STATE OF MAINE
COUNTY OF YORK
CITY OF SACO

The following are minutes of the Council Meeting held on January 17, 2006.

I. CALL TO ORDER – On Tuesday, January 17, 2006 at 7:01 p.m. a Council Meeting was held in the City Hall Auditorium.

II. ROLL CALL OF MEMBERS – Mayor Johnston conducted a roll call of the members and determined that the Councilors present constituted a quorum. Councilors present: David Tripp, Leslie Smith, Jr., Ronald Morton, Roland Michaud, Arthur Tardif, Eric Cote and Jesse McDougal.

III. PLEDGE OF ALLEGIANCE

IV. APPROVAL OF MINUTES: December 5, 2005

Minutes of the December 5, 2005 meeting were approved as written.

V. GENERAL

VIII. CONSENT AGENDA:

A. Confirm the Reappointment of Cynthia Chadwick-Granger to the Planning Board

Be it ordered that the City Council confirm the reappointment of Cynthia Chadwick-Granger, of 24 Village Green Drive to the Planning Board for a 3-year term to expire on January 2, 2009.

B. Confirm the Reappointment of Neil Schuster to the Planning Board

Be it ordered that the City Council confirm the reappointment of Neil Shuster, of 433 Ferry Road, to the Planning Board for a 3-year term through January 3, 2009.

C. Confirm the Reappointment of Jim Bastille to the Coastal Waters Commission

Item C will be considered at a later date.

D. Confirm the Appointment of Jim Breyley to the Economic Development Commission
Be it ordered that the City Council confirm the appointment of Jim Breyley of Isabella Lane to the Economic Development Commission to complete Andrew Clement’s 5 year term through April 21, 2007.

E. Confirm the Appointments to the Historic Preservation Commission

Be it Ordered that the City Council confirm the Mayor’s reappointments of John Read as a full member to the Historic Preservation Commission with a term ending June 30, 2008; and Gabrielle Gallucci as a full member with a term ending June 30, 2006; and further to appoint Johanna Hoffman as an associate member through June 30, 2008.

F. Solid Waste Permit - Waste Management of Maine

Be it ordered that the City Council approve the renewal of the Solid Waste Permit for Pine Tree Waste, for a period of one year.

G. Massage Therapist License - Tracie D. O'Keefe

Be it Ordered that the City Council grant Traci D. O’Keefe, a Massage Therapist License, in accordance to the Codes of the City of Saco, Chapter 138.

Councilor Tripp moved, Councilor Morton seconded to approve items A, B, D, E, F AND G. The motion passed with seven (7) yeas.

Item C will be considered at a later date.

VI. AGENDA ITEMS:

A. (Public Hearing) Fee Increase for Wrecker Service

The three companies currently on the City’s wrecker list have asked for a fee increase, citing increased costs for fuel, maintenance, insurance and manpower. It has been approximately five years since the last fee increase, and costs have risen significantly.

They are required by ordinance to be available 24 hours a day, 365 days a year. The police and fire departments utilize the services of these companies extensively and support the requested increases.

Councilor McDougual moved, Councilor Tardif seconded, to open the Public Hearing on the document titled, “Proposed Towing Fee Schedule, dated January 3, 2006”.

There being no comments from the public Councilor McDougual moved, Councilor Tardif seconded, to close the Public Hearing and Be it Ordered that the City Council approve the document titled, “Proposed Towing Fee Schedule, dated January 3, 2006”. Further I move to approve the Order. The motion passed with seven (7) yeas.
Saco Police Department

Memorandum

To:     City Council
From: Chief Bradley S. Paul
Date:  December 28, 2005

RE:    Towing Fees

The following is a list of current and proposed towing fees as allowed by the Saco fee schedule.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>CURRENT</th>
<th>PROPOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Towing Rates</strong> (Up to 10 tons)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day (7:00 AM to 8:00 PM)</td>
<td>$55</td>
<td>$70</td>
</tr>
<tr>
<td>Night (8:00 PM to 7:00 AM)</td>
<td>$70</td>
<td>$90</td>
</tr>
<tr>
<td>Use of Dollies</td>
<td>$10</td>
<td>$25</td>
</tr>
<tr>
<td>Each full hour after the 1st hour on scene</td>
<td>$12</td>
<td>$25</td>
</tr>
</tbody>
</table>

| **Storage fees**                              |         |          |
| Unsecured outside storage                     | $20     | $20      |
| Secured outside storage                       | $30     | $30      |
| Inside storage                                | $10     | $30      |

| **After hours pickup of vehicle**             |         |          |
| If business is open:                          | $10     | See Below|
| From business close to 11:00 PM               | No charge|
| From 11:00 PM to 7:00 AM                      | $10     | $15      |
| Weekends and holidays                         | $10     | $20      |
The fees listed above are those adopted by Council Jan. 17, 2006.

B. (Public Hearing) Adoption of 2005 Electrical Code

The City of Saco adopts and enforces model construction codes that regulate all phases of building, plumbing, electrical and fire safety installations. These codes are written and revised by membership organizations such as the International Code Council and the National Fire Protection Association. Every 3 years, a new edition of these codes is published that include newly adopted provisions that recognize changes in safety and design.

The City has adopted and enforced, under the authority of Title 30-A, M.R.S.A., § 4171, the provisions of NFPA 70, The National Electric Code for many years. NFPA has published the 2005 edition of the National Electric Code as follows, for adoption.

After meeting with local electricians, several changes to the local amendments were suggested. As a result, the following changes are being proposed:

- The minimum wire size amendment has been removed. This was confusing for electrical contractors and made reference to a building code that has since been replaced.
- The local ground fault interrupter outlet amendment has been removed. The new edition of the NEC now has language that covers this subject.
- The non-combustible wiring amendment has been removed. The new edition of the NEC has clarified where this type of wiring method is required.
- The “Romex” wiring amendment has been removed. This made reference to a brand of wiring, not a type. The NEC is also clear on where sheathed cable on other types of cable are permitted and not permitted.
- The “jumping of services” amendment has been removed. This is not permitted by the National Electrical Safety Code, which is adopted for use by the City and Central Maine Power Company.
- The local rule making authority has been removed. After meeting with local electricians, it was determined that any amendments should go through the council rather than being promulgated by staff.
- A new smoke and heat detector section has been added. This was previously adopted as a rule and in light of the comments received, it was decided that is should be contained within the text of the Ordinance.
- There have been several editorial changes that clarify already existing amendments.

Councilor Tripp moved, Councilor Smith seconded, to open the Public Hearing on the document entitled, “Amendments to Chapter 87 Electrical Standards Ordinance, dated December 19, 2005”. The motion passed with seven (7) yeas.
Mr. Jeff Brochu of Camille’s Electric was the proponent to having the ordinance amended along with sixty (60) electrical contractors. He stated that the electricians supported the changes.

Councilor Tripp moved, Councilor Smith seconded, to close the Public Hearing on the document entitled, “Amendments to Chapter 87 Electrical Standards Ordinance, dated December 19, 2005”, and schedule the Second and Final Reading for January 23, 2006”. Further move to approve the Order. The motion passed with seven (7) yeas.

Amendments to Chapter 87
Electrical Standards, dated December 19, 2005

(Please note that new language is underlined while wording to be deleted contains strikethrough)

§ 87-1. Title.
This chapter shall be known and may be cited as the "Electrical Code."

§ 87-1.1. Definitions. [Added 1-6-2003]
As used in this chapter, the following terms shall have the meanings indicated:

ELECTRIC FENCE -- Any device, fencing or barrier capable of delivering an electric shock to any person or animal coming into contact therewith, but does not include fences erected for enclosing pastures, crops or livestock and does not include underground invisible fencing which controls animals by use of a receiver collar worn by animals.


A. Reference is herewith made to the 2002 2005 Edition of the National Electrical Code, NFPA 70, as published by the National Fire Protection Association, as amended, to become effective March 1, 2002—April 1, 2006, and said code is hereby adopted and made a part hereof as if fully set out in this chapter, with the additions, insertions, deletions and changes as found herein. Statutory authority to adopt this code is granted by Title 30-A, M.R.S.A., and § 4171 and shall cover original installations, alterations and additions, both residential and commercial and shall be in effect for the entire City of Saco. At least seven days prior to the public hearing, the purpose of which is to consider changes to this chapter, notice shall be given by regular mail, electronic mail or facsimile to all electricians who have obtained an electrical permit within the six-month period preceding the public hearing date. When a new edition of this code is published, the effective date for that edition will be the first day of January following the publication date.

B. Additions, insertions and changes. The following are hereby revised as follows:
(1) Article 80 is hereby deleted except for the following subsections: 80.1, 80.3, 80.7, 80.9, 80.11, 80.17, 80.19(A 1 and 2) (B), (C), (F 1 and 5) (G) (H), 80.29, 80.31, and 80.33. Section 80.29 is amended to insert the words "City of Saco" in the fifth line between the words "the" and "or."

(2) **Add a new 80.2 Illumination.** All locations containing electrical panels, and switchgear and controls shall have a lighting outlet provided at or near such equipment. Where the main occupancy of the building in which the equipment is located is required by the building code to provide emergency lighting, all locations containing electrical panels, and switch gear and controls shall also be provided with emergency lighting.

(3) **Add a new 80.4 Minimum size wire required.** All wiring for all use groups except R and U, as determined by the BOCA National Building Code/1999, shall use wiring of 12 awg or greater.

(4) **Add a new 80.5 Adoption of utility requirements.** The Authority having jurisdiction may, at the request of the electrical utility company, enforce the requirements as found in the Handbook of Standard Requirements for Electric Service and Meter Installations published by Central Maine Power, effective November 1, 1999 August 15, 2002, and as amended.

(5) **Add a new 80.6 GFCI protection required.** All outlets and devices that are installed in wet or damp locations shall be protected by ground-fault-circuit interrupters, regardless of occupancy.

(6) **Add a new 80.8 Mounting hardware used for grounding.** Grounding of all electrical equipment shall not rely on mounting hardware to achieve proper grounding of said equipment.

(7) **Add a new 80.10 Noncombustible wiring methods required.** All buildings of Type 1, 2, 3 or 4 construction, as designated by the BOCA National Building Code/1999, shall utilize noncombustible wiring means.

(8) **Add a new 80.12 Romex type wiring prohibited.** The use of Romex wiring shall not be used on any additions or alterations to any existing structure which also utilize steel construction as defined in Chapter 22 of the BOCA National Building Code.

(9) **Add a new 80.13 Electrified signs required to be inspected.** All signs which are provided with electrical power shall be inspected prior to the installation of pole covers, facing or other covering materials.

(10) **Add a new 80.14 Exception to the arc-fault protection requirements.** Arc-fault protection, as required in the body of this code, is hereby amended to apply only to receptacles. Ceiling fixtures, at the electrician's discretion, may be arc-fault protected. Smoke detectors shall not be arc-fault protected.

