

FINANCE & ADMINISTRATION COMMITTEE MEETING

Monday, March 5th, 2018

6:30 p.m.

Hampden Town Office

1. Meeting Minutes
 - a. February 20th, 2018
2. Review & Sign Warrants
3. Old Business
 - a. Discussion of validity of February 20, 2018 vote to recommend to Council to rescind the vote of October 3, 2016 to authorize cutting, stumping and grinding and site preparation at the Lura Hoit Pool site but to retain authorization for permitting for additional parking, potential recreational facilities, and associated infrastructure – *requested by Councilor Sirois*
4. New Business
 - a. Recommend to Council to amend the FY18 Sewer Budget to increase budgeted expenses by \$73,500 to authorize the expenditure of revenues projected in FY18, but not included in the expense budget, for the purpose of supporting engineering services for sewer capital projects and support for creating a sewer Fiscal Sustainability Plan and CSO Master Plan – *referral from Infrastructure Committee*
 - b. Recommend to Council to amend the 60-79 revenue line in the FY18 budget to reflect anticipated collection of \$53,305 in unbudgeted sewer connection fees and to increase budgeted expenses by \$53,305 to authorize the expenditure of FY18 projected revenues, but not included in the expense budget, for the purpose of supporting mitigation of anticipated Fiberight/Coastal flow impacts on existing infrastructure, and engineering services for other sewer projects – *referral from Infrastructure Committee*
 - c. Town Manager's report on priorities identified at the February 10th, 2018 Goals & Objectives Session
5. Public Comment

6. Committee Member Comments

7. Adjournment

FINANCE & ADMINISTRATION COMMITTEE MEETING

Tuesday, February 20th, 2018

MINUTES – DRAFT

Hampden Town Office

Attending:

*Councilor, Terry McAvoy Chair
Mayor Ivan McPike
Councilor Mark Cormier
Councilor Stephen Wilde
Councilor Dennis Marble*

*Town Manager Angus Jennings
Town Clerk Paula Scott
Code Enforcement Officer Myles Block
Rec Director Shelley Abbott*

Chairman McAvoy called the meeting to order at 6 p.m.

1. Meeting Minutes

- a. February 5th, 2018** – *Motion by Councilor Marble seconded by Mayor McPike to approve the minutes. Approved 5-0.*

2. Review & Sign Warrants – *Warrants were reviewed and signed.*

3. Old Business – *None.*

4. New Business

- a. Recommend to Council to refer to Public Hearing the proposed Ordinance authorizing the appropriation and borrowing of funds to finance the repair and replacement of portions of Hampden's sewer collection system** – *Manager Jennings presented a series of slides regarding the proposed ordinance to authorize borrowing for sewer capital projects. He explained that we are working with information received recently from the CCTV evaluation of the sewer system, and that the engineer's estimated cost of the Route 1A portion of the work had increased in recent days as they've advanced their work. He said the engineer would be present for the public hearing and available to answer any technical questions the Councilors or members of the public may have. Manager Jennings said that if borrowing authorization is provided to cover all proposed projects, this would not compel the Town to proceed with all projects at the same time; debt could be issued for one or two projects, with the third project proceeding a year or two later, if that is found to be preferred. There was discussion of whether it would make sense to divide the proposed borrowing authorization into two separate questions, but the Committee recommended keeping it as one question. There was a motion by Chairman McAvoy seconded by*

Councilor Marble to refer to Council consideration of referring the proposed ordinance to public hearing. Motion passed 5-0.

- b. Recommend to Council to rescind the vote of October 3, 2016 to authorize cutting, stumping and grinding and site preparation at the Lura Hoit Pool site but to retain authorization for permitting for additional parking, potential recreational facilities, and associated infrastructure – referral from Services Committee – Motion by Chairman McAvoy seconded by Councilor Marble to refer to Council a recommendation to rescind the vote of October 3, 2016 to authorize cutting, stumping and grinding and site preparation at the Lura Hoit Pool site but to retain authorization for permitting for additional parking, potential recreational facilities, and associated infrastructure. Mayor McPike said he assumed that if this passes it would mean that new authorization would be needed in the future if or when the Council favors moving forward with any of the activities in the October 2016 motion but rescinded here, and Manager Jennings said yes. The motion passed 4-1 with Councilor Cormier opposed.**
- c. Recommend to Council to proceed with the issuance of an RFP to seek pricing for engineering and permitting (DEP and local) for work on Lura Hoit Pool and Municipal Building Site – referral from Services Committee – Motion by Chairman McAvoy seconded by Councilor Marble to refer to Council a recommendation to proceed with the issuance of an RFP to seek pricing for engineering and permitting (DEP and local) for work on Lura Hoit Pool and Municipal Building Site. Mayor McPike asked couldn't the Town Manager issue an RFP anyway? Manager Jennings said yes, that Council authorization is not needed to issue an RFP, but due to the sensitivity of this issue he is seeking authorization to ensure that at least a majority of Councilors is open to awarding a contract, since he doesn't want to waste personnel time nor responding vendors' time on a purchasing effort if there isn't interest to proceed. The motion failed 2-3 with Councilors McAvoy, Cormier and Wilde opposed.**
- d. Recommend to Council to authorize the appropriation of \$7,500 from the Personnel Reserve (3-733-00) for costs associated with the town manager search – Motion by Chairman McAvoy to recommend to Council to authorize the appropriation of \$7,500 from the Personnel Reserve (3-733-00) for costs associated with the town manager search. Councilor Wilde asked if this was more money than the Town had paid to the prior search consultant when Manager Jennings was hired. Manager Jennings said that the amount paid to Eaton Peabody at that time was about \$6,520, and that he had understood from prior Committee direction that the Council favored**

working with Rudman Winchell if the cost was comparable, given Rudman Winchell's familiarity with the Town and its present issues. There was an amended motion by Mayor McPike to recommend to Council to authorize the appropriation of up to \$10,000 from the Personnel Reserve for costs associated with the town manager search, in order to also support advertisement of the position in publications like the BDN and Portland Press Herald that would be more likely to be viewed by private sector managers, and to provide for out-of-pocket expenses for lodging in the event any of the finalists are traveling from a distance. Councilor Marble seconded Mayor McPike's amended motion and the motion passed 5-0.

