



# City Council Workplan

## Adopted May 3, 2010

Item #	Goal	Explanation/Action	Date Due	Responsible Party
2011-1	<b>Update Road Surface Management System</b>	<b>a formal system to evaluate all road surfaces in the community that determines the current needs of the community and helps to objectively prioritize the funding for the future</b>		
1-a	<u>Update Road Surface Management System</u>	Provide background information to CC	6/15/10	G.James
1-b	<u>Update Road Surface Management System</u>	Provide interim report based on inventory status to CC	9/15/10	G.James
1-c	<u>Update Road Surface Management System</u>	Complete final report and present	5/1/11	G.James
2011-2	<b>Identify sidewalk, lighting and drainage needs</b>	<b>similar to the road surface management system, but focuses on the pedestrian needs within the community</b>		
2-a	<u>Identify sidewalk</u>	Develop system	9/15/10	G.James
2-b	<u>Identify sidewalk</u>	Perform inventory	6/15/11	G.James
2-c	<u>Identify sidewalk</u>	Develop report with funding recommendations	9/15/11	G.James/P.Webb
2011-3	<b>Complete sidewalk project along Edgemont Drive</b>	<b>the City will be able to complete a \$322,000 project for only \$10,000 by working through Indian Reservation Road Project</b>		
3-a	<u>Complete sidewalk project along Edgemont Drive</u>	Secure financing	8/1/10	G.James
3-b	<u>Complete sidewalk project along Edgemont Drive</u>	Complete project	11/1/10	G.James

<b>2011-4</b>	<b>Reduce cost to fly out of Northern Maine Airport</b>	<b>there appears to be approximately a \$60 premium to fly from our airport in comparison to Bangor</b>		
4-a	<u>Reduce cost to fly out of Northern Maine Airport</u>	Prepare strategy to make presentation to carrier; who to be included, federal delegation	6/15/10	S.Wardwell/JB
4-b	<u>Reduce cost to fly out of Northern Maine Airport</u>	Prepare case	7/30/10	S.Wardwell
4-c	<u>Reduce cost to fly out of Northern Maine Airport</u>	Present information	9/30/10	S.Wardwell
<b>2011-5</b>	<b>Market airport as a potential site to train</b>	<b>the military often uses local airports for training purposes. Becoming a permanent training facility for such operations would increase both direct and indirect revenues.</b>		
5-a	<u>Market airport as a potential site to train</u>	Identify market potential including benefits to community	1/1/11	S.Wardwell
5-b	<u>Market airport as a potential site to train</u>	Develop strategy	4/1/11	S.Wardwell
<b>2011-6</b>	<b>Develop an Information Technology (IT) plan for the city</b>	<b>the City is woefully behind from a technology standpoint; both in terms of the equipment and employee capabilities. The result is inefficient operations and additional costs</b>		
6-a	<u>Develop an Information Technology (IT) plan for the city</u>	Determine systems to use to upgrade IT	5/31/10	JB
6-b	<u>Develop an Information Technology (IT) plan for the city</u>	Analysis staffing for IT system	6/30/10	JB

6-c	<u>Develop an Information Technology (IT) plan for the city</u>	Determine costs; capital and ongoing	7/15/10	JB
6-d	<u>Develop an Information Technology (IT) plan for the city</u>	Determine funding sources	8/30/10	JB
6-e	<u>Develop an Information Technology (IT) plan for the city</u>	Present complete findings to CC	9/30/10	JB
<b>2011-7</b>	<b>Community Center project</b>	<b>develop a process to make final decisions on the community center, including the exact services, if any, it should provide</b>		
7-a	<u>Community Center project</u>	Determine project scope (uses)	9/15/10	C.Beaulieu, JB
7-b	<u>Community Center project</u>	Determine final site selection	10/15/10	C.Beaulieu, JB
7-c	<u>Community Center project</u>	Prepare pre-engineering estimate	11/15/10	C.Beaulieu, JB
7-d	<u>Community Center project</u>	Present findings to Council for decision	11/30/10	C.Beaulieu, JB
<b>2011-8</b>	<b>Central Business District Redevelopment</b>	<b>Make changes in the area that are consistent with comp plan</b>		
8-a	<u>Central Business District Redevelopment</u>	Includes Riverside Drive area, as well as Chapman Street/Bishop's Island Recreation Area & Redevelopment	1/11/11	K.Arndt
8-b	<u>Central Business District Redevelopment</u>	Designated East-West Truck route with transportation improvements at "Five-Points", Parsons Street compatible re-zoning and Maysville St./US Rt#1 intersection improvements to facilitate routing	1/1/11	K.Arndt, G.James