(11) **Add a new 80.15 Unlawful alterations to services.** It shall be unlawful to breach, jump, or bypass in any way any service to a building without first obtaining written permission from the electrical utility company or the authority having jurisdiction.

(12) **Add a new 80.16 Removal of old wiring required.** All discontinued and disconnected wiring, which is not to be reused, shall be
removed when conditions permit. All readily accessible cable that is not properly capped and terminated and labeled for future use shall be removed. (13) (6) Add a new 80.18 Protection of outlets receptacles. Any area within a commercial occupancy where children may be present designated for day care or nursery school use shall utilize spring-type guards on all outlets in that space. (14)——Add a new 80.20 Rule making authority. The authority having jurisdiction shall have authority, as necessary in the interest of public health, safety and general welfare, to adopt and promulgate rules and regulations to interpret and implement the provisions of this code, to secure the intent thereof and to designate requirements applicable because of local climatic or other conditions. Such rules shall not have the effect of waiving fire protection requirements specifically provided for in this code or of violating accepted engineering practice involving public safety. (15) (7) Add a new 80.22 Electric fence requirements. Any person proposing to erect an electric fence within the City of Saco shall first obtain a permit in accordance with Subsection 80-19 other provisions of this code. The Electrical Inspector, prior to issuance of a permit to install an electric fence, shall notify the Police and Fire Departments of Saco of the location of the proposed installation. Acknowledgement of the notification from both the Fire and Police Departments shall be given before any permit to install electrified fences is granted. Failure to comply with any of the design standards found in 80.22.1 the manufacturers’ installation instructions shall be a basis for denial of a permit application. Exemption: Any electric fence used in association with an agricultural use shall be exempted from this sub-section. (16) (7 a) Add a new 80.22.1 Electric fence design standards. Where an electric fence is within 100 feet of a public or private road as defined by the Saco Zoning Ordinance, it shall be posted with signs every 75 feet along the fence line facing toward the road. The signs shall state "Warning, Electric Fence, Keep Back." All warning signs shall be legible from a distance of at least 10 feet away from the electric fence. Any fence that is electrified shall not contain more than 7,000 volts and no more than nine milliamps. All fence-charging equipment shall be listed by a recognized testing agency such as Underwriters Laboratories. All persons proposing to install electric fences shall provide plans in sufficient detail to determine compliance with these standards. All electric fences shall be pulse type systems. The point of electrical supply for the fence shall comply with all applicable standards of the main body of the National Electric Code. (8) Smoke & Heat Detectors. In addition to smoke detectors required elsewhere in this code, a smoke or heat detector shall be installed in any new attached residential garage. Installation, including wiring and power sources for all smoke and heat detectors shall be in accordance with the provisions of the NFPA Standard 72, Chapter 11.
§ 87-3. **Supervising official.**  
The Electrical Inspector who must be licensed by the State of Maine as a Master Electrician is herewith designated as the City official to supervise and enforce this chapter. The Electrical Inspector will be under the direction of the Building Inspector, who will act as his/her immediate supervisor.

§ 87-4. **Appeals.**  
A. Any person aggrieved by the decision of the Electrical Inspector with regard to the enforcement of the Electrical Code may take an appeal to the Mayor and City Council.  
B. An appeal may be taken within 30 days from the date of the decision appealed by filing with the City Council, through its Clerk, a notice of appeal specifying the grounds thereof, except that in the case of a building or structure which, in the opinion of the Electrical Inspector, is unsafe, dangerous and a threat to life safety, the Electrical Inspector may, in his/her order, limit the time for such an appeal to seven days. The Electrical Inspector shall forthwith transmit to the Mayor and City Council all the papers upon which the action appealed from was taken.

§ 87-5. **Violations and penalties.**  
The following provisions shall apply to violations of the laws and ordinances set forth in this chapter, and all monetary penalties shall be civil penalties.

A. The minimum penalty for starting construction or undertaking a land use activity without a required permit shall be $100, and the maximum penalty shall be $2,500.  
B. The minimum penalty for a specific violation shall be $100, and the maximum penalty shall be $2,500.  
C. The violator may be ordered to correct or abate the violations. Where the court finds that the violation was willful, the violator shall be ordered to correct or abate the violation, unless the abatement or correction will:  
   (1) Result in a threat or hazard to public health or safety;  
   (2) Result in substantial environmental damage; or  
   (3) Result in substantial injustice.  
D. If the City of Saco is the prevailing party, it shall be awarded reasonable attorney fees, expert witness fees and costs, unless the court finds that special circumstances make the award of these fees and costs unjust. If the defendant is the prevailing party, the defendant may be awarded reasonable attorney fees, expert witness fees and costs, as provided by court rule.  
E. The maximum penalty may exceed $2,500 but shall not exceed $25,000 when it can be shown that there has been a previous conviction of the same party, within the past two years, of the same law or ordinance.
F. All proceedings arising under the provisions of locally administered laws and ordinances shall be brought in the name of the City of Saco, and fines shall be paid to the City of Saco.

§ 87-6. Electrical Permits & Fee Schedule. EN [Amended 4-7-1997; 12-4-2000]

A. Electrical Permits shall be administered as provided for in Annex G, Section 80.19 (A) through (C) of the 2005 National Electric Code. The City Council shall determine fees. Fees shall be determined by Council after a public hearing.

B. For fee purposes, outlets will be classed as lights, lighting and small appliance receptacles and lighting switches. Unless otherwise stated, each permit issued will be valid for one year, for 1/4 of the previous permit fee. The minimum fee shall be $10, and permit fees are to be paid within five days after receipt by mail.

D. Errors and Omissions Tax Abatement

The owner of record for the property located on tax map 83 Lot 10-7, 14 Rosewood Drive is Marc I. Menard.

Mr. Menard added a new two-car garage with living space above to his home for tax year ending 2005. By error the garage was listed as living space. This of course resulted in an assessment higher than it should have been. We discovered the error and have corrected his tax bill for fiscal year 2006.

The error in Mr. Menard’s 2005 assessment has resulted in his tax overpayment of $418.17. With council approval the 2005 assessment will be adjusted and the overpayment will be returned to Mr. Menard.

Councilor Tardif moved, Councilor Tripp seconded, that it be Ordered that the City Council grant an errors and omissions abatement in the amount of $418.17 to account number 083010007000 for fiscal year ending 2005. Further move to approve the Order. The motion passed with seven (7) yeas.

E. Adopt the City of Saco Strategic Plan 2006
City of Saco
Strategic Plan

January 17, 2006
2006 - 2008
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The City Council has adopted the following vision statement for the City of Saco. It is a general statement on the purpose of the City and is intended to represent the organization’s values and philosophy.

**VISION STATEMENT**: 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.

**STRATEGIC GOALS**: The City Council has adopted the following strategic goals within the City’s Strategic Plan. Strategic goals are general statements of purpose that pertain to how the City achieves its mission and vision. The strategic goal generally addresses end results rather than specific actions. A goal provides a framework and direction for city departments to align their objectives and plans to achieve their goals.

**Downtown Revitalization** The City recognizes the downtown’s significance as the economic and community center. The City will continue to support the revitalization of the downtown and will support groups like Saco Spirit.

**Infrastructure and Capital Development and Maintenance** The City is committed to maintaining and improving the City’s infrastructure, facilities, and equipment by maintaining the current and planning for the future.
**Growth Management** The City will encourage orderly growth and development in appropriate areas while protecting natural resources and rural character, in order to maximize the efficient use of municipal services and discourage sprawl.

**Meeting New Environmental Regulation Challenges** The City recognizes and supports the regulations that will improve the quality of our natural resources.

**Technological Innovation and Implementation** The City will commit considerable efforts for the development of a technological infrastructure that facilitates communication with the citizens and improves the effectiveness of City employees.

**Human Resource Investment** The City recognizes that the City’s employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City.

**Leisure Services Investment** The City understands the needs for active and passive recreational facilities for its citizen’s leisure pursuits and will continue to upgrade and develop new outlets to meet these needs.

**Meeting the Financial Needs for City Services** The City will make every effort to financially support the needs of the City through traditional and nontraditional revenue sources such as grants, user fees, and impact fees.

**Public Safety** The City will endeavor to provide a safe and secure community
Implementation Strategies

- Continue to make City government accessible and responsive to the public.

- Actively communicate with the public on the business of City government.

- Enhance collaboration with surrounding jurisdictions on regional growth issues.

- Evaluate city services to maximize competitiveness and the efficient use of existing resources.

- Develop the City government as a high performance organization through enhanced learning capabilities, diversity and inclusiveness in the workforce, and empowerment of employees.

- Leverage the use of the information technology to communicate with the public, provide City services expeditiously, improve operational efficiency, and support internal communications.

- Provide clear and meaningful measurement on progress toward achieving strategic goals and communicate this to the public.
Per the City Council goal-setting process completed on January 3, 2006, the following outlines the strategic objectives the Council intends to focus on over the next two years.

2006

Goal 1 – Final Resolution on the City’s relationship with Maine Energy Recovery Company (MERC)

Goal 2 – Finalize Camp Ellis Erosion Issue

Goal 3 – North Street Intersections – Garfield to Park Road

Goal 4 – Continue Open Space Acquisition

Goal 5 – Implement Commercial Recycling Program

Goal 6 – Reconstruct Pleasant/Temple/Green Street Area

Goal 7 – Keep Taxes Down/Stable

Goal 8 – Build Transfer Station

Goal 9 – Reduce Energy Consumption – Seek Alternative Energy Sources

Goal 10 – Junk Yard Ordinance Enforcement

Goal 11 – Finish Mill Brook Business Park

Goal 12 - Landfill Recreation Improvements

Goal 13 - Establish Search Capacity for Council Minutes

2007

Goal 14 - Jenkins Road Water and Land Use

Goal 15 – Saco Island Redevelopment
Goal 16 – Continue Technology Collaboration with School Department

Goal 17 - Growth Management – Slow Down Condominium Development

Goal 18 – Expand Website Capabilities to Include: more permits, licenses, businesses, and e-commerce

Goal 19 – Continue to Improve Communication with School Department (i.e. budget)

Goal 20 – Continue Downtown Revitalization to Beach Street

Goal 21 – Establish Fee Basis Bus Service for Seniors to Recreation Programs

2008

Goal 22 – Automated Photo Cop

Goal 23 – Continue Improvements in School Department Communication

Goal 24 – Sidewalks – Route One to Scarborough

Goal 25 – Right Hand Lane to Beach Street

Goal 26 – Traffic Light – Buxton Road & Jenkins Road

Goal 27 – Buildings/Train Station

Goal 28 – Fenderson Road Improvement to Public Way

Goal 29 – Consider 2nd Open Space Bond

Goal 30 – Develop Regional Projects – Dispatch

Goal 31 – Consolidation of Elementary Schools

Goal 32 – Review Me Dept of Transportation Projects

Goal 33 – Improve Public Access to Ocean
Goal 34 – Middle School – Thornton Academy

Goal 35 – Improve Public Access to River

Goal 36 – Continue Support of Saco Spirit

Goal 37 – Review Contract Zoning Procedure

Goal 38 – Signs – Create Conformity
Goal 39 – Further Service Center Agenda

Goal 40 – Improve appearance of Pleasant Street Façade of Central Fire Station

Goal 41 – Consider Deep Cooperation of Saco Spirit and Heart of Biddeford
Downtown Revitalization (Section A)

The City recognizes the downtown’s significance as the economic and community center. The City will continue to support the revitalization of the downtown and will support groups like Saco Spirit.
# Infrastructure Development and Maintenance (Section B)

The City is committed to maintaining and improving the City’s infrastructure by maintaining the current and planning for the future.

