



City of Saco Strategic Plan 2010-2011

<p>Vision- The City has three perspective vision statements, which are referred to regularly as a basis for discerning and justifying appropriate decisions and actions. The first one represents the global perspective of the elected officials; the second one represents the vision of constituents residing within the city of Saco. This citizen vision was vetted through a series of citizen focus group meetings; the third one represents the perspective of the city management in the delivery of services.</p> <p>City Council Vision – “<i>Our vision is a high quality of life for Saco citizens. Central to this vision is a sustainable economy that offers an opportunity for everyone to have rewarding employment and for business to prosper, now and in the future. The people of Saco bring this vision into reality by working together and building on our tradition of hard work, dedication, and ingenuity.</i>”</p> <p>Citizens Vision – “<i>Saco is a city that provides families of all kinds with a community that values its heritage, cherishes its environment, balances its growth, and offers a concerned and caring spirit.</i>”</p> <p>Staff’s Vision – “<i>To enhance our community through exceptional services.</i>”</p> <p>Organizational Core Values We Believe In:</p> <ul style="list-style-type: none"> ➤ Professionalism – we are knowledgeable, and conduct ourselves in a competent and courteous manner; ➤ Responsiveness – we listen to each customer, each other, and respond to his/her need – we are responsive to change; ➤ Measurable quality – we measure results to continuously improve our services; ➤ Standards – the statements of our performance measurement; that is, how we measure our success in accomplishing our mission and values; ➤ Being user-friendly – our city services are easy to access and easy to use; ➤ Partnership – we are mutually cooperative and responsive to achieving collaborative goals; ➤ Integrity – honoring commitments 	 <h2>Downtown Revitalization</h2>	<p>1.1 Neighborhood Blight Removal.</p>	<p>1.1.1 Inventory all blighted or seriously deteriorated buildings within the City. Target neighborhoods where there are two or more of these buildings and where these buildings seem to be having a negative impact on the neighborhood; establish a set procedure for inspecting these buildings including notice to owners, notice of violation, set times for compliance and procedures involved with condemning a building; investigate funding sources available for removal or renovation of buildings. This could include working with agencies like Habitat for Humanity in converting some of these buildings into affordable housing; if necessary, bring non-compliant building owners to court for fines as well as working with the City Attorney in bringing condemnation proceedings to Council for removal of buildings.</p>	<p><i>Building Inspection Department</i></p>
		<p>1.2 Develop Local-First Economic Development Policies.</p>	<p>1.2.1 Work with Chamber and 2 Main Street organizations on buy local committee; reestablish Saco Spirit Economic Restructuring Committee</p>	<p><i>Economic Development</i></p>
			<p>1.2.2 Implement Saco Spirit Design Committee program of Amtrak station to Main Street connections; Work with Amtrak station committee to promote ridership; Develop and complete business visitation plan</p>	<p><i>Economic Development</i></p>
	 <h2>Infrastructure and Capital Development and Maintenance</h2>	<p>2.1 Erosion at Camp Ellis.</p>	<p>2.1.1 Work with MeDEP, FEMA, and MGS to develop permits for mitigation measures at the Surf Street area; prepare and submit NPRA permits for mitigation plan; apply for emergency relief sand with FEMA – under Category B – Emergency Measures; Negotiate project partnership agreement with Army Corps; Order and place sand as approved under Category B “emergency measures;”; finalization plans based on permits; bid and construct mitigation control measures; Saco Bay Implementation Team will be meeting to work with the Army Corps and the State to endorse Alternative 26; congressional delegation support for Alternative 26; \$40 million dollar appropriation; obtain permits and funding to construct and execute project coordination agreement between the City of Saco, the State of Maine and the Army Corps of Engineers.</p>	<p><i>Richard Michaud, City Administrator</i></p>
		<p>2.2 Improve the Sound System in the Auditorium</p>	<p>2.2.1 Review the current situation with a member of the IT Department; Review possible solutions including engaging a sound engineer or sound equipment vendors; Assess costs associated with different solutions offered; decide on implementation depending on costs and current budget resources.</p>	<p><i>Building Department and IT department</i></p>