- e. Adherence to Town Council Rules** – *requested by Councilor Wilde – Councilor Wilde raised questions about whether the Council Rules are current, and whether the Councilors can be relied upon to adhere to the adopted rules. He noted that some discussion seems to be getting away from showing respect. He said that he would be fine with going through the issues in a future discussion. Chairman McAvoy said that it would be helpful to have guidelines for conflict resolution; he also said the notion of needing to tell people how to act is foreign to him. Manager Jennings said that the Town Clerk has been working on potential revisions to the Council Rules to clarify them in certain respects, and that this would be included on a future agenda.*
- f. Town Manager's report on priorities identified at the February 10th Goals & Objectives Session** – *Manager Jennings is still working on this so the item was tabled.*
- g. Discussion of Emera TIF terms** – *Manager Jennings presented the chart illustrating projected financial impact of the approved terms of the Emera TIF Credit Enhancement Agreement. Due to the increase in agreed reimbursement beginning in Year 6 (FY21), the Town would lose about \$71,000 in tax revenue; however, he said that estimate is based on current assessed values, and that under the terms of the agreement Emera is required to relocate its headquarters to Hampden by July 1, 2019, so assessed values (and tax revenues) would increase. He expressed concern about the Town potentially needing to address a sudden drop in revenues, and said that if the Committee shares this concern he would recommend starting a discussion with Emera sooner rather than later since it could take a while to modify the terms – even if both parties agree to do so – because of the requirement for a new local public hearing and new approvals from the State DECD.*

It was suggested that the increased reimbursement percentage in Year 6 may have been a material part of the deal, and part of why Emera agreed to relocate its headquarters to Hampden, and it was acknowledged that today's staff and Councilors don't have direct knowledge of why this was negotiated at the time. Mayor McPike said he would not be in favor of proposing to change the terms of a deal the Town had agreed to, and that we'll see new revenue when the headquarters is moved here. Councilor Cormier said he sees no harm in asking, and that all Emera would have to say is no. Councilor Marble stated that perhaps the focus to open discussion should be as a bridge because the town is hiring a new manager. Manager Jennings agreed and said it would be good for the new manager to understand the rational of those terms.

- h. Town Manager vacation schedule** – *Manager Jennings said he'll need to take some time off between now and the end of his tenure in June, and that he'll make efforts to minimize impact on Council and Committee meetings. The Councilors agreed this was acceptable, and did not see a reason to consider rescheduling or canceling future meetings at this time.*

5. Public Comment – *None.*

6. Committee Member Comments – *None.*

7. Adjournment

There being no further business, the meeting was adjourned at 6:50 PM.

Respectfully submitted –
Angus Jennings, Town Manager



Angus Jennings <townmanager@hampdenmaine.gov>

Re: UPDATED Agendas & Packets for Tuesday

1 message

Gregory Sirius <siroistowncouncil@hampdenmaine.gov>
To: Angus Jennings <townmanager@hampdenmaine.gov>
Cc: Paula Scott <clerk@hampdenmaine.gov>, Town Council <towncouncil@hampdenmaine.gov>, "Edmond J. Bearor" <ebearor@rudmanwinchell.com>

Wed, Feb 21, 2018 at 9:22 PM

To all... It should be brought to everyone's attention that item 5C under new business(proceed with issuance of a RFP for engineering and permitting) that was voted on during Tuesday night's council meeting was changed from the original motion from the service committee... The original motion stated "cutting, stumping and grinding"... It was hanged to "cutting, stumping, grinding and site preparation" with going back to committee for discussion. After discussing with Angus, I was informed it was changed by the request of councilor Wilde without notification, knowledge or discussion with the chair of services or the complete council. The only way for any motion to council to be changed is for it to be sent back to committee for discussion... That makes the vote null and void. I've asked Angus to get the town attorney's opinion to support. There is so much wrong with this action, but I will wait until executive session to discuss ALL the points and concerns. Angus will be forwarding all email communications so you can know/be informed of everything that went on(it he emails are public information and I've requested/nothing can be done to prevent its release). Angus, I ask that executive session be scheduled for the next council meeting... Thanks! g

Sent from my iPad

On Feb 16, 2018, at 2:22 PM, Angus Jennings <townmanager@hampdenmaine.gov> wrote:

Council,

Updated packets for Tuesday evening's meeting have been posted online: Finance here and Council here. **I have not attached the files due to their large combined file size.**

The packets now include complete materials for the proposed sewer borrowing ordinance. It does not include my report following up on last Saturday's Goal Setting, as that is still in progress. Information will be presented as available at the Finance meeting, though this item will likely extend onto the first March Finance meeting as well.

The updated packets also include modified agenda language for Finance Items 4b and 4c, and Council Items D-5-b and D-5-c, and include a modified draft motion for Finance 4b and Council D-5-b. The revised language is intended to more accurately reflect the intent of the Services Committee's referral on Feb. 12th. Paula has posted hard copies of the revised agendas in the customary posting locations.

Please let me know if you have any questions.

Thanks,
Angus

On Thu, Feb 15, 2018 at 6:07 PM, Paula Scott <clerk@hampdenmaine.gov> wrote:
Good evening Gentlemen,

Attached, please find the partial Agenda & Packet for **Tuesday's** Finance & Council meetings. Please note: The supporting documents for the Sewer Bond item, and the Goals & Objectives item will be added to the packet by the end of the day tomorrow at which time the packets will be recirculated.

These have both been added to the website and the Town Events calendar.

Have a nice weekend.

Paula A. Scott, CCM
Town Clerk/Registrar
Town of Hampden
106 Western Avenue
Hampden, Maine 04444
Tel: (207) 862-3034
Fax: (207) 862-5067



Angus Jennings <townmanager@hampdenmaine.gov>

Agendas & Packets for Tuesday

1 message

Paula Scott <clerk@hampdenmaine.gov>

Thu, Feb 15, 2018 at 6:07 PM

To: Town Council <towncouncil@hampdenmaine.gov>

Cc: Angus Jennings <townmanager@hampdenmaine.gov>, "Edmond J. Bearor" <ebearor@rudmanwinchell.com>

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2 attachments

Finance & Admin Agenda & Packet for 2-20-2018.pdf
2809K

COUNCIL AGENDA & PACKET for 02-20-2018.pdf
5015K

FINANCE & ADMINISTRATION COMMITTEE MEETING

Tuesday, February 20th, 2018

6:00 p.m.

Hampden Town Office

1. Meeting Minutes

a. February 5th, 2018

2. Review & Sign Warrants

3. Old Business

4. New Business

Agenda posted
Feb. 15

a. Recommend to Council to refer to Public Hearing the proposed Ordinance authorizing the appropriation and borrowing of funds to finance the repair and replacement of portions of Hampden's sewer collection system

b. Recommend to Council to modify the vote of October 3, 2016 to rescind authority for cutting, stumping and grinding but retain authorization for permitting and site preparation at the Lura Hoit Pool site for additional recreational fields and parking – *referral from Services Committee*

c. Recommend to Council to proceed with the issuance of an RFP to engage a consultant for engineering and permitting (DEP and local) for work on Lura Hoit Pool and Municipal Building Site – *referral from Services Committee*

d. Recommend to Council to authorize the appropriation of \$7,500 from the Personnel Reserve (3-733-00) for costs associated with the town manager search

e. Adherence to Town Council Rules – *requested by Councilor Wilde*

f. Town Manager's report on priorities identified at the February 10th Goals & Objectives Session

g. Discussion of Emera TIF terms

Form of Motion

I make a motion to recommend to Council to rescind the authority for cutting, stumping and grinding at the Lura Hoyt Pool site, but to retain authorization for permitting and site preparation for additional recreational fields and parking as expressed in the motion and vote of October 3, 2016.