8-c	<u>Central Business District Redevelopment</u>	Support for locating a “Farmers’ Market” downtown, as an investment stimulus for other private investments in Riverside Drive/Chapman Street redevelopment areas	8/31/10	K.Arndt
8-d	<u>Central Business District Redevelopment</u>	Development & adoption of land use standards and incentives (façade loans, etc.), specifically designed to attract private investment and then to sustain private investment within CBD	10/31/10	K.Arndt
<b>2011-9</b>	<b>Active Implementation of Growth Management Plan “In-fill” Strategy</b>			
9-a	<u>Active Implementation of Growth Management Plan “In</u>	Includes both commercial (North Main St. and Rice Street/Fort Rd.) “in-fill”	11/15/11	K.Arndt
9-b	<u>Active Implementation of Growth Management Plan “In</u>	Opportunities and residential (Outer State St. and Green Hill Drive) growth “in-fill” opportunities	11/15/11	K.Arndt
<b>2011-10</b>	<b>Study feasibility of and locate another potential “Industrial Zone”</b>			
10-a	<u>Study feasibility of and locate another potential “Industrial Zone”</u>	Determine market need	6/15/11	L.Clark, K.Arndt
10-b	<u>Study feasibility of and locate another potential “Industrial Zone”</u>	Determine potential locations, if needed	10/1/11	L.Clark, K.Arndt

10-c	<u>Study feasibility of and locate another potential “Industrial Zone”</u>	Determine funding sources	1/1/12	L.Clark, K.Arndt, P.Webb
<b>2011-11</b>	<b>Protect &amp; Conserve working agricultural lands</b>			
11-a	<u>Protect &amp; Conserve working agricultural lands</u>	Identify critical areas of community to meet this goal	3/15/11	K.Arndt
11-b	<u>Protect &amp; Conserve working agricultural lands</u>	Develop strategies to meet goal	6/1/11	K.Arndt
<b>2011-12</b>	<b>Establish regular joint meetings with SAD #1 School Board</b>			
12-a	<u>Establish regular joint meetings with SAD #1 School Board</u>	Meeting of leadership to discuss agendas, ground rules, other	7/1/10	JB
12-b	<u>Establish regular joint meetings with SAD #1 School Board</u>	Hold meeting	9/1/10	JB
<b>2011-13</b>	<b>Develop a formal Earned Income Tax Credit program</b>	<b>A formal program that encourages citizens to apply for the federal ITC program.</b>		
13-a	<u>Develop a formal Earned Income Tax Credit program</u>	Appoint a lead person to champion program	11/15/10	JB

13-b	<u>Develop a formal Earned Income Tax Credit program</u>	Look for community collaborative partners for the program	1/1/11	TBD
<b>2011-14</b>	<b>Deal with ADA issues at Library</b>	<b>the library has identified some of the deficiencies at the building as well as come up with a tentative plan to resolve them. The community needs to decide which of the approached should be used, when to proceed and how to pay for them.</b>		
14-a	<u>Deal with ADA issues at Library</u>	Identify options to fix issues, price the alternatives	5/30/10	P.Webb, S.Plummer
14-b	<u>Deal with ADA issues at Library</u>	Council decide options to pursue	7/30/10	P.Webb, S.Plummer
14-c	<u>Deal with ADA issues at Library</u>	Secure funding	12/15/10	P.Webb, S.Plummer
<b>2011-15</b>	<b>Compensation System</b>	<b>the City has a compensation plan that has been in place for a number of years. It appears that few believe that it is fair or works. A review of the plan should be done and consideration given to adjustments, if necessary</b>		
15-a	<u>Compensation System</u>	Evaluate current system	5/30/10	L.Winslow/JB
15-b	<u>Compensation System</u>	Make adjustments, if appropriate	7/30/10	L.Winslow/JB
15-c	<u>Compensation System</u>	Development implementation strategy; work with employees/union on process	11/30/10	L.Winslow/JB
<b>2011-16</b>	<b>Organizational Review</b>	<b>with the change in leadership, it might be appropriate to complete a formal review of current practices and processes; based on the review, make any adjustments that might be necessary</b>		
16-a	<u>Organizational Review</u>	Identify work plan and calendar	7/1/10	JB
16-b	<u>Organizational Review</u>	Present report, findings and recommendations	9/15/10	JB