		<p>2.3 Pay as we go for roads and improvements</p>	<p>2.3.1 Determine the level of service acceptable to the citizens with regard to roads and road improvements; adopt a program to annually assess the needs of every road in the city and prioritize those in the worst condition.</p>	<p><i>Public Works Department</i></p>
			<p>2.3.2 Estimate a sustainable level of annual road maintenance and create a Capital Reserve Fund for such purpose with annual appropriations; the road improvement program would be funded to insure that every road is addressed for maintenance and repair every 12 years.</p>	
		<p>2.4 New Central Fire Station on North Street</p>	<p>2.4.1 Obtain council support for the federal grant application for a new station; assemble a fire station committee to explore other stations for ideas; conduct phase II environmental study on North street property (done)</p> <p>2.4.2 Complete site boundary survey and elevations map; test soil and water conditions; complete a water delineation study; contract for erosion control and storm water control; contract design build services; initial design by architect; seek planning board review; get MeDEP and Army Corps site approval (done);</p> <p>2.4.3 Modify site plan to limit wetland impact; receive final approval from planning board including building design; get all approvals for building; firefighter grant funding availability; request for qualifications (done)</p> <p>2.4.4 Estimated completion date is April 2011.</p>	<p><i>Fire Department</i></p>
	<p>2.5 Sidewalk Improvement Projects</p>	<p>2.5.1 Develop short term funding strategies for implementation of projects in Table 1 of study; prepare engineering drawings; bond was approved in 2006 for sidewalks on Garfield and Shadagee Road (done) MDOT approved funding of Bayview Road sidewalk for construction in 2007 (done);</p> <p>2.5.2 Public works will construct sidewalk on Front street coordinating with River Walk Trail Plans – 80% done, need to acquire property for completion at Front Street and Wharf Street – owner not willing to provide easement for sidewalk and city is not interested in taking it – sidewalk is constructed with a gap.</p> <p>2.5.3 City received grant funding for pedestrian crossing signals on Beach Street and construction of sidewalk on Washington Avenue (survey completed) - ; city applied for earmark funding for Route one sidewalk using the existing funding for a leveraged match (there is no funding in the budget for sidewalk extensions other than a partial funding of Route 1 sidewalks by the developers adjacent to Route 1).</p>	<p><i>Public Works Department</i></p>	

 Growth Management	3.1 Complete Sale of Mill Brook Business Park.	3.1.1. Inventory lots still available for sale in Mill Brook Business Park (done); market and sell all remaining lots (attempts to generate leads with little result. Industrial park land market dead in region – some empty space in parks).	Richard Michaud, City Administrator
	3.2 Promote affordable housing in Saco.	3.2.1. Analyze existing affordable housing projects under current zoning and find sites for expansion of existing projects. Work with housing providers to develop projects resulting from analysis. (done) 3.2.2. Engage statewide housing trust in conversion and development of cooperative ownership mobile home Park. (dead) 3.2.3. Apply for a grant for housing plant. If successful create housing plan and comprehensive plan chapter on housing (grant awarded; RFP resulted in selection of planning decisions; several meetings and forum held. Well underway. 3.2.4. Amend zoning ordinance to permit accessory apartment s in additional zone (done). 3.2.5. Assist Avesta to develop a project; assist volunteers of America to develop a project; explore Saco island role in affordable housing.	Richard Michaud, City Administrator
	3.3 Develop a Strategic Economic Development Plan	3.3.1. Compile report on economy in the region; compile report on city, regional, state, and federal economic development efforts; convene committee; review reports and city policies developed in comprehensive plan, downtown plan, housing plan and other policies, budget practices, and ordinance. 3.3.2. SWOT analysis of opportunities and constraints; evaluate possible city approaches in key sectors: industrial, office, hospitality, downtown and others; develop final report and recommendations to city council.	
	4.4 Challenge the Saco Bay Boundary Law	4.4.1. engage legal counsel to draft propose legislation altering the Saco bay boundary law; which is accepted by the City Council; council to consider employing a full-time lobbyist to promote the passage of proposed legislation; and/or council to determine a legislative sponsor for the bill; council will need to track the progress/process of the bill; council will need to attend Public Hearings on the bill as well as working group sessions; council to seek an "ought to pass" from Committee Report.	