<table>
<thead>
<tr>
<th>Element: Energy Audit and Implementation at Police Facility</th>
<th>Related to Goal Area: Infrastructure Improvement</th>
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<td>Staff Lead: Chief Brad Paul</td>
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</tr>
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</table>

**Strategic Objective:** To reduce energy usage at the police facility.

**Implementation Milestones with Existing Resources:**
- Meet with energy committee to examine potential for reduction in energy consumed at the police facility
- Investigate the feasibility of an energy audit at the facility to maximize savings
- Develop a short, mid and long range plan to cut energy consumption at the facility
- Implement features of audit that current budgeting will support

**Implementation Milestones with Additional Funding:**
- Implement savings plan suggested by the audit that must be budgeted for

<table>
<thead>
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<th>Element: Transfer Station Improvements</th>
<th>Related to Goal Area: Meeting New Environmental Regulation Challenges</th>
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<td>Staff Lead: Mike Bolduc</td>
<td></td>
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</table>

**Strategic Objective:** To develop a plan for the permitting and construction of a transfer station that will accommodate all of the City’s solid waste needs

**Implementation Milestones with Existing Resources:**
- City Council authorizes site locations

**Implementation Milestones with Additional Funding:**
- Obtain necessary permits
**Element: Public Works Facility Master Plan**

**Staff Lead:** Mike Bolduc

**Related to Goal Area:** Infrastructure & Capital Development & Maintenance

**Strategic Objective:** Develop a Master Plan for the upgrades to the Public Works Facility.

**Implementation Milestones with Existing Resources:**
- Finalize facility study
- Develop cost estimates
- Phasing alternatives
- Present to City Council

**Implementation Milestones with Additional Funding:**
- Implement recommendations – Estimated costs of $5 million

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**Element: Implementation of Pedestrian & Bicycle Master Plan**

**Staff Lead:** Mike Bolduc

**Related to Goal Area:** Infrastructure & Capital Development & Maintenance

**Strategic Objective:** Implementation of recommended short-term sidewalk improvement projects per *Saco Bicycle and Pedestrian Master Plan, September 2004*.

**Implementation Milestones with Existing Resources:**
- Develop short term funding strategies for implementation of projects in Table 1 of study
- Prepare engineering drawings

**Implementation Milestones with Additional Funding:**
- Bid Projects – Estimated at $1 million
- Begin Construction
- Complete Project
<table>
<thead>
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<th>Element: Building operation efficiency</th>
<th>Related to Goal Area:</th>
<th>Infrastructure &amp; Capital Development &amp; Maintenance</th>
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<tr>
<td>Staff Lead: Dick Lambert</td>
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</table>

**Strategic Objective:** To review and determine the cost per square foot of operating each City building and to utilize this information to create a plan to increase efficiencies throughout.

**Implementation Milestones with Existing Funding:**
- Determine cost per square foot of operating each City building
- Review data for inefficiencies from one building to the next and determine reasons for such
- Create plan for increased efficiencies where needed

**Implementation Milestones with Additional Funding**
- Implementation of Efficiency Plans if needed

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<table>
<thead>
<tr>
<th>Element: Extend sewer service to Route 1 corridor</th>
<th>Related To Goal Area:</th>
<th>Infrastructure &amp; Capital Development &amp; Maintenance</th>
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<td>Staff Lead: Peter Morelli</td>
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**Strategic Objective:** To extend sewer through much of the rest of Route 1 corridor contingent upon the development of the area by outside developers.

**Implementation Milestones with Existing Resources:**
- Complete financial plan for extension
- Complete design for sewer
- Get project out to bid

**Implementation Milestones with Additional Funding:**
None at this time.
Element: Erosion at Camp Ellis
Staff Lead: Rick Michaud

Related to Goal Area: Infrastructure and Capital Development & Maintenance

Strategic Objective: To stop the erosion at Camp Ellis.

Implementation Milestones with Existing Resources:
- Select best alternative for success
- Obtain permits and funding to construct
- Execute project coordination agreement between the City of Saco or the State of Maine and the Army Corps of Engineers

Implementation Milestones with Additional Funding:
- Begin and complete construction
Growth Management (Section C)

The City will encourage orderly growth and development in appropriate areas while protecting natural resources and rural character, in order to maximize the efficient use of municipal services and discourage sprawl.

Element: Sign code enforcement
Staff Lead: Dick Lambert

Related to Goal Area: Growth Management

Strategic Objective: To review the City’s sign code and enforcement process and re-write the code on City signage, if necessary

Implementation Milestones with Existing Funding:
- Review current sign code
- Review the current enforcement process for those who deviate from code
- Re-write the City Code, if necessary
- Put procedures in place to enforce the sign code of the City of Saco

Implementation Milestones with Additional Funding:
None at this time.

Element: Permit application and Inspection Program
Staff Lead: Peter Morelli

Related to Goal Area: Growth Management

Strategic Objective: To review and reduce the time the application is completed to the time the permit is issued and to routinize a post-approval inspection plan.

Implementation Milestones with Existing Funding:
- Determine the actual cycle time of the permitting process currently
- Gather data to substantiate average cycle time of current process
- Review entire process for inefficiencies and determine ways to expedite what is currently being done
- Make process changes in order to make process more efficient
- Establish inspection program criteria and guidelines
- Outline measures and penalties when compliance breaks down

Implementation Milestones with Additional Funding:
None at this time.
Element: Review and Revise Rural Growth Standards  
Related to Goal Area: Growth Management  
Staff Lead: Peter Morelli and Bob Hamblen

Strategic Objective: Review and revise zoning, cluster, open space and subdivision standards for areas west of the turnpike.

Implementation Milestones with Existing Funding:
- Write report on current standards
- Review issues with the Planning Board
- Review with rural advisory committee
- Draft revised Standards
- Bring before Planning Board for approval and endorsement
- Bring before City Council for adoption

Implementation Milestones with Additional Funding:
None at this time.
### Element: Mill Brook Business Park

**Staff Lead:** Peter Morelli  
**Related to Goal Area:** Growth Management

**Strategic Objective:** To market and sell all of the lots in the Mill Brook Business Park.

**Implementation Milestones with Existing Resources:**
- Inventory lots still available for sale in Mill Brook Business Park
- Market and sell all remaining lots

**Implementation Milestones with Additional Funding:**
None at this time.

### Element: Business Park Expansion

**Staff Lead:** Peter Morelli  
**Related to Goal Area:** Growth Management

**Strategic Objective:** To complete a feasibility study for the next business park expansion.

**Implementation Milestones with Existing Resources:**
- Review potential for business park expansion
- Hire engineering firm to prepare feasibility study and cost estimates of completion
- Explore alternative approach of providing incentives for private business park development

**Implementation Milestones with Additional Funding:**
- Actual implementation of feasibility study plan

### Element: Downtown & Saco Island Re-development

**Staff Lead:** Peter Morelli  
**Related to Goal Area:** Growth Management

**Strategic Objective:** To intensify commercial, office, and residential development in the downtown.

**Implementation Milestones with Existing Resources:**
- Rewrite zoning for Saco Island
- Continue to seek buyers for old mill buildings
- Create downtown history trail
- Plan for parking for mill re-development

**Implementation Milestones with Additional Funding:**
- Secure/appropriate funding necessary for construction with plan
Element: Begin Updating Comprehensive Plan  
Staff Lead: Peter Morelli  
Related to Goal Area: Growth Management

**Strategic Objective:** To begin the 5-year process of updating the City’s Comprehensive Plan.

**Implementation Milestones with Existing Resources:**
- Form Comprehensive Planning committee
- Do needs assessment of new Comprehensive plan/changes and amendments
- Begin process or re-write of plan
- Bring before Planning Board for approval and endorsement
- Bring before City Council for adoption

**Implementation Milestones with Additional Funding:**
None at this time.

Element: Average Assessment ratio  
Staff Lead: Dan Sanborn  
Related to Goal Area: Growth Management

**Strategic Objective:** To assure that the City’s average assessment ratio is at 95% as of April 1st of each year.

**Implementation Milestones with Existing Resources:**
- Perform fieldwork to update valuations of all property within the City of Saco

**Implementation Milestones with Additional Funding:**
None at this time.

Element: 10% Quality Rating  
Staff Lead: Dan Sanborn  
Related to Goal Area: Growth Management
**Strategic Objective:** To achieve a 10% quality rating or better for all classes of property.

**Implementation Milestones with Existing Resources:**
- Review existing quality ratings for all classes of property
- Prepare plan to increase quality rating to at least 10% (State Report)

**Implementation Milestones with Additional Funding:**
None at this time.

---

Element: Reduce number of appeals by 10%
Staff Lead: Dan Sanborn

---

**Strategic Objective:** To reduce the number of valuation appeals by taxpayers by 10%.

**Implementation Milestones with Existing Resources:**
- Review the number of appeals filed in the 2 previous years and chart data
- Validate valuations in current year to minimize appeals in current year
- Chart appeals in current year

**Implementation Milestones with Additional Funding:**
None at this time.

---

Element: Statistical Implementation
Staff Lead: Dan Sanborn

---

**Strategic Objective:** To implement a high level of statistics in order to create a consistent alignment of factors establishing residential property values.

**Implementation Milestones with Existing Resources:**
- Define statistics to be utilized
- Create alignment of factors for residential values

**Implementation Milestones with Additional Funding:**
None at this time.
Element: Regional Consolidation
Staff Lead: Rick Michaud

Related to Goal Area:
Growth Management

**Strategic Objective:** To evaluate opportunities for regional consolidation across all city departments.

**Implementation Milestones with Existing Resources:**
- Systematically review regional consolidation within all departments of the City of Saco – first to include dispatch and fire services
- Prepare report of findings and plan for implementation to City Council for approval

**Implementation Milestones with Additional Funding:**
None at this time.
### Meeting New Environmental Regulation Challenges (Section D)

The City recognizes and supports the regulations that will improve the quality of our natural resources.