Excerpt of
packet
posted 2/15



Angus Jennings <townmanager@hampdenmaine.gov>

Re: Agendas & Packets for Tuesday

1 message

Stephen Wilde <wildetowncouncil@hampdenmaine.gov>
To: Angus Jennings <townmanager@hampdenmaine.gov>

Thu, Feb 15, 2018 at 10:00 PM

Those are not the words I used in the motion to rescind the motion from 3 Oct 2016. In no manner will I authorize site preparation, I was pretty clear on that. Rescind the entire motion was what I stated. If I missed something we can discuss in finance and send back to services if needed but this prepared motion is not normal procedure.

Sent from my iPad

On Feb 15, 2018, at 6:07 PM, Paula Scott <clerk@hampdenmaine.gov> wrote:

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Angus Jennings <townmanager@hampdenmaine.gov>

Re: Agendas & Packets for Tuesday

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To: Stephen Wilde <wildetowncouncil@hampdenmaine.gov>

Thu, Feb 15, 2018 at 10:23 PM

Provide the language you want and I'll repost it tomorrow in hard copy and on website. It was an honest mistake, Steve. You seem to throw around suggestions of bad faith with frequency and in this case, at least, it's wholly unwarranted.

Angus Jennings
Town Manager

Sent from mobile device

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106 Western Avenue
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townmanager@hampdenmaine.gov

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Re: Agendas & Packets for Tuesday

1 message

Angus Jennings <townmanager@hampdenmaine.gov>
To: Stephen Wilde <wildetowncouncil@hampdenmaine.gov>

Thu, Feb 15, 2018 at 10:27 PM

I oversaw and take full responsibility for the work product, which was entirely under my oversight with staff support. I will talk with you tomorrow and make it right.

--

Angus Jennings
Town Manager

Sent from mobile device

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106 Western Avenue
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(207)-862-3034
townmanager@hampdenmaine.gov

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Angus Jennings <townmanager@hampdenmaine.gov>

Re: Agendas & Packets for Tuesday

1 message

Stephen Wilde <wildetowncouncil@hampdenmaine.gov>

Fri, Feb 16, 2018 at 8:45 AM

To: Angus Jennings <townmanager@hampdenmaine.gov>

Cc: mcavoytowncouncil@hampdenmaine.gov, cormiertowncouncil@hampdenmaine.gov

I am not saying anything about bad faith. This pre written motion is a first and the wording is not what I stated in the services meeting. This pool site topic has been a sore spot for a year and a half and I am not the only concerned councilor. I am just the one that is not afraid of the backlash I get from other councilors.

The motion should read "rescind in its entirety the motion made on 3 Oct 2016". We can then vote on individual finance needs as they come up without worry about any "site preparation".

By the way, thank you for addressing the ADA issue for me in my case. Our current mayor is now expressing an entirely different opinion on seating and my hearing difficulties. We will try the current seating with me on the far end since the most soft spoken members are next to me anyway.

Sent from my iPad

On Feb 15, 2018, at 10:23 PM, Angus Jennings <townmanager@hampdenmaine.gov> wrote:

Provide the language you want and I'll repost it tomorrow in hard copy and on website. It was an honest mistake, Steve. You seem to throw around suggestions of bad faith with frequency and in this case, at least, it's wholly unwarranted.

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Angus Jennings
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Cc: mcavoytowncouncil@hampdenmaine.gov, cormiertowncouncil@hampdenmaine.gov

Fri, Feb 16, 2018 at 9:00 AM

I'll re-post this morning.

--

Angus Jennings
Town Manager

Sent from mobile device

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The motion should read "rescind in its entirety the motion made on 3 Oct 2016". We can then vote on individual finance needs as they come up without worry about any "site preparation".

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Angus Jennings <townmanager@hampdenmaine.gov>

Re: Agendas & Packets for Tuesday

1 message

Angus Jennings <townmanager@hampdenmaine.gov>

Fri, Feb 16, 2018 at 11:57 AM

To: Stephen Wilde <wildetowncouncil@hampdenmaine.gov>

Cc: Terry McAvoy <mcavoytowncouncil@hampdenmaine.gov>, Mark Cormier <cormiertowncouncil@hampdenmaine.gov>

Steve,

The Council action approved on 10/3/16 was:

- b. Consideration of request for authorization for cutting, stumping, grinding, permitting and site preparation on the Lura Hoit Pool site for the purpose of additional recreational fields and parking

The modified language I now have for Tuesday's agenda is:

- b. Recommend to Council to rescind the vote of October 3, 2016 to authorize cutting, stumping and grinding and site preparation at the Lura Hoit Pool site but to retain authorization for permitting for additional parking, potential recreational facilities, and associated infrastructure

Please let me know if this works.

My notes from Monday night's Services Committee show the motion you made as "motion to refer to Council recommendation to rescind authority of cutting, stumping and grinding." This was seconded and approved, and followed a comment shortly before then (in my notes) when Councilor Ryder said "if we eliminate cutting, stumping and grinding, everyone ok with that?" I try to take accurate notes but like every human that's walked the face of the earth I make mistakes, and it's no picnic taking minutes for meetings in which I also play an important role in the discussions.

I was busy with many things yesterday and tasked Paula with preparing a suggested motion with the intent to make sure the packet stated the intent (which clearly backfired). In doing so, she started with my written notes, then listened to the meeting tape. Without personally going back to listen to the meeting tape, I believe the motion she prepared was literally accurate. For reasons we all may wonder about in hindsight, the "site preparation" language in the 10/3/16 vote was overlooked during last Monday's discussion, in the actual language of the motion approved, and therefore was not picked up by Paula when she listened to the meeting tape.

When I saw the language on the agenda I immediately recognized that the "site preparation" language would be a potential red flag -- but the agenda was already posted in hard copy and I didn't have Paula re-post it since I thought this could be clarified Tuesday night. (I have had her re-post agendas after posting several times, but didn't have the heart to do so - since her work product was literally correct, it was almost 5 on Thursday, and she and I both still had a lot of work ahead of us last night.) Keep in mind she was not at the meeting so didn't have the full context. And yesterday was her first day back after being on vacation at Mardi Gras earlier in the week, so she was buried in work all day.

If I had personally handled every step of this work I would have had the project knowledge to eliminate this language anyway, but as Manager at times I need to delegate. Obviously, in retrospect I wish I had rewritten and reposted yesterday because then I could be using this time today to work on the proposed sewer borrowing (which has 100 moving parts and complexities) instead of what I am doing. I wouldn't typically delegate the preparation of a motion especially knowing how contentious this issue is -- but we are absolutely buried in work and I am trying - desperately but in general unsuccessfully - to put adequate time toward sewer borrowing, pending foreclosures, union contract negotiating started with both unions this week, the list goes on and on). Oh, and 7 one on one meetings with Councilors this week alone.