 Environmental Protection and Sustainable Development	4.1 Former Saco Steel Site Reuse.	4.1.1. Work with EPA and DEP during cleanup action to steer cleanup measures towards future reuse potential. (done); Develop scope of work for additional environmental assessment (done); Meet with DEP to get approval of scope of work and input on reuse possibilities (done); Explore funding options for environmental assessment and reuse plans (done – currently working with Southern Maine Regional Planning Commission for Risk Assessment funding); Provide cost analysis of assessment, cleanup, and reuse (preliminary cost estimates completed for grant applications); Work with DEP to implement cap maintenance procedures (Interim maintenance agreement drafted until final site work completed); Facilitate implementation of cleanup and site use plans.	Pat Fox, Public Works Deputy Director
	4.2 Reduce the city and communities energy use.	4.2.1. Prepare and inventory of energy use both electrical and fuel for all city building and the fleet; with 5 year data records on energy use – prepare a report; Reade through the energy audits already performed and determine what has been done and what may still need to be done; Identify any Efficiency Maine funding available for energy improvements; determine the carbon footprint calculation for all city buildings and how it has changed over 5 years; Prepare a cost benefit analysis for a staff energy coordinator.	Mark Mitchell, Building Inspection Department
	4.3 Explore options to address the Saco Island Windmill Productivity	4.3.1. Meet with council to discuss turbine; appoint an ad hoc committee to review options; develop a master plan on how to deal with the turbine; present the master plan to council for approval; implement the plan. L	Richard Michaud, City Administrator
	4.4 Reduce the city's trash to Ecomaine by 10%	4.4.1. Forthcoming	Recycling Coordinator
 Technology Innovation & Implementation	5.1 Innovate website; implement paperless packet technology, and stream council meetings.	5.1.1. Define the objectives for upgrading the website; adding paperless packet and streaming meeting technology; prepare a cost analysis to address the technology objectives; decide on whether to carry forward the \$24,945 technology monies or lapse the amount into the FY11 Budget. If the monies are lapsed, we need to appropriate in FY12 a request for technology innovation funding; acquire and deploy each appropriation.	Information Technology
 Human Resource Investment	6.1	6.1.1	
 Leisure Service Investment	7.1	7.1.2	
 Meeting the Financial Needs for City Services	8.1 Implement Senior Work for Taxes Program	8.1.1. Inform the Council of the new law to generate interest; draft an ordinance, consult with HR, and Finance; draft policy; council approval; implement program; program administrator, assessing administrative assistants and HR department reviewed the program after 1 st year; revisions proposed for the programs applications & guidelines based on 1 st year review; participating department heads to submit list of tasks to be completed for the new tax year; program administrator to present the city council with a review of the programs 1 st year and go over proposes revisions; request continuation of the program from council	Assessing Department and Human Resources Department
	8.2 No tax increase	8.2.1. Review and update current fees and evaluate possible new ones; explore regional cooperation; determine if any services can be eliminated; minimize impacts of services to the public when cuts are made; greater reliance on the Fund Balance; defer capital projects. Seek outside funding from other sources, ie government grants – implement a policy to borrow instead of pay-as-we-go	
	8.3 Holding the City Budget at Current FY10 Level	8.3.1. Each department prepare a level of service currently funded; prioritize those services; define the lower priority services for downsizing; assess the impacts of potential savings; hold informal meetings to gain public input on downsizing; include questions in the Public Opinion survey related to levels of service; using results and comments – we will develop a detailed plan, timeline, and schedule	Richard Michaud, City Administrator
	8.4 Explore Issuing a quarterly tax bill	8.4.1. Begin to evaluate the pros and cons of changing from semi-annual to quarterly or another tax billing procedure; determine various options to further research based on initial Council feedback; what would the cost to the city be or would the city save any money?; what is the impact on the tax payer?; evaluate other communities who have implemented quarterly tax billing or other scenarios; present findings to council (council has decided to hold on the option)	
 Public Safety	9.1	9.1.1	Richard Michaud, City Administrator
 Traffic	10.1 Solution to polling location traffic and parking issue	7.1.1. Meet with Parks and Rec staff to discuss parking issues and facility use issues during elections; meet with Public works staff regarding signage of the lot; examine potential solutions regarding traffic management options for Franklin/North Street intersection and Franklin/Bradley Street intersection; report to the traffic Safety Committee for input; report finding to the City Council. (Objective Completed).	Police Department