<table>
<thead>
<tr>
<th>Element: Regional MSW and Recycling Collection</th>
<th>Related to Goal Area: Meeting new environmental regulation challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Lead: Mike Bolduc</td>
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</tbody>
</table>

**Strategic Objective:** To explore regional solutions to the collection of MSW and recycling products.

**Implementation Milestones with Existing Resources:**
- Develop conceptual alternatives for city council consideration
- Establish task force of interested partners
- Investigate legal agreements and state legislation
- Interlocal agreements or separate district
- Present alternatives and potential strategies for political consideration
- Develop plans based on municipal recommendations

**Implementation Milestones with Additional Funding:**

<table>
<thead>
<tr>
<th>Element: WWTP Equipment and Process Upgrades</th>
<th>Related to Goal Area: Meeting New Environmental Regulation Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Lead: Howard Carter</td>
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</tbody>
</table>

**Strategic Objective:** Complete upgrades to the Wastewater Treatment Plant.

**Implementation Milestones with Existing Resources:**
- Meet with consulting engineers to determine a needs assessment and a base line for the upgrade (Winter 2005)
- Secure funding and bid spec approval from the City Council (Spring 2005)
- Approve design and build concept with City and Woodard & Curran (Spring 2005)
- Start construction (Summer 2005)
- Project completion

**Implementation Milestones with Additional Funding:**
None at this time.
Element: Update Floodplain Regulations  Related to Goal Area: Meeting New Environmental Regulation Challenges
Staff Lead: Dick Lambert

**Strategic Objective:** To review, edit and re-write the current Floodplain Management Ordinance so that it is in compliance with the State of Maine model ordinance. The intent is to bring the current ordinance up to date with existing State and Federal mandates and to coordinate the adoption with the implementation of the new floodplain mapping.

**Implementation Milestones with Existing Resources:**
- Obtain a copy of the State model ordinance
- Review the model and determine if it fits in with the development goals of the Comprehensive Plan
- Draft changes for review by the City Council and the State of Maine
- Receive comments and prepare a second draft
- Go to public hearing and have new ordinance adopted by May, 2006

**Implementation Milestones with Additional Funding:**
None at this time.

---

Element: Update Electrical Code  Related to Goal Area: Meeting New Environmental Regulation Challenges
Staff Lead: Dick Lambert

**Strategic Objective:** To review, edit and re-write the current electrical standards so that they are up-to-date and reflect the newest industry standards.

**Implementation Milestones with Existing Resources:**
- Obtain a copy of the 2005 National Electric Code
- Review current regulations and amendments against the new code for duplication
- Draft changes for review by local stakeholders
- Receive comments and prepare a second draft
- Go to public Hearing and have new code adopted by January, 2006

**Implementation Milestones with Additional Funding:**
None at this time.
Technological Innovation and Implementation (Section E)

The City will commit considerable efforts for the development of a technological infrastructure that facilitates communication with the citizens and improves the effectiveness of City employees.

Element:  Web enable Permits and Licenses
Staff:  Lucette S. Pellerin
Related to Goal Area:  Technological Innovation & Implementation

Strategic Objective:  To web enable access to permits and licenses via the internet.

Implementation Milestones with Existing Funding:
- Work with IT Department to develop and implement project:
- Web enable access to the following:
  - Victualers Permits
  - Business Registrations
  - Mooring Permits
  - Dump Stickers
  - Camp Ellis Parking Permits
  - The ability to receive and apply payments for the permits or licenses being requested

Implementation Milestones With Additional Funding:
None at this time.

Element:  To select a vendor to provide a method to scan municipal records
Staff Lead:  Lucette S. Pellerin
Related to Goal Area:  Technological Innovation & Implementation

Strategic Objective:  To provide scanning capability to all departments within the City.

Implementation Milestones with Existing Funding:
- Identify the needs of the department within Saco
- Select a vendor
- Determine the scope of the system
- Prepare a bid package
- Award contract
- Purchase scanning equipment
Element: Evaluate value of Newsletter  
Staff Lead: Lucette S. Pellerin  
Related to Goal Area: Technological Innovation & Implementation

**Strategic Objective:** To evaluate the value to the community of our newsletter.

**Implementation Milestones with Existing Resources:**
- Determine value of information provided in Newsletter
- Response from the public to Newsletter

**Implementation Milestones with Additional Funding:**
None at this time.

Element: Index Council Meeting Minutes  
Staff Lead: Lucette S. Pellerin  
Related to Goal Area: Technological Innovation & Implementation

**Strategic Objective:** To index minutes in Word, Word Perfect and Corel Softwares.

**Implementation Milestones with Existing Resources:**
- Convert minutes from 1995-1998 into Word
- Index minutes
- Review and update Records Retention Policy
- Work with IT Department to accomplish goal

**Implementation Milestones with Additional Funding:**
None at this time.
**Element:** Vital Statistic books  
**Staff Lead:** Lucette S. Pellerin  
**Related to Goal Area:** Technological Innovation & Implementation

<table>
<thead>
<tr>
<th>Implementation Milestones with Existing Resources:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Restoration of vital record books</td>
</tr>
<tr>
<td>□ Have information captured on LaserFich</td>
</tr>
<tr>
<td>□ Have information captured on CD Rom</td>
</tr>
<tr>
<td>□ Present Dyer Library with copies of both mediums for use by the general public</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation Milestones with Additional Funding:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Complete two to three books per year as funds permit</td>
</tr>
</tbody>
</table>
Element: Update Technology Plan
Staff Lead: Bill Leary (2006)
Related to Goal Area: Technological Innovation & Implementation

**Strategic Objective:** Update Technology Plan, which will include voice service, cell phone and mobile devices for City and School.

**Implementation Milestones with Existing Resources:**
- Review and update current technology plans of the City and School to include voice service, cell phones and mobile devices
- Consolidate and manage all aspects of technology under the IT Department

**Implementation Milestones with Additional Funding:**
None at this time.

Element: Integrate City/School Technology Departments
Staff Lead: Bill Leary (2006)
Related to Goal Area: Technological Innovation & Implementation

**Strategic Objective:** Integrate the City and School IT Departments to make efficient and cost effective use of resources.

**Implementation Milestones with Existing Resources:**
- Review City and School IT departments
- Develop implementation plan
- Present plan to Board of Education and City Council
- Develop and implement communications and support plan
- Provide staff with appropriate training

**Implementation Milestones with Additional Funding:**
None at this time.
Element: Expand use of Technology
Staff Lead: Bill Leary (2006-2007)

**Related to Goal Area:**
Technological Innovation & Implementation

**Strategic Objective:** Expand use of technology through training of city employees and ease of use.

**Implementation Milestones with Existing Resources:**
- Assess and develop training needs for all City employees
- Purchase and implement wireless hardware and software
- Review and implement strategies for mobile computing such as paperless City Council packets

**Implementation Milestones with Additional Funding:**
None at this time.

Element: Improve IT service delivery
Staff Lead: Bill Leary (2006-2007)

**Related to Goal Area:**
Technological Innovation & Implementation

**Strategic Objective:** Improve the delivery of IT services through system efficiency.

**Implementation Milestones with Existing Resources:**
- Review current policies and procedures
- Update policies and procedures
- Implement tracking software and service level agreements
- Determine and track service levels
- Improve service levels by 25%

**Implementation Milestones with Additional Funding:**
None at this time.

Element: Expand use of Internet
Staff Lead: Bill Leary (2007)

**Related to Goal Area:**
Technological Innovation & Implementation

**Strategic Objective:** Provide Saco citizens with web based tools to increase their services and provide current and up to date information.

**Implementation Milestones with Existing Resources:**
- Review and document services that can be web enabled for business to consumer activities
- Establish priorities and develop implementation plan
- Develop and implement system to track Internet usage and activities

**Implementation Milestones with Additional Funding:**
- Develop services using outside resources
Element: Intranet
Staff Lead: Bill Leary (2007)
Related to Goal Area: Technological Innovation & Implementation

**Strategic Objective:** Expand Citywide Intranet to improve employee communications through expanded MUNIS on-line available functions.

**Implementation Milestones with Existing Resources:**
- Determine areas of improvement with existing information and services
- Develop and implement project plan
- Train employees in use and updating of content

**Implementation Milestones with Additional Funding:**
- Purchase and implement content management software

---

Element: Fleet Management Improvements
Staff Lead: Mike Bolduc
Related to Goal Area: Technological Innovation & Implementation

**Strategic Objective:** Initiate technological and efficiency improvements on fleet maintenance.

**Implementation Milestones with Existing Resources:**
- SWOT (Strengths, Weaknesses Opportunities and Threats) analysis for Fleet Services
- Develop plan
- Assign responsibilities

**Implementation Milestones with Additional Funding:**
- Implement plan within funding limitations – Estimated at $30,000
Element: Permit application process cycle time  
Related to Goal Area:  
Technological Innovation & Implementation  
Staff Lead: Dick Lambert

Strategic Objective: To review and reduce the cycle time for the permitting process. This includes from the time the application is completed to the time the permit is issued.

Implementation Milestones with Existing Funding:
- Determine the actual cycle time of the permitting process currently
- Gather data to substantiate average cycle time of current process
- Review entire process for inefficiencies and determine ways to expedite what is currently being done
- Make process changes in order to make process more efficient

Implementation Milestones with Additional Funding:
None at this time.

Element: To stay technology current  
Related to Goal Area:  
Technological Innovation & Implementation  
Staff Lead: Rick Michaud

Strategic Objective: To strive to remain functionally and technologically current in all departments.

Implementation Milestones with Existing Resources:
- Consider strategies for the current year
- Update the technology plan for these strategies
- Include funding in the budget for these technological strategies
- Analyze for ways to reduce costs and create efficiencies through continuous improvement and digitization of all
- Implement strategies after adoption of the budget
- Report to City Council on success and completion of implementation

Implementation Milestones with Additional Funding:
None at this time.
Human Resource Investment (Section F)

The City recognizes that the City’s’ employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City.

Strategic Objective: Providing cross training for the new Central Voting Registry to all Deputy Clerks, Deputy Registrars and Counter Clerks. This will insure continuity regardless of unexpected emergencies within the office of the City Clerk and Registrar of Voters. The mandated CVR will be in place by January 1, 2006. The staff needs to be able to conduct an election with confidence in their knowledge of the new system and overall ability to conduct said elections.

Implementation Milestones with Existing Resources:

- Training will be conducted in-house to all counter staff, Deputy City Clerks and Deputy Registrars
- On the job training not requiring additional expense to the City of Saco
- Competence regarding CVR to be evaluated
- State of Maine to provide PC, scanner, etc. at no expense to City of Saco
- Network all workstations located in Finance, City Clerk and Voter Registration to CVR

Implementation Milestones with Additional Funding:

None at this time.