Human error happens and, as I've been telling the Council in writing for over 2 years, it becomes certain to happen when an organization takes on more than it has the staff capacity to do responsibly. This is where the need to recognize good faith efforts, despite the inevitability of human error, is absolutely essential to effective operations.

For the Town's sake, I truly hope that all Councilors can somehow internalize this so the new Manager will at least have a fighting chance at success.

Angus

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Fri, Feb 16, 2018 at 12:15 PM

To: Stephen Wilde <wildetowncouncil@hampdenmaine.gov>

Cc: Terry McAvoy <mcavoytowncouncil@hampdenmaine.gov>, Mark Cormier <cormiertowncouncil@hampdenmaine.gov>

This may be obvious from the timeline in my prior email but just so there's no question: no Councilor received, reviewed or commented on the specific language in the sample motion - as I told you last night I take full responsibility.

Because of Paula's vacation, when I met with each of Terry and Ivan yesterday to review Tuesday's draft agendas they were at an earlier stage of drafting than they would be in a typical week with full staff capacity. (We were also short one counter clerk yesterday so Paula's time was spread especially thin providing backup to customers at the counter.) However, the agenda language posted last night did not change from what was provided to Terry and Ivan in our meetings yesterday - but to be clear I do not fault them for not flagging this - I believe everyone is doing the best they can. I also believe that all 7 Councilors at Monday's Services meeting were crystal clear on the intent of the motion, and as I said earlier I knew the language could be tweaked as needed at the meeting to ensure clarity. Now, if I've gotten it right on this go-around, that may not be necessary.

On Fri, Feb 16, 2018 at 11:57 AM, Angus Jennings <townmanager@hampdenmaine.gov> wrote:

Steve,

The Council action approved on 10/3/16 was:

- b. Consideration of request for authorization for cutting, stumping, grinding, permitting and site preparation on the Lura Hoit Pool site for the purpose of additional recreational fields and parking

The modified language I now have for Tuesday's agenda is:

- b. Recommend to Council to rescind the vote of October 3, 2016 to authorize cutting, stumping and grinding and site preparation at the Lura Hoit Pool site but to retain authorization for permitting for additional parking, potential recreational facilities, and associated infrastructure

Please let me know if this works.

My notes from Monday night's Services Committee show the motion you made as "motion to refer to Council recommendation to rescind authority of cutting, stumping and grinding." This was seconded and approved, and followed a comment shortly before then (in my notes) when Councilor Ryder said "if we eliminate cutting, stumping and grinding, everyone ok with that?" I try to take accurate notes but like every human that's walked the face of the earth I make mistakes, and it's no picnic taking minutes for meetings in which I also play an important role in the discussions.

I was busy with many things yesterday and tasked Paula with preparing a suggested motion with the intent to make sure the packet stated the intent (which clearly backfired). In doing so, she started with my written notes, then listened to the meeting tape. Without personally going back to listen to the meeting tape, I believe the motion she prepared was literally accurate. For reasons we all may wonder about in hindsight, the "site preparation" language in the 10/3/16 vote was overlooked during last Monday's discussion, in the actual language of the motion approved, and therefore was not picked up by Paula when she listened to the meeting tape.

When I saw the language on the agenda I immediately recognized that the "site preparation" language would be a potential red flag -- but the agenda was already posted in hard copy and I didn't have Paula re-post it since I thought this could be clarified Tuesday night. (I have had her re-post agendas after posting several times, but didn't have the heart to do so - since her work product was literally correct, it was almost 5 on Thursday, and she and I both still had a lot of work ahead of us last night.) Keep in mind she was not at the meeting so didn't have the full context. And yesterday was her first day back after being on vacation at Mardi Gras earlier in the week, so she was buried in work all day.

If I had personally handled every step of this work I would have had the project knowledge to eliminate this language anyway, but as Manager at times I need to delegate. Obviously, in retrospect I wish I had rewritten and reposted yesterday because then I could be using this time today to work on the proposed sewer borrowing (which has 100 moving parts and complexities) instead of what I am doing. I wouldn't typically delegate the preparation of a motion especially knowing how contentious this issue is -- but we are absolutely buried in work and I am trying - desperately but in general unsuccessfully - to put adequate time toward sewer borrowing, pending foreclosures, union contract negotiating started with both unions this week, the list goes on and on). Oh, and 7 one on one meetings with Councilors this week alone.

Human error happens and, as I've been telling the Council in writing for over 2 years, it becomes certain to happen when an organization takes on more than it has the staff capacity to do responsibly. This is where the need to recognize good faith efforts, despite the inevitability of human error, is absolutely essential to effective operations.

For the Town's sake, I truly hope that all Councilors can somehow internalize this so the new Manager will at least have a fighting chance at success.

Angus



Angus Jennings <townmanager@hampdenmaine.gov>

UPDATED Agendas & Packets for Tuesday

1 message

Angus Jennings <townmanager@hampdenmaine.gov>

Fri, Feb 16, 2018 at 2:22 PM

To: Paula Scott <clerk@hampdenmaine.gov>

Cc: Town Council <towncouncil@hampdenmaine.gov>, "Edmond J. Bearor" <ebearor@rudmanwinchell.com>

Bcc: Sean Currier <publicworks@hampdenmaine.gov>, Shelley Abbott <recreation@hampdenmaine.gov>, "Kelly J. Karter" <assessor@hampdenmaine.gov>

Council,

Updated packets for Tuesday evening's meeting have been posted online: Finance here and Council here. **I have not attached the files due to their large combined file size.**

The packets now include complete materials for the proposed sewer borrowing ordinance. It does not include my report following up on last Saturday's Goal Setting, as that is still in progress. Information will be presented as available at the Finance meeting, though this item will likely extend onto the first March Finance meeting as well.

The updated packets also include modified agenda language for Finance Items 4b and 4c, and Council Items D-5-b and D-5-c, and include a modified draft motion for Finance 4b and Council D-5-b. The revised language is intended to more accurately reflect the intent of the Services Committee's referral on Feb. 12th. Paula has posted hard copies of the revised agendas in the customary posting locations.

Please let me know if you have any questions.

Thanks,
Angus

On Thu, Feb 15, 2018 at 6:07 PM, Paula Scott <clerk@hampdenmaine.gov> wrote:

Good evening Gentlemen,

Attached, please find the partial Agenda & Packet for **Tuesday's** Finance & Council meetings.

Please note: The supporting documents for the Sewer Bond item, and the Goals & Objectives item will be added to the packet by the end of the day tomorrow at which time the packets will be recirculated.

These have both been added to the website and the Town Events calendar.

Have a nice weekend.

Paula A. Scott, CCM
Town Clerk/Registrar
Town of Hampden
106 Western Avenue
Hampden, Maine 04444
Tel: (207) 862-3034
Fax: (207) 862-5067

Angus Jennings
Town Manager

Town of Hampden
106 Western Avenue
Hampden, ME 04444
(207)-862-3034
townmanager@hampdenmaine.gov

Please check out our new website: www.hampdenmaine.gov

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FINANCE & ADMINISTRATION COMMITTEE MEETING

Tuesday, February 20th, 2018

6:00 p.m.

