffing through attrition
 - c. Outsource if additional help is needed
 - d. Evaluate equipment usage/hours
 - e. Advertise for Public Works Director to assist in Department Review
2. Recreation Fields
 - a. Location
 - b. Financing
 - c. Parking/traffic at Pool
 - d. Needs Assessment – now and 10 years from now
 - e. Needs more and better recreational fields
 - f. Skehan Center is not great for all kinds of programs
 - g. Town owns land that could be used for fields
 - h. A long term plan for recreation should include all recreation offerings including the pool and the library
3. Economic Development
 - a. Priority to reduce pressure on residential property owners
 - b. Local regulatory changes to be made to be more business friendly
 - c. Tax rate needs to be competitive to attract businesses
 - d. Development areas
 1. Route 1A North
 2. Route 1A/Western Avenue
 3. Coldbrook Road

4. Budget items
 - a. Insurances – Both health insurance and group comprehensive insurance should be put out to bid to provide options for reducing the costs of these programs.
5. Affordable Housing, particularly Senior Housing
6. State Budget Consequences
 - a. Meet with State Reps
 - b. Meet with School Board to discuss budget issues
7. Budget parameters
 - a. Zero increase for department budgets
 - b. School Resource Office reimbursed at actual % of time used
 - c. Present Budget with no increase in mil rate, considering new valuation as well as school and county increases

The meeting was adjourned at 12:15 p.m.

Respectfully submitted,

Sue Lessard
Town Manager

COUNCIL GOALS & OBJECTIVES SESSION

February 8, 2014

Attending:

Councilor Jean Lawlis	Mayor Carol Duprey
Councilor Tom Brann	Councilor David Ryder
Councilor William Shakespeare	Town Manager Susan Lessard
Councilor Ivan McPike	Resident
Councilor Greg Sirois	

The meeting was opened at 8:45 a.m. by Mayor Duprey. The Town Manager acted as facilitator and used an easel board to record the ideas of Councilors. The following minutes document those ideas and suggestions.

Mutual Expectations & Ground Rules

The Council established the following ground rules for conducting the meeting:

- Be respectful
- All ideas have value
- No tangents – stay on subject
- Be flexible
- Listen

The Town Manager posted items for consideration by the Council in developing its work plan and budget.

- \$1 on the mil rate equals approximately \$592,000 in property tax revenue
- RSU 22 gets 57.8% of each tax dollar
- Penobscot County gets 7.5% of each tax dollar
- The Town gets 34.7% of each tax dollar
- The Town is losing \$5,000,000 in valuation from the closure of the Bangor Publishing facility, which translates into a loss of \$83,250 in tax dollars at the present mil rate
- Revenue sharing will be reduced a minimum of \$28,000 more during 2014/15 up to a maximum additional loss of \$291,000 – on top of the \$300,000 reduction in Revenue Sharing funding which occurred in the 2013-14 fiscal year.
- Penobscot County tax is going up an additional \$15,000

Possible areas of focus for 2014/15 cited by Councilors:

1. Public Safety
2. Public Works
3. Economic Development
4. Transfer Station
5. Paving
6. RSU 22 – Education of the public as to the property tax cost of education

7. Recreation
8. Recreation Fields
9. Budget Pressures
10. Administrative Departments
11. Penobscot County
12. Bus Service
13. Benefit Structure
14. Spending on Outside Agencies
15. Capital Budget (Reserves)
16. Facilities Maintenance
17. Council Pay Structure
18. LL Bean Property
19. Town Garage and other buildings – energy efficiency (Lighting)

Areas discussed in greater depth:

Economic Development

- Ammo Park, H.O. Bouchard, and Phase 2 of business park get water, sewer, natural gas
- Create additional access of Route 202
- Develop financial implications of business development (TIF's, etc.)
- Workshop on business attraction/retention incentives
- Attain certification for 'Business Friendly' by the State of Maine by September
- Consider incentives for Economic Development Director to incentivize performance
- Continue full-time position since the Town is at a critical point in development of the business park, Ammo Park and the Bouchard property
- The council should develop guidelines/goals for the economic development director and use to assess performance
- Departments should work together better to facilitate business location

RSU 22 – Education of the public

- Add a page to the tax bill explaining the large percentage of property taxes that go to pay for RSU 22 or do a separate mailing prior to the RSU 22 budget vote
- Council members should attend School Board and School Budget meetings
- Budget for the cost of videotaping school board and budget meetings for airing on Channel 7
- List School Board meetings on the Town Website Calendar

Administrative Departments

- Consider Tuesday – Friday hours beginning in July or September instead of Mon-Thursday
- As an alternative, consider Monday through Thursday plus a half day on Friday
- Vacation time should not accrue until after the first year of employment

- Consider less expensive options/plans for health insurance and increased cost to employee for self and dependent coverage
- Work to eliminate permitting restrictions that are stricter than State regulations
- The Planner and Assessor positions can be made part time or contract positions in the 2014/15 budget
- Hold workshop on organizational structure
- Explore cost/benefits of issuing license plates at the Town Office

Public Works

- Paving
- Staffing/contracting portions of department services

Capital Budget

- Review replacement schedules
 1. Public works trucks and loaders
 2. Buildings & Grounds – mowers
 3. Public Safety – Cruisers and Fire Trucks and Ambulances
 4. Maintenance schedules for all buildings
- Inventory buildings owned by the Town and develop cost/benefit for retaining (Kiwanis, Snowmobile Club, Old Fire Station)

Recreation/Fields

- Larger percentage of pool budget to be covered by fees
- Skehan Center – Goals for % of operation of department from fees
- User fees – what we charge should relate to the cost of operations
- What priority is town-sponsored recreation?
- Kid's Korner competes with private business
- Location of floating dock at Marina needs to be addressed
- Town Rec Center – a long term look at where it might best be located
- Land for fields needs to be addressed, particularly if Bouchard develops his property off Coldbrook Road
- No reserve is set up for the artificial turf football field

Budget

- Keep % distribution between school, county, and town proportion of tax dollar use
- Consider using County coverage for Police

Bus Service

- Services Committee should reassess cost/return for Saturday bus service

Other

- Council and School Board meeting should be set up in the near future to discuss pressures on the mil rate
- Department heads should attend Council meetings to explain what their departments do

The meeting was adjourned at 12:45 p.m.

Respectfully submitted,

Susan Lessard
Town Manager