Element: State Association Presidents & State Model’s
Staff Lead: Rick Michaud
Related to Goal Area: Human Resource Investment

Strategic Objective: To assure that all Department Heads are members and chairs/presidents of State Associations and that the City is a model in everything it does across the State and Nation.

Implementation Milestones with Existing Resources:

- Inventory what current association memberships and titles are held by the various department heads
- Identify and address emerging issues within each city department
- Establish departmental objectives in strategic plan that are cutting edge in “government” to achieve direction of emerging issues noted
- Department heads submittal of annual objective achievement and updates for associations and

Element: Cross training staff regarding Central Voter Registry
Staff Lead: Lucette S. Pellerin
Related to Goal Area: Human Resource Investment
Element: Implementation of the 8th Habit  
Staff Lead: Rick Michaud  
Related to Goal Area: Human Resource Investment

**Strategic Objective:** To implement the teachings of the 8th habit as noted in Steven Covey’s book “The 8th Habit” with all department heads and second tier management.

**Implementation Milestones with Existing Resources:**
- Review the City’s norms, behaviors, values and beliefs with management team
- Update the City’s vision statement
- Clarify and reinforce alignment of all City employees
- Monthly at staff meetings (2 per month) discuss the implementation of 10 chapters and focus on the “how to” implementation strategies (Alignment, empowerment, focus and execution)
- Develop common vocabulary within the organization

**Implementation Milestones with Additional Funding:**
None at this time.

Element: Human Resource Measurements  
Staff Lead: Tammy Lambert (2007)  
Related to Goal Area: Human Resource Investment

**Strategic Objective:** To establish a routine human resource measurement system to measure how long positions remain open within the City.

**Implementation Milestones with Existing Resources:**
- Determine what the average amount of notice given by employees when they terminate their positions
- Determine how soon the in-house posting occurs
- Determine how long the position is advertised in the local paper
Element: Review Evaluation Process
Staff Lead: Tammy Lambert (2006)  
Related to Goal Area: Human Resource Investment

**Strategic Objective:** To review the evaluation process in an attempt to enhance leadership skills and performance.

**Implementation Milestones with Existing Resources:**
- Develop system to evaluate accurate and in depth evaluations
- Create framework for identifying and developing talent
- Assign all employees to one of three categories by Human Resource (1) good fit, (2) stretch, (3) action required
- Develop a leadership pipeline through continuance improvement, succession depth and reducing retention risks
- Make decision as to what to do with non-performers

**Implementation Milestones with Additional Funding:**
None at this time.

---

Element: Assess Payroll Costs for the City
Staff Lead: Tammy Lambert (2007)  
Related to Goal Area: Human Resource Investment

**Strategic Objective:** To determine and assess the payroll costs for the City.

**Implementation Milestones with Existing Resources:**
- Collect all current payroll data (including benefits) and organize in Excel format
- Determine what it costs the City for each employee
- Evaluate staff time committed to payroll for each department
Element: Personnel Manual for the Web
Staff Lead: Tammy Lambert (2007)

Related to Goal Area: Human Resource Investment

**Strategic Objective:** To create a personnel instruction manual for web available resources.

**Implementation Milestones with Existing Resources:**
- Summarize all the information that needs to be readily available to all employees
- Work with the IT Department to create a human resources web page
- Put all of the HR forms and informational data on the web page and keep it updated monthly

**Implementation Milestones with Additional Funding:**
None at this time.

---

Element: Reorganization of Finance and HR
Staff Lead: Tammy Lambert (2006)

Related to Goal Area: Human Resource Investment

**Strategic Objective:** To reorganize the human resource and finance department as it relates to human resources.

**Implementation Milestones with Existing Resources:**
- Inventory human resources duties city-wide
- Assess clerical needs in human resource office
- Determine a schedule for staff support from Finance Department
- Train new support staff and provide with work space
- Supervise support staff
- Review the City’s People Processor

**Implementation Milestones with Additional Funding:**
None at this time.
Element: Union Negotiations
Staff Lead: Tammy Lambert (2006)
Related to Goal Area: Human Resource Investment

**Strategic Objective:** To complete union negotiations with the Fire Department and ratify contract

**Implementation Milestones with Existing Resources:**
- Develop a strategy for what the needs of the City are
- Meet with the City Council to determine the budget parameters
- Meet with the union to obtain their contract proposals
- Present the union with the City’s proposal
- Conduct the Fire Department negotiations
- Attend all negotiation meetings and take minutes of all meetings
- Present the City Council with the final contract proposal for approval

**Implementation Milestones with Additional Funding:**
None at this time.
Leisure Services Investment (Section G)

The City understands the needs for active and passive recreational facilities for its citizen’s leisure pursuits and will continue to upgrade and develop new outlets to meet these needs.

**Element: Parks Maintenance Facility**

**Related to Goal Area:** Leisure Services Investment

**Staff Lead:** Joe Hirsch (2006)

**Strategic Objective:** Evaluate the current and future needs of the Parks maintenance staff and assess the site limitations with respect to additional space needs.

**Implementation Milestones with Existing Resources:**
- Develop listing of all Parks equipment and space needs for the current equipment
- Develop listing of all space currently available for the Parks needs
- Make recommendations on future needs based on Parks expansion rates over the past 20 years
- Work with Department of Public Works to ascertain space needs and availability

**Implementation Milestones with Additional Funding:**
- Design facilities needs list based on current and future Park needs
- Begin design phase with Recreation Advisory Board input
- Prepare Power Point Presentation to reflect all findings

**Element: P&R element of Comprehensive Plan**

**Related to Goal Area:** Leisure Services Investment

**Staff Lead:** Joe Hirsch (2006)

**Strategic Objective:** Evaluate the Parks and Recreation component of the Comprehensive Plan and compare this with the new release of the State Comprehensive Outdoor Recreation Plan.

**Implementation Milestones with Existing Resources:**
- Procure digital copy of the City’s Comprehensive Plan and isolate those sections, which deal directly with the Parks and Recreation Department
- Evaluate those sections against current departmental operations and alignment with reference to the State Comprehensive Outdoor Recreation Plan (S.C.O.R.P.)
- Review these findings with the Recreation Advisory Board
- Use the input from the Recreation Advisory Boards comments and recommendations to create a suggested plan of action to correct any deviations with the City’s Comprehensive Plan
- Review these recommendations with the Advisory Board

**Implementation Milestones with Additional Funding:**
- Bring these Board approved recommendations before the City Council for review and implementation
Element: Parks & Recreation Facility Naming  
Staff Lead: Joe Hirsch (2006)  
Related to Goal Area: Leisure Services Investment

**Strategic Objective:** Evaluate all Parks and Recreation areas and facilities with reference to name appropriateness. Develop signage standards for all Parks & Recreation areas or facilities.

**Implementation Milestones with Existing Resources:**
- Compile listing of all municipally held Parks and Recreation facilities and areas and review both internally and with the Recreation Advisory Board for appropriateness
- Solicit public input in the naming process for those areas or facilities deemed inappropriate with regards to name
- Review with the Recreation Board, all suggestions and determine new names where needed
- Develop sign standards for all Parks and Recreation areas and facilities
- Create logo or design feature to be used on all signage that will be recognizable as Saco Parks and Recreation Department

**Implementation Milestones with Additional Funding:**
- Create Power Point Presentation for City Council on Recreation Advisory Board/Parks and Recreation Department suggestions for Facility names and signage standards
- Order and install signs as funding allows

Element: Raise Departmental Participation Rates 200%  
Staff Lead: Joe Hirsch (2007)  
Related to Goal Area: Leisure Services Investment

**Strategic Objective:** Bring staff numbers to the appropriate levels and secure adequate space for programs in the attempt to increase program participation by 200%.

**Implementation Milestones with Existing Resources:**
- Determine space available within the School Buildings, 75 Franklin Street and other City owned facilities to calculate carrying capacity of these buildings
- Calculate necessary staffing to plan, run and administer these programs
- Present these findings through the budget procedure to secure necessary funding for staffing and building improvements
- Solicit Recreation Advisory Board input with regards to programs

**Implementation Milestones with Additional Funding:**
- Coordinate and secure necessary space within the school buildings for programs
- Review with City Council new positions to be hired to run the expanded programs
### Element: Community Swimming Pool/Ice Arena

**Staff Lead:** Joe Hirsch (2007)

**Related to Goal Area:** Leisure Services Investment

**Strategic Objective:** Research and acquire information to be provided to the proper authorities to allow for a decision to be made on the design and installation of a Community pool and Ice arena.

**Implementation Milestones with Existing Resources:**
- Based on national increase in population (1.25%) which may be lower than that of Saco, Saco’s population will reach 20,000 persons by 2014
- The National recommendation for providing a community pool is 1 pool per 20,000 citizens, Source: MUNICIPAL BENCHMARKS, David N. Ammons, 2001
- The cost for pool construction increases yearly
- Ice time is very hard to get in the local area and there is tremendous support for an Indoor Ice Arena

**Implementation Milestones with Additional Funding:**
- Create an informational packet for City Council, to include municipal growth estimates for Saco; National, State and local recommendations for a community pool and or ice arena and a breakdown of the needs for these projects within the Department of Parks and Recreation
- Develop potential cost estimates for both of these projects if they were to receive Community and City Council support
- Develop estimates of potential revenues to be generated and how the facility would help local businesses by hosting tournaments and special events
- Produce conceptual renderings of what the pool and ice arena would look like in Saco
- Ensure there is appropriate Community based support for these projects
- Receive City Council approval

### Element: Forestry Management Plan

**Staff Lead:** Joe Hirsch (2007)

**Related to Goal Area:** Leisure Services Investment

**Strategic Objective:** Develop a citywide forestry plan to evaluate and successfully mitigate potential tree issues while promulgating the greening of Saco concept.

**Implementation Milestones with Existing Resources:**
- Research all previous tree inventory work, compile these inventories into an individual plan as a basis for future decisions in the in-town areas
- Tie the 1998 Ice Storm grant work into the Forestry plan with species selection and pruning maintenance
- Development of an Urban Forestry Nursery Plan on the Tapley Road Site
- Produce a plan for the City using the City Planning Zones and GIS to assist in establishment of recommendations

**Implementation Milestones with Additional Funding:**
- Acquire survey of Tapley Road Project with location pins
- Develop planting plan for parcel based on Citywide forestry plan
Meeting the Financial Needs for City Services (Section H)

The City will make every effort to financially support the needs of the City.