Hampden Town Office

1. Meeting Minutes
 - a. February 5th, 2018
2. Review & Sign Warrants
3. Old Business
4. New Business
 - a. Recommend to Council to refer to Public Hearing the proposed Ordinance authorizing the appropriation and borrowing of funds to finance the repair and replacement of portions of Hampden's sewer collection system
 - b. Recommend to Council to rescind the vote of October 3, 2016 to authorize cutting, stumping and grinding and site preparation at the Lura Hoit Pool site but to retain authorization for permitting for additional parking, potential recreational facilities, and associated infrastructure – *referral from Services Committee*
 - c. Recommend to Council to proceed with the issuance of an RFP to seek pricing for engineering and permitting (DEP and local) for work on Lura Hoit Pool and Municipal Building Site – *referral from Services Committee*
 - d. Recommend to Council to authorize the appropriation of \$7,500 from the Personnel Reserve (3-733-00) for costs associated with the town manager search
 - e. Adherence to Town Council Rules – *requested by Councilor Wilde*
 - f. Town Manager's report on priorities identified at the February 10th Goals & Objectives Session
 - g. Discussion of Emera TIF terms

Agenda (modified)
Posted 2/16

Form of Motion

I make a motion to recommend to Council to rescind the authority for cutting, stumping, grinding, and site preparation at the Lura Hoit Pool site as expressed in the motion and vote of October 3, 2016, but to retain authorization for permitting for additional parking, potential recreational facilities and associated infrastructure.

Excerpt of
modified packet
Posted 2/16

Town of Hampden
106 Western Avenue
Hampden, Maine 04444



Phone: (207) 862-3034
Fax: (207) 862-5067
Email:
townmanager@hampdenmaine.gov

TO: Infrastructure Committee
FROM: Angus Jennings, Town Manager
DATE: February 23, 2018
RE: Recommended FY18 Sewer Budget Amendments

As you know, the approved FY18 Sewer Budget (attached) authorized expenses that were \$73,512 less than projected FY18 revenues.

	<u>Budgeted</u>
Sewer expenses:	\$1,059,611
Sewer revenues:	\$1,133,122

At its June 26, 2017 meeting, shortly after adoption of the Budget, the Committee discussed these funds as potentially being made available toward the Grist Mill Bridge costs. Since that time, new sewer financial expenses have become clear.

In order to authorize FY18 expenditures greater than the approved expense budget, I recommend that the Infrastructure Committee refer to the Finance Committee a recommendation for Council approval of a FY18 Budget Amendment to:

Increase budgeted expenses by \$73,500 to authorize expenditure of revenues projected in FY18 but not included in expense budget, for the purpose of supporting engineering services for sewer capital projects, support for creating a sewer Fiscal Sustainability Plan and/or Asset Management Plan, and dedication of funds toward a sewer reserve

(For further detail on why I am recommending a Fiscal Sustainability Plan, see Item 3.c in this meeting packet).

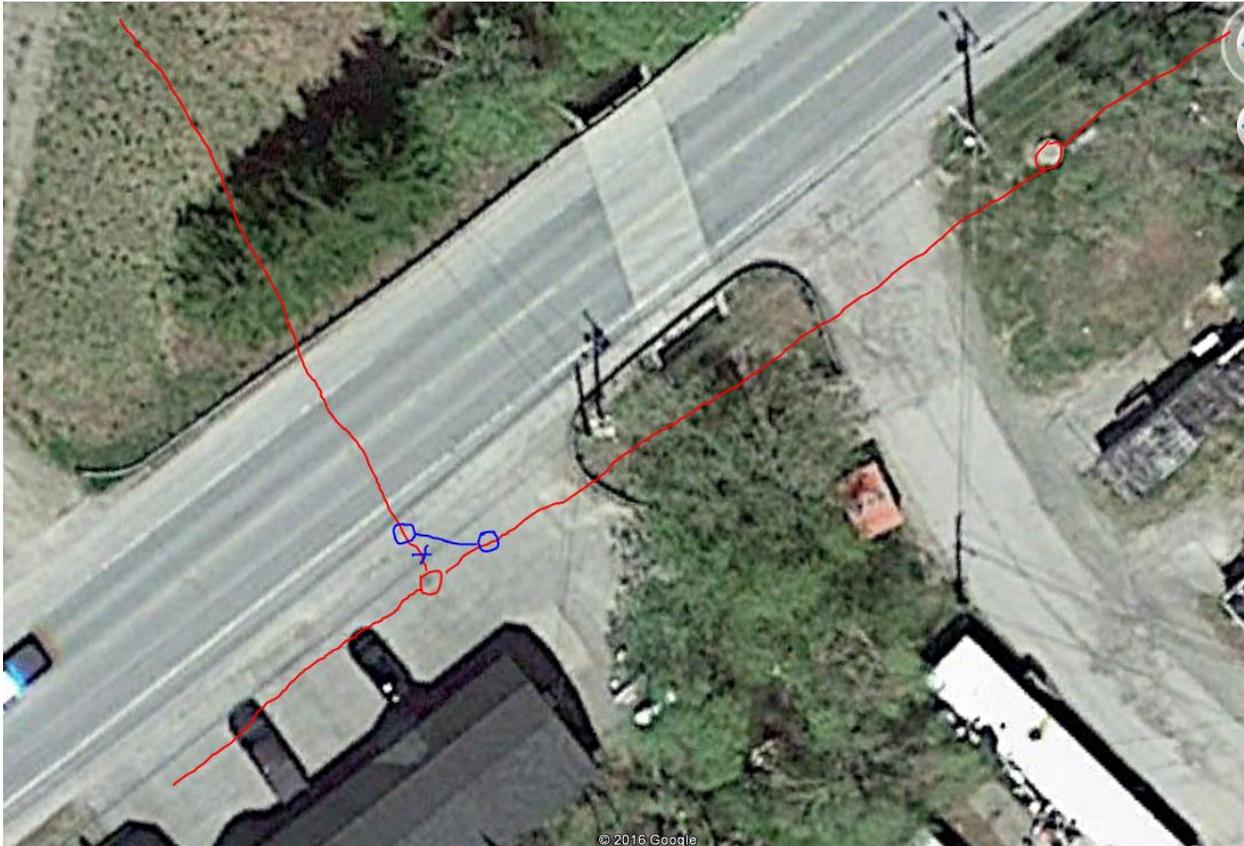
In addition to the FY18 Sewer Net Operating Income projected at the time of budget adoption in June 2017, additional revenues are now projected in FY18 as a result of sewer connection fees expected to be received in FY18 but that were not included in the approved revenue budget.

In order to authorize expenditure of those funds in FY18, I recommend that the Infrastructure Committee refer to the Finance Committee a recommendation for Council approval of a FY18 Budget Amendment to:

Increase budgeted revenues in the 60-79 revenue line to reflect anticipated collection of \$53,305 in unbudgeted sewer connection fees; and to

Increase budgeted expenses by \$53,305 to authorize expenditure of revenues projected to be generated in FY18 but not included in approved expense budget, for the purpose of supporting mitigation of anticipated Fiberight/Coastal flow impacts on existing infrastructure, and engineering services for other sewer projects

The plan is to utilize some of the funds to rectify a manhole where the Fiberight/Coastal system ultimately ties to the Town sewer interceptor on Main Road North:



With the introduction of a significant sized force main, the manhole will need some revisions to accept the fast moving flow to prevent a hydraulic vortex in the manhole thus potentially causing a sewer overflow.

In April 2016 Director Currier identified this issue and recommended that the angle be reduced prior the entering the interceptor. Currently, the sewer main exits the manhole on the interceptor up above the shelf and would essentially end up shooting directly across to hit the wall on the other side of the manhole before dropping down on the reduced opening to the interceptor. He suggested a dog house manhole on the downstream side of the existing and another manhole installed on the main to ease the angle.

Although we've been aware of this issue for some time we do not have budgeted funds to fix the problem. The recommended budget amendment will allow the connection fee revenues to make this related improvement.

Approved FY18 Sewer Budget, Town of Hampden

	Incurring FY15	Incurring FY16	Budget FY17	YTD FY17 thru 6/1/17	Percent 91.5% of year	Budget FY18 June 19, 2017	Change FY17 to FY18	Budget Notes FY18
Sewer Expense Budget								
60 - SEWER								
10 - FUND 2								
01 - COMPENSATION								
05 - WAGES	\$60,000	\$60,000	\$60,000	\$ 60,000	100%	\$60,000	\$0	Appropriation for contribution to public works/admin salary offset.
10 - SUPPLIES								
01 - SUPPLIES/OFFICE	\$5	\$0	\$0			\$0	\$0	
05 - POSTAGE/SHIPPING	\$6,389	\$7,370	\$6,000	\$5,640	94%	\$8,000	\$2,000	Cost of sewer billing printing & postage 4 times per year.
20 - SUPPLIES/MATERIALS	\$6,752	\$5,849	\$10,000	\$ 10,769	108%	\$3,490	(\$6,510)	Pump station or line repair supplies: 6 sewer manhole castings; bricks, mortar, etc.; riser rings. (Removes cost of meter readings, budgeted elsewhere).
99 - MISC.	\$0	\$0	\$2,400	\$ 3,835	160%	\$3,320	\$920	Jet truck nozzles (\$1,500); Dye testing packets (\$110); Tiger tales for jet truck (\$110); grade stakes (\$150); spoon to clean inverts (\$450); Trio software (\$1,000).
15 - UTILITIES								
05 - ELECTRICITY	\$33,811	\$37,055	\$36,000	\$ 31,836	88%	\$30,400	(\$5,600)	Electric charges for pump stations. Includes new pump station for MRC, partial year. Reduced per Maine Power Options estimate.
10 - FUEL	\$7,602	\$8,864	\$7,000	\$ 217	3%	\$3,000	(\$4,000)	Fuel costs for pump stations. (FY17 included cost of meter readings).
20 - MAINTENANCE/REPAIRS								
53 - Repair	\$0	\$21,629	\$52,000	\$ -	0%	\$5,500	(\$46,500)	Repair costs for pump stations and sewer lines. Includes manhole repair on Dewey St (\$500) and misc. pump station upgrades (\$5k).
30 - PROFESSIONAL SERVICES								
02 - PROF SVCS/METER READINGS				\$ -		\$8,000	\$8,000	Expense unchanged. Proposed here instead of 60-10-10-20.
37 - PROF SVCS/LICENSE FEES			\$0	\$ 1,532		\$7,720	\$7,720	License fees to State Treasurer (\$475., removed from 60-10-10-20). Trio service (\$750., paid in FY17 from 60-10-10-99). \$2,700 to Bangor for Industrial Pretreatment Program Admin fee (paid out of 60-10-60-04 in FY17); Annual report fee (\$180); Trio annual software costs (\$1,135); Annual rent to Maine Central Railroad, due September (\$2,480).
40 - LIENS/TRANSFERS	\$3,972	\$8,961	\$5,600	\$ 3,641	65%	\$5,600	\$0	Cost of lien placement and discharge for sewer liens.
80 - TRAINING / TRAVEL						\$2,800	\$2,800	New sewer employee training incl. collection system certification course.
60 - SEWER EXPENSES								
02 - TREATMENT SERVICE CHARGE	\$ 249,993.84	\$128,762	\$262,494	\$ 108,035	41%	\$163,010	(\$99,484)	Projected sewer treatment charges by City of Bangor. Prior three years' monthly cost average x 12.

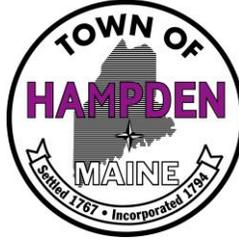
Approved FY18 Sewer Budget, Town of Hampden

	Incurring FY15	Incurring FY16	Budget FY17	YTD FY17 thru 6/1/17	Percent 91.5% of year	Budget FY18 June 19, 2017	Change FY17 to FY18	Budget Notes FY18
04 - PUMP STATION MAINT.	\$ 48,012.52	\$64,450	\$43,878	\$ 55,648	127%	\$59,003	\$15,125	Cost of contracted pump station maintenance services by Bangor. Based on avg. invoice prior 12 months. Increased by one pump station, 1/4 year, for new pump station (MRC).
10 - O&M CONTINGENCY		\$2,509	\$5,000		0%	\$5,000	\$0	Small projects that are above and beyond the routine repair costs. TBD based on CIP.
16 - PRINC/INT FMHA	\$371,109	\$380,193	\$381,465	\$ 394,980	104%	\$458,969	\$75,833	Total debt service includes all six financing obligations (below).
1997 State Revolving Loan Fund						\$96,217		Bond will be paid off in FY18.
2009 1A Sewer Project						\$103,669		Bond will be paid off in FY26.
2014 1A Sewer & Pump Station						\$68,594		Bond will be paid off in FY35.
2006 Sewer Bond						\$108,526		Bond will be paid off in FY30.
2017 The First (overdue bills)						\$40,543		Loan will be paid off in FY24.
2017 Bangor WWTP						\$41,420		Loan will be paid off in FY24.
19 - INTERFUND (TO GF)		\$0	\$100,000	\$ 100,000	100%	\$100,000		Second year of multi-year payback. (Current amount owed: \$801,570; projected year-end FY17, \$651,570).
22 - SPECIAL PROJ	\$0	\$0	\$15,500	\$ 16,372	106%	\$135,000	\$119,500	Easement clearing (\$20k); CCTV for defect investigation (\$60k); Seal CSO tank joints (\$30k); Flushing/Cleaning (\$5k); GIS Mapping (\$5,000); Engineering Svcs (\$20k).
24 - SEWER FLUSHER REPAIRS	\$0		\$0			\$0	\$0	
26 - SEWER LEGAL & BOND COUNSEL		\$0	\$0	\$ 4,873		\$800	\$800	FY17 costs paid from 60-10-30-40.
	\$787,647	\$725,643	\$987,337	\$797,377	81%	\$1,059,611	\$72,273	