<table>
<thead>
<tr>
<th>Element: Implementation of Purchasing Card</th>
<th>Related to Goal Area: Meeting the Financial Needs for City Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program throughout city and school</td>
<td></td>
</tr>
<tr>
<td>Staff Lead: Lisa R. Parker (2006)</td>
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</tbody>
</table>

**Strategic Objective:** To contract with a third party vendor to establish a program of offering purchasing cards to all departments of the City including the School Department. This would allow city employees to make purchases with selected vendors for selected items without a purchase order. Department heads would receive payment activity via the web for approval before the third party processor paid the vendor. This will also minimize checks currently cut by the City’s accounts payable department as there would be one check cut to the Purchasing card program vendor for all activity instead of the individual vendors where items were purchased. Depending on the volume spent through this program, the City may also be entitled to monetary rebates.

**Implementation Milestones with Existing Resources:**
- Make contact with JP Chase Morgan with interest in program
- Review program details for implementation within Saco
- Review and sign contract with JP Chase Morgan
- Train pilot department (Public Works) on process
- Train accounts payable on web process and integration with MUNIS software
- Establish allowable vendors to be used and allowable items to be purchased
- Receive and distribute cards to all public works employees
- Review program with Mike after three months to see if program is working successfully
- If successful – train all city/school employees and make cards available to all

**Implementation Milestones with Additional Funding:**
None at this time.

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<table>
<thead>
<tr>
<th>Element: Review credit card service provider over web</th>
<th>Related to Goal Area: Meeting the Financial Needs for City Services</th>
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<tbody>
<tr>
<td>Staff Lead: Lisa R. Parker (2006)</td>
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</table>

**Strategic Objective:** To review current credit card service provider (Official Payments Corporation) for payments made over the web. Based on low volume of payments being made over the web, it would appear as though the fees being charged by OPC are a deterrent in this valuable service being provided.

**Implementation Milestones with Existing Resources:**
- Research other available companies that provide these types of services
- Review rates to be charged to determine if the City can provide the same service at lower rates
- If possible begin process of initiating contract with new provider
- Test interface with MUNIS program before going live with new provider
- Send adequate notice to Saco residents of provider change and new rates to increase awareness of this service offered
- Train Tax Collector and Deputy Collector on the payment import process as back up to Finance Director
- Go live with new provider
**Element: Utilization of bank “Lock Box” payment**
**Related to Goal Area:** Meeting the Financial Needs
**Processing service**
**For City Services**
**Staff Lead: Lisa R. Parker (2006)**

**Strategic Objective:** To utilize the City’s banking service provider to process payments. Payments would be mailed to a lock box owned by the bank, who would then prepare a digital file of the payments received which would then be simply downloaded into the MUNIS system. This would save much customer service rep time that is currently deployed to enter payments received via the mail.

**Implementation Milestones with Existing Resources:**
- Meet with bank to review details of establishing this service
- Do cost benefit analysis to assure that it is saving the City money and is more efficient
- Train tax collector and deputy collector on how to import payment files to be received by the bank
- Set up and test process with MUNIS before going live
- Change remit address on all FORMUNIS forms generated by the City so that payments are sent to the lock box
- Begin offering this service with next billing cycles
- After three months meet with all affected to review process

**Implementation Milestones with Additional Funding:**
None at this time.

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**Element: 6 New England State Measurement Project**
**Related to Goal Area:** Meeting the Financial Needs
**Of “How Saco Compares”**
**For City Services**
**Staff Lead: Lisa R. Parker (2006-2007)**

**Strategic Objective:** To head up and facilitate New England Region-wide performance measurement project to accumulate data from other communities so as to be able to compare Saco’s operational data with other communities with similar demographics. May also help to identify potential inefficiencies in our operation that could ultimately save the City money.

**Implementation Milestones with Existing Resources:**
- Meet with GFOA delegates from all states to educate on this project and discuss potential to assemble task force
- Train across states on process
- Meet with Dr. Roberta Schaeffer from the Worcester Research Bureau to discuss approach to project
- Write Grant application to the Alfred P. Sloan Foundation for feasibility study

**Implementation Milestones with Additional Funding:**
- Secure feasibility study grant from Alfred P. Sloan Foundation
- Establish feasibility study committee
- Review other successful projects (Such as North Carolina) to determine if this can work across state lines
- Meet with feasibility study committee to review and make final recommendation for future progress
- Apply to Alfred P. Sloan Foundation for additional grant monies after defining scope of project
- Secure additional grant funding
- Determine limits of which communities can be involved in project and which departments (start
Element: Consolidation of Biddeford/Saco/OOB  
Tax & utility billing and collection  
Staff Lead: Lisa R. Parker (2007)

**Strategic Objective:** To review feasibility of consolidating the tax and utility billing & collection functions between Biddeford, OOB and Saco now that all three communities are using the MUNIS software system.

**Implementation Milestones with Existing Resources:**
- Review the way all 3 communities bill and collect for taxes and utility bills
- Review staff resources utilized by all 3 communities in performing these functions
- Analyze and create feasibility plan on how this function may be able to consolidate
- Prepare cost/benefit analysis for each community
- Meet with MUNIS to work through software issues in consolidating this process and to determine if it can be done
- Bring to 3 City Council boards for endorsement and approval to implement
- Begin implementation process based on approved plan and process

**Implementation Milestones with Additional Funding:**
- None at this time.

Element: Accounts Payable and Benefits Consolidation  
With City and School  
Staff Lead: Lisa R. Parker (2007)

**Strategic Objective:** To review and assess feasibility and efficiencies of consolidating the accounts payable and benefits administration functions between the City and School Department operations.

**Implementation Milestones with Existing Resources:**
- Prepare cost/benefit analysis report of consolidating benefits administration with the school
- Prepare cost/benefit analysis report of consolidating accounts payable functions with the school
- Go over draft reports with the School Business Manager and Superintendent
- If feasible take the plans to the Board of Education and the City Council for approval and endorsement
- Make necessary process changes as dictated by the plan established through analysis and discussions with school management

**Implementation Milestones with Additional Funding:**
- None at this time.
<table>
<thead>
<tr>
<th>Element: Assessment certification by July 31st</th>
<th>Staff Lead: Dan Sanborn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Related to Goal Area:</td>
<td>Meeting the Financial Needs</td>
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<td></td>
<td>For City Services</td>
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**Strategic Objective:** To have the City’s valuation assessment done and certified by July 31st in order to assure timely billing of property taxes.

**Implementation Milestones with Existing Resources:**
- Complete and certify City valuation by July 31st

**Implementation Milestones with Additional Funding:**
None at this time.

<table>
<thead>
<tr>
<th>Element: Independent Appraisals of Commercial Sectors</th>
<th>Staff Lead: Dan Sanborn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Related to Goal Area:</td>
<td>Meeting the Financial Needs</td>
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**Strategic Objective:** To establish independent appraisals for all commercial sectors of the City.

**Implementation Milestones with Existing Resources:**
- To hire independent appraiser to do shopping centers and golf courses

**Implementation Milestones with Additional Funding:**
- To hire independent appraiser for other commercial sectors within the community
**Public Safety (Section I)**

The City will endeavor to provide a safe and secure community.

**Element:** Dispatch Consolidation  
**Staff Lead:** Chief Brad Paul  
**Related to Goal Area:** Public Safety

**Strategic Objective:** To evaluate options available to the City regarding its dispatch services and develop and implement changes necessary to resolve this issue.

**Implementation Milestones with Existing Resources:**
- Examine report prepared by SSI to evaluate findings and conclusions
- Determine which alternatives exist which best meet Saco’s future needs
- Conduct preliminary discussions with other entities/communities we may partner with to provide dispatching services
- Bring matter before City Council for consideration and possible action

**Implementation Milestones with Additional Funding:**
- If appropriate, budget for capital changes needed to fulfill wishes of the City Council

**Element:** Adoption of National Incident Management System  
**Staff Lead:** Chief Brad Paul  
**Related to Goal Area:** Public Safety

**Strategic Objective:** To bring the Public Safety Departments into compliance with the National Incident Management System as mandated by the federal government.

**Implementation Milestones with Existing Resources:**
- Examine the availability and cost of outside instructors
- Examine the potential and cost of training current staff to conduct training
- Expand the use of on-line training to augment instruction
- Assemble planning team to coordinate the response of the City Public Works Department, Police Department, Fire Department and Emergency Management Agency
- Response policies are reviewed for compliance and amended where necessary
- Train all supervisors in ICS and NIMS; and other personnel in NIMS Awareness
- Conduct preliminary tabletop exercises
- Full scale response involving all affected agencies conducted from the Emergency Operations Center

**Implementation Milestones with Additional Funding:**
None at this time.
Element: Redesign of the New County Road/
Louden Road Intersection
Staff Lead: Chief Brad Paul

**Strategic Objective:** For the Maine Department of Transportation to study the New County Road/Louden Road intersection in an effort to improve safety.

**Implementation Milestones with Existing Resources:**
- Conduct an in-house review of recent history involving collisions at the location
- Examine cause factors and evaluate contributing factors of previous incidents
- Schedule topic for discussion at Traffic Safety Committee
- Seek funding from PACTS for study
- Contact the Maine Department of Transportation for review and consideration of potential solutions
- Petition MDOT for inclusion on upcoming projects list
- Follow up to ensure implementation of study results

**Implementation Milestones with Additional Funding:**
- None at this time.

Element: Review and re-write City Code
Chapter 211 (Vehicles & Traffic)
Staff Lead: Chief Brad Paul

**Strategic Objective:** To revise and rewrite Chapter 211 and bring it into compliance with current state law concerning the enforcement of parking and traffic violations.

**Implementation Milestones with Existing Resources:**
- Establish working committee with representation from Public Works, Fire Department and City Council
- Research current Maine law for applicability
- Determine parameters for City Code revision
- Initial draft readied
- Draft revision to take place
- Draft revision/proposed changes brought before City Council workshop for commentary
- Proposed changes brought to full City Council meeting for enactment/action.

**Implementation Milestones with Additional Funding:**
- None at this time.
<table>
<thead>
<tr>
<th>Element: Standardization of Mutual Aid</th>
<th>Related to Goal Area: Public Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response to Critical Incidents</td>
<td></td>
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<tr>
<td>Staff Lead: Chief Brad Paul</td>
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**Strategic Objective:** To develop clearly defined standards in conjunction with the State to promulgate the establishment, formation, and specifications concerning police response teams.

**Implementation Milestones with Existing Resources:**
- Coordinate with the Maine Criminal Justice Academy to contact existing teams to encourage input to discuss the topic
- Meet with representation of all teams to establish the parameters of regulation and specification necessary to ensure that standardization is accomplished
- Establish standards, including standards for activation, selection process, qualification, documentation of response, etc..
- Encourage Maine Criminal Justice Academy adoption of standards

**Implementation Milestones with Additional Funding:**
None at this time.

<table>
<thead>
<tr>
<th>Element: Fire attacks with Class A foam</th>
<th>Related to Goal Area: Public Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Lead: Chief Alden Murphy</td>
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**Strategic Objective:** To initiate fire attacks with Class A foam in both structural and Wildland fire situations.