Approved FY18 Sewer Budget, Town of Hampden

	Incurring FY15	Incurring FY16	Budget FY17	YTD FY17 thru 6/1/17	Percent 91.5% of year	Budget FY18 June 19, 2017	Change FY17 to FY18	Budget Notes FY18
Sewer Revenue Budget								
60 - SEWER								
01 - SEWER BILLS	\$546,133	\$542,518	\$943,845	\$941,240	99.7%	\$1,124,086	\$180,241	Projection based on sewer rates approved 5/15/17 (\$11.60 per 100 CF) to take effect 6/15/17.
03 - INTEREST ON SEWER BILLS	\$1,924	\$1,784	\$1,735	\$2,340	135%	\$2,400	\$665	
05 - INTEREST/COSTS ON SEWER LIENS	\$9,697	\$8,832	\$9,050	\$5,465	60%	\$7,219	(\$1,831)	
08 - ABATEMENTS	(\$14,003)	(\$383)	\$0	(\$4,377)		(\$4,500)	(\$4,500)	
23 - INTEREST EARNED	\$1,234	\$87	\$1,230	\$586	48%	\$781	(\$449)	
24 - CONSTRUCTION INTEREST	\$541	\$210	\$0			\$5	\$5	
60 - SEWER - DEBIT CARD	\$4	(\$122)	\$0	(\$287)		(\$348)	(\$348)	
79 - MISC SEWER INCOME	\$0	\$64	\$0	\$1,369		\$0	\$0	Potential grant proceeds (not budgeted).
TBD - INDUSTRIAL USER SURCHARGE			\$0			\$3,479	\$3,479	Supplemental charge to Fiberight (1/4 year).
Final Totals	<u>\$545,530</u>	<u>\$552,989</u>	<u>\$955,860</u>	<u>\$946,336</u>	<u>99.0%</u>	<u>\$1,133,122</u>	<u>\$177,262</u>	
<i>Prior Surplus / (Deficit)</i>		(\$242,117)	(\$172,654)					
<i>Projected Surplus / (Deficit)</i>			(\$31,477)					
						Projected Surplus / (Deficit)	\$73,512	

Town of Hampden
106 Western Avenue
Hampden, Maine 04444



Phone: (207) 862-3034
Fax: (207) 862-5067
Email:
townmanager@hampdenmaine.gov

TO: Finance Committee
FROM: Angus Jennings, Town Manager
DATE: March 1, 2018
RE: Preliminary outcomes from Goal Setting meeting

On Saturday, February 10, the Council and Town Manager met, along with a number of Department Heads, to discuss policy goals and priorities for the remainder of FY18 and for FY19.

On my request, each Councilor completed a survey to indicate, for each policy item listed in the draft priorities matrix:

- 1) Whether the Councilor thinks that item is a goal, at all; and
- 2) For those identified as goals, how each Councilor would assign a level of priority.

Goals were organized into five categories: one for each of the Council's Committees, and a fifth category for Manager Initiatives/Responsibilities. The prioritization takes into account both relative importance (Vital, Important, Optional, or Not Priority), and time (Present – FY18, Future – FY19 (and on)).

I have compiled the Councilors' responses. The attached is a summary of each item considered, with the number of Councilors who identified that item as a goal. Items shaded with green indicate that a majority of Councilors identified that item as a goal.

The next step is to assign a priority level to each goal. I have the data to do so, but have not completed this yet. Because my objective with this exercise is to provide – for the Council, staff, and for the incoming Manager – a document that accurately reflects the Council's priorities, there are a few instances where I'd like to confirm with specific Councilors that I am reading their surveys correctly (i.e. questions such as "is that a B or a D"). I do not wish to report results only to find I've gotten a detail or two wrong.

I think the attached preliminary findings are of interest, and merit some review on Monday. However, on Monday I will also provide to each Councilor, in hard copy, my data input of your survey, along with a copy of your survey, so that each of you may verify – or correct, if needed – the data I have entered to ensure it reflects your intent.

With this "proofing" on each of your parts, I'll be prepared to present a complete report including goals and priorities at the next Finance/Administration meeting on March 19th.

Thank you again for your assistance with this exercise, which I think will be very useful on a current basis, and to provide continuity through the upcoming transition.

Town of Hampden Town Council / Manager Goal Setting **Feb. 10, 2018**

Prioritization Key:

1A - Vital/Present 2A - Important/Present 3A - Optional/Present 4D - Not Priority/Present

1B - Vital/Future 2B - Important/Future 3B - Optional/Future 4B - Not Priority/Future

	Goal? (Y/N)	Priority? (1A to 4B)
Finance & Administration		
Bond Issue for Route 1A project (authorization received; ant. Fall 2019; secure and oversee bond issue)	7	
Bond Issues for sewer projects (upon authorization; ant. Summer 2019; secure and oversee bond issues)	7	
Determine borrowing needs for sewer repairs identified by CCTV etc.; secure voter authorization at June referendum	6	
Negotiate, execute new Police contract	6	
Negotiate, execute new Fire contract	6	
Maintain Fund Balance in 10-12% range to eliminate need for tax anticipation borrowing	6	
Update Personnel Ordinance and Policies, incl. re trainings, DOL compliance	5	
Retirement funding strategy for long-term unfunded liabilities	5	
Amend Town Charter incl. to bring ordinance amendment process in line with statute to streamline current process	5	
Service Charge litigation	4	
Solicit public and personnel input on potential change to 5-day schedule at Town Office	4	
Health insurance review and re-bid	4	
Proposed renegotiation of Emera TIF	4	
With Winterport, Newburgh and Frankfort, engage in budget and capital planning with RSU-22	3	
Evaluate use and potential disposition of Town-owned properties	3	
Foreclosures (if any)	2	
Strategic planning for Environmental Trust as long-term resource	2	
Evaluate potential for solar installations on Town buildings and/or properties	1	
Full-time Town Engineer - <i>written in by 1 Councilor</i>	1	
Full-time Code Inspector - <i>written in by 1 Councilor</i>	1	

Town of Hampden Town Council / Manager Goal Setting **Feb. 10, 2018**

Prioritization Key:

1A - Vital/Present 2A - Important/Present 3A - Optional/Present 4D - Not Priority/Present

1B - Vital/Future 2B - Important/Future 3B - Optional/Future 4B - Not Priority/Future