**Implementation Milestones with Existing Resources:**
- Identify potential advantages of foam fire attack
- Develop training package
- Train apparatus operators
- Train personnel on application formulas and techniques
- Identify and purchase required equipment
- Write job performance requirement
- Modify apparatus as required

**Implementation Milestones with Additional Funding:**
- Purchase required equipment
Element: Maximize county resources  
Staff Lead: Chief Alden Murphy  
Related to Goal Area: Public Safety

**Strategic Objective:** To maximize resources available through the County.

**Implementation Milestones with Existing Resources:**
- Examine all specialized regional equipment purchased with Homeland Security monies
- Identify equipment that will supplement Saco’s resources and fill voids
- Write mutual aid agreements with departments housing this specialized equipment
- Rewrite Standard Operating Guidelines to include this specialized equipment
- Train personnel on equipment capabilities
- Refresh on equipment at least annually

**Implementation Milestones with Additional Funding:**
None at this time.

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Element: Promote Knox box system  
Staff Lead: Chief Alden Murphy  
Related to Goal Area: Public Safety

**Strategic Objective:** To promote Knox box system for all new major commercial construction.

**Implementation Milestones with Existing Resources:**
- Train Building Inspector on system and availability
- Examine if City will require by ordinance or highly recommend compliance or combination, such as requirement for sprinkled buildings
- Eliminate other possible alternatives such as carrying facility keys on apparatus
- Develop and provide educational material to prospective facilities that explain program advantages
- Create additional department safeguards and standard operating guidelines for key distribution and security

**Implementation Milestones with Additional Funding:**
None at this time. Cost is to property owners.
Element: Mutual aid response & cooperation
Staff Lead: Chief Alden Murphy
Related to Goal Area: Public Safety

**Strategic Objective:** To maximize mutual aid response and cooperation.

**Implementation Milestones with Existing Funding:**
- Examine and identify any potential additional possibilities
- Study available data to identify inequalities in current system
- Determine if costs should be charged to communities unable to meet reasonable demand with own resources
- Determine if costs should be charged to private transport ambulances that require Saco Fire Department responses
- Examine possibility of greater automatic Scarborough response to cover Route 1 corridor
- Examine automatic response of additional ladder and engine on large industrial occupancies and high life hazard occupancies
- Develop tanker task force
- Develop forestry task force

**Implementation Milestones with Additional Funding:**
None at this time.

Element: Trench rescue ability
Staff Lead: Chief Alden Murphy
Related to Goal Area: Public Safety

**Strategic Objective:** To develop trench rescue capabilities.

**Implementation Milestones with Existing Resources:**
- Identify need and regional capabilities
- Develop immediate response capability to allow immediate rescue attempt upon arrival
- Determine training level to allow immediate rescue attempt in compliance with State Bureau of Labor Statistics and National Fire Protection Association standards and recommendations
- Evaluate training possibilities and develop training curriculum
- Train personnel
- Develop job performance requirements
- Purchase equipment
- Provide system of annual refresher training to maintain certification

**Implementation Milestones with Additional Funding:**
- Purchase appropriate equipment
Element: Hydrant flow capabilities
Staff Lead: Chief Alden Murphy

Related to Goal Area: Public Safety

Strategic Objective: To establish flow capabilities of water hydrant system.

Implementation Milestones with Existing Funding:
- Create better working relationship with Water Company to identify potential ways to improve fire flows to Saco
- Evaluate currently available fire flows
- Identify unacceptable fire flows
- Create identifying system for hydrant fire flows
- Write contingency plans for area with poor flows
- Train officers on water system capabilities
- Examine how growth affects current fire flow capabilities
- If necessary, stop growth until public water supply issues can be addressed
- Examine how water company can improve fire flows when needed, such as remote starting of water company facility pumps when an emergency requires

Implementation Milestones with Additional Funding:
None at this time.

Element: Enforcement of Code Violations
Staff Lead: Dick Lambert

Related to Goal Area: Public Safety

Strategic Objective: To review codes and ordinance of the City in order to increase enforcement for violators. The focus will be on junk yards within the city in order to get them cleaned up.

Implementation Milestones with Existing Resources:
- Review of Codes and ordinances currently in place that relate to enforcement of violations
- Review current enforcement plan for violators
- Bring code and ordinance changes to City Council, if needed to increase enforcement – especially of target areas

Implementation Milestones with Additional Funding:
None at this time.
Element: Completion of objectives
Staff Lead: Rick Michaud

Related to Goal Area:
All Strategic Goals

Strategic Objective: To assure that all strategic objectives of the various departments are completed on schedule or ahead of schedule.

Implementation Milestones with Existing Resources:
- Adoption of Strategic Plan by City Council
- Department Heads semi-annual report and review to City Administrator on objective progress
- Department Heads annual report and review to City Administrator on objective achievement
- City Administrator report to City Council on annual objective achievement

Implementation Milestones with Additional Funding:
None at this time.

Glossary

Financial Objective: Financial performance targets the city wants to achieve.

Milestone - Long Range: Achievement levels to be reached within the next 3 to 5 years.

Milestone - Short-Range: Near-term performance targets; they establish the pace for achieving the long-range objectives.
**Organization Mission:** Represents management’s customized answer to the question “what is our business and what will it be.” A mission statement broadly outlines the City’s future directions and serves as a guiding concept for what the city is to do and become.

**Performance Objective:** Measurement on a regular basis in an attempt to assist government officials and citizens in identifying financial and program results, evaluating past resource decisions and facilitating qualitative improvements in future decisions regarding resource allocation and service.

**Strategy:** Managerial action plan for achieving city objectives; strategy is mirrored in the pattern of moves and approaches devised by management to produce the desired performance. Strategy is the HOW of pursuing the City’s mission and reaching target objectives.

**Strategy Formulation:** Refers to the entire direction-setting management function – conceptualizing the city’s mission, setting specific performance objectives, and forming a strategy. The end product of strategy formulation is a strategic plan.

**Strategic Goal:** A strategic goal is a general statement of purpose that pertains to how the City achieves its mission and vision. The strategic goal generally addresses end results rather than specific actions. A goal provides a framework and direction for the city departments to align their objectives and plans to achieve the goals.

**Strategy Implementation:** Includes the full range of managerial activities associated with putting the chosen strategy into place, supervising its pursuit, and achieving the targeted results.
Strategic Objective: A strategic objective is a statement of purpose defined more specifically than a goal. Objectives usually are departmental responsibilities concerned with achieving a strategic goal. An objective indicates measurable levels of achievement and may be time specific or financially constrained. The strategic objective will define responsible individuals or teams, and specific statements with regard to milestones and performance measures/outcomes.

Strategic Plan: Statement outlining the city’s mission and future direction, near-term and long-term performance targets, and strategy, in light of the city’s external and internal situation.

Strategic Vision: A view of the city’s future direction and course; a guiding concept of what the city is trying to become

Councilor Michaud moved, Councilor Smith seconded, to adopt the Strategic Plan. Further move to the Order. The motion passed with seven (7) yeas.

Councilor Smith moved, Councilor Michaud seconded, to call for a brief recess. The motion passed with seven (7) yeas. TIME: 7:15 p.m.

Mayor Johnston reconvened the meeting at 7:20 p.m. with all Councilors present.

C. (Second & Final Reading) Contract Zone - Acapello Hair Salon

Acapello Salons request consideration of a contract zone in order to establish a “high-end, full service salon” in the existing residential building at 401 Main Street; the corner of Main and Summer Streets. June Juliano, president and her husband David Stanley, represent the salon. They operate salons in Scarborough and Falmouth, and have a sister company location in Portland. They find the Main Street location attractive due to its visibility, the high volume of traffic on Main Street, and the large side and rear yard that can be converted to parking.
A contract zone is requested due to the existing zoning of the parcel: R-1b. This primarily residential zone does not allow a Personal Services use as defined by the Zoning Ordinance.

The Planning Board at its November 1 meeting reviewed this item. The Board voted to make a negative finding on each of the four standards required for a contract zone, and thereby has forwarded a negative recommendation to the Council. If the Council approves the contract zone, the project would be subject to site plan review by the Planning Board prior to redevelopment of the site.

**Councilor Cote moved, Councilor McDougal Seconded that the City of Saco hereby ordains and approves the Second and Final Reading of the contract zone document entitled “Contract Zone Agreement by and Between Acapello Salons, Inc., and the City of Saco,” dated November 1, 2005. The motion passed with four (4) ayes and three (3) nays. Councilors Michaud, Tripp and Tardif voted in the negative.**

Acapella Contract Zone
Findings of Fact and Conclusion made by the
Saco City Council
January 17, 2006

Whereas the City of Saco has adopted Contract Zoning as authorized by 30A M.R.S.A. Section 4352(8), and

Whereas, the Zoning Ordinance states the intent of Contract Zoning in Section 1403-1. Purpose:

“Occasionally, competing and incompatible land uses conflict; and traditional zoning methods and procedures such as variances, conditional use permits, and alterations to the zone boundaries are inadequate to promote desirable growth. In these special situations, more flexible and adaptable zoning methods are needed to permit differing land uses in both developed and undeveloped areas, and at the same time recognize the effects of change. In consideration of a change in zoning classification for a particular property or group of properties, it may be determined that public necessity, convenience, or the general welfare require that provisions be made to impose certain limitations or restrictions on the use or development of the property. Such conditions are deemed necessary to protect the best interests of the property owner, the surrounding property owners and the neighborhood, all other property owners and citizens of the City, and to secure appropriate development consistent with the City's Comprehensive Plan.

Whereas, Acapello Salons, Inc., has submitted as application for a Contract Zone in accordance with Section 1403 of the Zoning Ordinance, and
Whereas, the Planning Board has reviewed said application and made a recommendation regarding the application submitted by Acapello Salons, Inc., to the City Council, and

Whereas, the City Council is charged with making a finding “…indicating that the rezoning is consistent with all four standards of 1403-6.”, in order to take final action on a Contract Zone application, in accordance with Section 1403-7 of the Zoning Ordinance,

In accordance with the above, the City Council hereby finds that:

A. City Tax Map 32, Lot 132 is a parcel of an unusual nature and location, for the following reasons:

1. The residence at 401 Main Street is a historically significant structure located in the R-1b zoning district and the City’s Historic Preservation District.

2. The residence was identified as the John Gilpatrick house as part of the City’s historic resources survey in 1995. The Greek Revival-style structure was built in 1861, and the exterior retains much of its historic character.

3. The property is unusual in the R-1b zoning district in which it is located in that the parcel is adequately sized at .75 acre to provide parking for a commercial use along the Main Street corridor, and, via the proposed parking agreement, to provide parking for the neighboring Trinity Episcopal Church during the salon’s non-business hours.