	Goal? (Y/N)	Priority? (1A to 4B)
Planning & Development		
Coldbrook Corners TIF District	7	
Marijuana (recreational) - establish policies regarding land use/zoning and local licensing and inspections requirements (if not complete in FY18)	7	
Amend Business Park Covenants, Zoning	6	
Budgeting TIF funds for FY19	6	
Amend Business Park subdivision plan	5	
Zoning – Article 3 and related sections (Uses, Dimensions, Site Plan Review, Definitions etc.)	5	
Create Applicants’ Guide Book (for Site Plan, Subdivision, Code Enf., etc.)	5	
Shoreland zoning text amendments	4	
Shoreland zoning map amendments	4	
Town Center planning, and zoning ordinance and map amendments to facilitate private property investment	4	
Zoning – Housekeeping	4	
Establish coordinated public/private vision for Route 1A and riverfront north from Marina Park; amend zoning	4	
Revise Subdivision Ordinance to update design & construction standards	4	
Research and draft impact fees ordinance (and build in as funding source in Capital Program)	4	
Environmental testing along waterfront for potential future redevelopment	3	
Loan guarantee program (TIF funded) for property improvements (building renovations only, or also new construction?) within designated priority location(s)	3	
Zoning – Earth Removal	2	
Business Park marketing materials	1	
Economic Development person - <i>written in by 1 Councilor</i>	1	
Recodification	0	

Town of Hampden Town Council / Manager Goal Setting **Feb. 10, 2018**

Prioritization Key:

1A - Vital/Present 2A - Important/Present 3A - Optional/Present 4D - Not Priority/Present

1B - Vital/Future 2B - Important/Future 3B - Optional/Future 4B - Not Priority/Future

Infrastructure	Goal? (Y/N)	Priority? (1A to 4B)
Complete Capital Program FY18-23	7	
Address Town Bldg mold situation, incl. duct cleaning, public safety floors	7	
Review sewer rates within FY19 budget process	7	
Design, procurement, construction of new Salt Shed	7	
Include insert in April sewer bill regarding proposed June referendum	7	
Physical repairs to resolve drainage problems on Schoolhouse Lane	7	
Complete GIS mapping of sewer system with sub-meter accuracy – necessary for MDOT projects	6	
Pursue Grant Funding for Sewer Inflow/Infiltration	6	
Physical repairs to resolve drainage problems on Schoolhouse Lane (if not already complete)	6	
Sidewalk on Western Ave. to complete “Four Mile Square,” MDOT approval, construction	5	
Evaluate suitability of current DPW departmental structure and staffing to meet Town’s needs; including evaluating potential to outsource additional functions	5	
Plan for potential Urban Compact designation and responsibilities	5	
Pursue Grant Eligibility for Sewer – USDA Rural Development	5	
Continue to pursue MDOT support for repairs/upgrades to signal at 1A/Western Ave	4	
Secure personnel training and licensing (Class 2 licenses)	4	
Seek bids for mowing and basic grounds maintenance for 2018	4	
MS4 5 year permit - investigate need for Stormwater utility fee	4	
Route 1A reconstruction est. 2019-20, Mountainview to Western Ave., including new sidewalk	4	
Evaluate potential changes to management of Solid Waste (i.e. Transfer Station operations and layout, level of service, etc.)	4	
Watershed planning – separate stormwater plans for Shaw Brook and Sucker Brook to ensure continued DEP compliance	4	
Public informational meeting regarding Pine Tree Landfill Post Closure	3	
Modify Sewer Ordinance to require acceptance of deeds when new sewer lines are accepted; work on backlog of obtaining deeds for existing sewer lines	3	
Evaluate potential transition to LED streetlights to reduce electrical costs, enhance quality	3	
More LED lighting at Municipal Building	1	

Town of Hampden Town Council / Manager Goal Setting **Feb. 10, 2018**

Prioritization Key:

1A - Vital/Present 2A - Important/Present 3A - Optional/Present 4D - Not Priority/Present

1B - Vital/Future 2B - Important/Future 3B - Optional/Future 4B - Not Priority/Future

Services	Goal? (Y/N)	Priority? (1A to 4B)
Determine whether Town will continue to pay O&M costs for Kiwanis Civic Center in FY19, and if so from Host Community Benefits or build into operating budget	7	
Recreational Facilities Planning; decide whether or not to extend Skehan Center lease and on what term and subject to what conditions, and update Capital Program	7	
Establish facilities operations and maintenance plan for public recreational facilities, including library, in coordination with partnering user groups and taxpayers	5	
Lura Hoyt Pool site engineering; initiate DEP permitting	4	
Evaluate long-term planning for Library (i.e. current or alternate facility)	4	
Recreation Affiliated Programs - clarify terms of agreements incl. cost sharing	4	
Next steps toward enhancing broadband availability (if any)	4	
Improve visibility of Papermill Park with signage on Coldbrook Road	3	
Public Parks – pursue grant-funded improvements as available	3	
Clarify Outdoor Facilities Ordinance (incl. whether Rules & Regulations were adopted/are needed)	3	
Continued and enhanced recognition of and support for local civic and volunteer individuals and organizations	2	
Veterans’ Honor Roll – protocols and responsibilities (with VFW)	2	
Work with civic organizations, residents and businesses to create Community Resource Guide	2	
Multi-use trails on public land, and/or creation of a Town Forest?	2	
Revisit policy regarding allowing hunting on certain Town-owned land	1	
Possible Bog Road acquisition of public rights to Souadabscook	1	
Review/Amend Harbor Ordinance	1	
Execute new Cable Franchise Agreement	1	
Create comprehensive walking trails map	1	
Community Garden at 46 Canaan Rd?	1	

Town of Hampden Town Council / Manager Goal Setting **Feb. 10, 2018**

Prioritization Key:

1A - Vital/Present 2A - Important/Present 3A - Optional/Present 4D - Not Priority/Present

1B - Vital/Future 2B - Important/Future 3B - Optional/Future 4B - Not Priority/Future

Manager Initiatives and/or Responsibilities	Goal? (Y/N)	Priority? (1A to 4B)
Close out FY17 Audit	6	
FY19 Budget	6	
FY19 Sewer Budget	6	
Monthly bank reconciliations	6	
FY19-23 Capital Program with short-, mid- and long-term investment priorities, and funding sources and uses, for public facilities, infrastructure, and vehicles & equipment	5	
Implement revised contracts for hauling and processing of solid waste	5	
Accept online payments (in addition to Rec/Pool) by credit/debit card	5	
Library - provide for credit / debit card payments	5	
Resolve developers' escrow accounts (20 accounts over 10+ years totaling \$79,817)	4	
Complete transition to Bangor Payroll	4	
Establish protocols and staff responsibilities relative to sale of Business Park lots	4	
Send up to two Hampden Highlights newsletters regarding various issues, incl. June referendum	4	
Re-do and simplify Chart of Accounts in TRIO	4	
Begin setting aside reserve funds for future town-wide revaluation	3	
Reorganize and reassign some financial management responsibilities	3	
File two outstanding bond closeout forms with MBBB (from 2010, 2014)	3	
Support civic organizations such as through Volunteer Open House and Community Forum	3	
Improved Department of Labor Compliance (trainings, documentation)	3	
Inclement weather policy	2	