4. The parcel’s location on the corner of Main and Summer Streets will allow the Applicants, as proposed, to establish a new entrance/exit from Summer Street for employee and customer use, thereby limiting use of the existing driveway off Main Street.

B. The proposed rezoning is consistent with the Saco Comprehensive Plan, based on the following goals:

Chapter 17, Section B. Local Economy.
Local Goals: To increase the number of jobs available in Saco.
   To increase Saco’s role in the Southern Maine tourist economy and expand the range of activities available in Saco to meet the needs of travelers and tourists.
   Maintaining Downtown Saco as a prosperous core of the community will require that the City play an active role in revitalizing this area…

Chapter 17, Section F. Land Use
General Pattern of Development – To facilitate (the historical pattern of a built-up urban center) the city should plan an active role in encouraging and supporting the redevelopment, reuse, and revitalization of the built-up areas of the City.
Chapter 17, Section K. Cultural Facilities
Local Goal: to provide cultural facilities to meet the needs of the community and reinforce Saco’s role as a core community within the region. The City should support private and public efforts to expand the range of cultural activities that are offered in the City and encourage the use of existing facilities.

C. The proposed use is consistent with the existing uses and permitted uses within the original zone. The original zone is the Residential-1b (R-1b) zone, a low density residential district “. . . designated for areas which are predominately single-family residential in character…New land uses in this district are restricted to low-density residential and associated uses.” (Zoning Ordinance, Section 405-1.) Among the permitted and conditional uses allowed in the R-1b zone are single and two-family housing, churches, daycare centers, elderly congregate housing, offices within converted residential structures, kennels, home-based retail uses, and bed and breakfast establishments.

Examples of uses in the vicinity of the subject property include the Celtic Inn (398 Main St.), Saco Museum (375 Main St.), Home Companions, Inc., (378 Main St.), and the Monarch Center (392 Main St.), as well as single-family and multi-family dwellings. The building is approximately 1,200 ft from the B-2d zone to the north, and 1,000 feet from the B-7 zone to the south.

D. The conditions proposed are sufficient to meet the intent of Section 1403. Contract Zoning, of the Saco Zoning Ordinance.

Based on the foregoing, the City Council
Contract Zone Agreement By and Between
Acapello Salons Inc. and the City of Saco

November 1, 2005

THE CITY OF SACO HEREBY ORDAINS:

I. That the zoning ordinance of the City of Saco, dated January 2, 1985, and amended through June 20, 2005 is hereby amended by adopting this contract by and between the City of Saco and Acapello Salons Inc. (Applicants).

1. The Applicants propose to establish a Full Service Salon and Spa business in the existing building at 401 Main St.

2. The City of Saco Zoning Officer has determined that a Salon and Spa business
shall be categorized as a “Personal Service,” a use and defined term in the Zoning Ordinance, as follows: “Establishments engaged in providing services involving the care of the person or personal apparel including but not limited to barber shops, beauty shops and manicurists, tailors, laundromats, shoe repair shops, tattoo parlors, massage therapists, and photographic portrait studios.”

3. Said property is identified as Tax Map 32, Lot 132 on City of Saco tax maps.

4. Said property is in the R-1B zoning district. The property is also located in the Saco Historic Preservation District, and as such subject to review by the Historic Review Commission.

5. Personal Services are not an allowed use in the R-1B zoning district.

6. Said property is currently improved in the form of a building that is residential in use and appearance.

7. The Applicants propose to utilize the first and second floors of the existing building for the business. Approximately 2,800 square feet of floor area would be devoted to the salon and spa.

8. Recognizing the limitations of the parcel, and the requirements of the Zoning Ordinance, the Applicants hereby make application for a Contract Zone that would allow the proposed Personal Services business to be established and operate at 401 Main Street.

II. This contract amends the Saco Zoning Ordinance as follows:

This Contract Zone, specifically and exclusively for the parcel at 401 Main Street, would allow the Applicants to operate a Personal Services business as proposed on the subject parcel, subject to the following conditions and restrictions, as provided for in Section 1403 of the Saco Zoning Ordinance:

a. A Personal Services business as proposed and described by the Applicants shall be allowed to operate as a permitted use only on the parcel identified herein: Tax Map 32, Lot 132, also referenced as 401 Main Street.

b. Section 707-4 of the Zoning Ordinance limits a sign in a residential district to four square feet if one-sided, or two square feet per side if two-sided. Section 707-4 is amended to allow the applicant to install one (1) freestanding two-sided, four (4) square foot per side sign. Said sign is otherwise subject to all permitting requirements ordinarily administered by the Code Enforcement Office.
c. Hours of operation are proposed as 9:00 a.m.-9:00 p.m. Monday through Friday, 9:00 a.m.-4:30 p.m. on Saturday. The Applicants have stated that these are the maximum hours intended for operation, and that earlier closing times or additional days not open for business are possible. Hours of operation shall not extend beyond the stated times, but may be less as the Applicants choose.

d. The Applicants will restrict the employees in the day spa business to no more than nine (9) full time equivalents. The Applicants will also limit the number of customers at the day spa to no more than nine (9) customers per two (2) hour period.

e. The Applicants agree to enter into a Parking Agreement with the Trinity Episcopal Church located at 15 Cleveland Street, Saco. Said Parking Agreement shall, without fee or charge, provide church members with parking privileges during those hours of Sunday services, meaning 7:00 a.m. to 12:00 p.m. each Sunday and Christmas, and 4:00 p.m. to Midnight on Christmas Eve day.

f. Utilization of the existing Main Street entrance shall be limited to the Applicants. All employees and all customers shall park on-site in the proposed parking lot. Off site parking along Main Street and Summer Street is expressly prohibited.

g. The Applicants shall adhere to all other applicable provisions of the R-B1 zoning district and of the City of Saco Zoning Ordinance and Subdivision Regulations.

h. All details as shown on the submitted plans and included in the submitted application are hereby incorporated into this contract by reference. The proposed use shall be operated substantially in conformance with those plans. Minor changes may be approved by the staff of the City of Saco. Any changes determined by the staff to be "major" shall be submitted to the Planning Board for review. If it is determined that the changes constitute a change in the contract, then the developer shall also be required to obtain City Council approval of the changes.

i. Upon approval of this contract by the City Council, the Applicants shall submit materials required for site plan review to the Planning Office in order that the project may be reviewed by the Planning Board. Failure of the Applicants to secure site plan approval from the Planning Board within one year of the approval of this Contract by the Saco City Council shall render this Contract null and void. In the event that permits or approvals are delayed due to circumstances beyond the control of the Applicants, this one year deadline may be extended by one year upon written request to the City Council.

j. This contract and its provisions shall specifically and exclusively apply to the
Contract Zone request submitted by the Applicants. Approval of this Contract Zone is in part based on the financial and technical qualifications of the Applicants as submitted to the City.

k. Failure of the Applicants to open the proposed Personal Services business as described in application materials for this Contract Zone within one (1) year from the date of approval shall render this approval and Contract null and void.

l. Breach of these conditions and restrictions by the developer shall constitute a breach of the contract, and the developer shall be required to apply for a contract modification. Failure to apply for, or to obtain a modification shall constitute a zoning violation, subject to enforcement action.

III. Pursuant to authority found in 30A M.R.S.A. Section 4352 (8), and the City of Saco Zoning Ordinance, Section 1403, and by vote of the Saco Planning Board on November 1, 2005, and the Saco City Council on 01/17/, 2006, the following findings are hereby adopted:

A. City Tax Map 32, Lot 132 is a parcel of an unusual nature and location, for the following reasons:

1. The residence at 401 Main Street is a historically significant structure located in the R-1b zoning district and the City’s Historic Preservation District.

2. The residence was identified as the John Gilpatrick house as part of the City’s historic resources survey in 1995. The Greek Revival-style structure was built in 1861, and the exterior retains much of its historic character.

3. The property is unusual in the R-1b zoning district in which it is located in that the parcel is adequately sized at .75 acre to provide parking for a commercial use along the Main Street corridor, and, via the proposed parking agreement, to provide parking for the neighboring Trinity Episcopal Church during the salon’s non-business hours.

4. The parcel’s location on the corner of Main and Summer Streets will allow the Applicants, as proposed, to establish a new entrance/exit from Summer Street for employee and customer use, thereby limiting use of the existing driveway off Main Street.

B. The proposed rezoning is consistent with the Saco Comprehensive Plan, based on the following goals:

Chapter 17, Section B. Local Economy.
Local Goals: To increase the number of jobs available in Saco.
To increase Saco’s role in the Southern Maine tourist economy and
expand the range of activities available in Saco to meet the needs of travelers and tourists.
Maintaining Downtown Saco as a prosperous core of the community will require that the City play an active role in revitalizing this area…

Chapter 17, Section F. Land Use
General Pattern of Development – To facilitate (the historical pattern of a built-up urban center) the city should plan an active role in encouraging and supporting the redevelopment, reuse, and revitalization of the built-up areas of the City.

Chapter 17, Section K. Cultural Facilities
Local Goal: to provide cultural facilities to meet the needs of the community and reinforce Saco’s role as a core community within the region.
The City should support private and public efforts to expand the range of cultural activities that are offered in the City and encourage the use of existing facilities.

C. The proposed use is consistent with the existing uses and permitted uses within the original zone. The original zone is the Residential-1b (R-1b) zone, a low density residential district “…designed for areas which are predominately single-family residential in character. New land uses in this district are restricted to low-density residential and associated uses.” (Zoning Ordinance, Section 405-1.) Among the permitted and conditional uses allowed in the R-1b zone are single and two-family housing, churches, daycare centers, elderly congregate housing, offices within converted residential structures, and bed and breakfast establishments.
Examples of uses in the vicinity of the subject property include the Celtic Inn (398 Main St.), Saco Museum (375 Main St.), Home Companions, Inc., (378 Main St.), and the Monarch Center (392 Main St.), as well as single-family and multi-family dwellings. The building is approximately 1,200 ft from the B-2d zone to the north, and 1,000 feet from the B-7 zone to the south.

D. The conditions proposed are sufficient to meet the intent of Section 1403.
Contract Zoning, of the Saco Zoning Ordinance.

IV. Based on the above findings, conditions and restrictions, the City Council hereby incorporates this Contract Zoning agreement into the Saco Zoning Ordinance by reference. By signing this contract, both parties agree to abide by the conditions and restrictions contained herein.

Adopted by the Saco City Council on __________2006.

by ______________________  by ______________________
Richard Michaud  June Juliano, President
VIII. ADJOURNMENT
Councilor McDougal moved, Councilor Smith seconded, to adjourn. The motion passed with seven (7) yeas. Time: 7:47 p.m.

ATTEST: ______________________
Lucette S. Pellerin, City Clerk