2011-17	Succession planning	the City has been well served by several of its senior management team members for many years. Some have indicated they will soon be retiring; others are considering the same. Many departments do not have clear second in commands. As part of any organizational review, special attention should be given to this issue		
17-a	<u>Succession planning</u>	Will be addressed as part of the organizational study	N/A	JB
2011-18	Downtown Revitalization	it appears that there has been good progress on this issue in the past year. The efforts seem to be disjointed; lacking a clear and concise plan and strategy. Further, it appears that individual ideas that gather favor are implemented without consideration of overall vision		
18-a	<u>Downtown Revitalization</u>	Evaluate current efforts	6/30/10	K.Arndt, JB
18-b	<u>Downtown Revitalization</u>	Develop master plan, strategy	11/15/10	K.Arndt, JB
18-c	<u>Downtown Revitalization</u>	Determine funding options, sources	1/15/11	K.Arndt, JB, P.Webb
2011-19	By-pass	this issue appears to have been a consistent source of uncertainty, frustration and aggravation for the community for many years. A resolution, regardless of that resolution appears to be necessary to mitigate these impacts to the overall community; understanding that it will likely create more intense issues for some		
19-a	<u>By-pass</u>	Resolve conflict with Planning Board	4/30/10	JB
19-b	<u>By-pass</u>	Assist various agencies to make final determination of preferred segment	7/30/10	K.Arndt, G.James. JB
19-c	<u>By-pass</u>	Secure preferred sequencing of construction	9/30/10	K.Arndt,

				G.James. JB
<b>2011-20</b>	<b>Evaluation of City Hall</b>	<b>there are deferred maintenance/investment decisions that are facing the community in this building. In addition, there are staffing limitations because of the physical limitations of the building. Prior to making any investment, a more comprehensive look at the building should be done to determine a course of action</b>		
20-a	<u>Evaluation of City Hall</u>	Review previous reports, information	1/15/11	JB
20-b	<u>Evaluation of City Hall</u>	Determine next steps based on information	3/15/11	JB
<b>2011-21</b>	<b>Communication with citizens</b>	<b>the City could easily provide much more information to citizens and others interested. A plan should be developed and implemented to deal with this opportunity.</b>		
21-a	<u>Communication with citizens</u>	Identify small internal task force to work on issue	9/15/10	JB
21-b	<u>Communication with citizens</u>	Committee make recommendations	12/31/10	JB
<b>2011-22</b>	<b>Strategic Plan</b>	<b>a tool that communities have used to lay out a vision and long term plan is by developing a strategic plan. An effective plan will focus on the competitive advantages that a community would have as well as focus on the next 3 to 5 years. Unlike the state mandated comprehensive plan, a strategic plan is more derived from the business world than from government.</b>		
22-a	<u>Strategic Plan</u>	Appoint steering committee	6/30/10	JB
22-b	<u>Strategic Plan</u>	Determine work plan	8/30/10	Steering Committee
22-c	<u>Strategic Plan</u>	Present draft strategic plan in workshop session	4/30/11	Steering Committee



<b>2011-23</b>	<b>Homeless</b>	<b>there appears to be a growing issue with homeless individual. The City should determine the extent of the problem and develop a plan to mitigate the impacts.</b>		
23-a	<u>Homeless</u>	Determine the actual impacts in community	3/15/11	TBD
23-b	<u>Homeless</u>	Identify partners to develop community response	6/30/11	TBD
<b>2011-24</b>	<b>Narrow band switch over</b>	<b>all of the City radio communication needs to be converted over to narrow band frequency, per FCC requirements by 2012. The City has only started to deal with the issue. Funding is going to be needed</b>		
24-a	<u>Narrow band switch over</u>	Determine lead on project	5/15/10	JB
24-b	<u>Narrow band switch over</u>	Complete work to determine needs and costs	8/15/10	TBD
24-c	<u>Narrow band switch over</u>	Determine funding sources; secure	9/15/10	P.Webb/TBD
<b>2011-25</b>	<b>Recruitment/Retention Issue with public safety personnel</b>	<b>there is an argument being made that recruitment and retention has been hurt for public safety personnel when the City eliminated the defined benefit retirement plan (Maine State Retirement). An analysis should be done to determine if this accurate and if so, what would be the advantages to changing</b>		
25-a	<u>Recruitment/Retention Issue with public safety personnel</u>	Determine if there is an issue by comparison against comparables	8/30/10	L.Winslow/ N.Gagnon
25-b	<u>Recruitment/Retention Issue with public safety personnel</u>	If so, determine contributing factors	11/1/10	L.Winslow/ N.Gagnon
25-c	<u>Recruitment/Retention Issue with public</u>	Present report and strategy to deal with issue	2/15/11	L.Winslow/ N.Gagnon

	<u>safety personnel</u>			
2011-26	Evaluate whether to change fiscal year	do an analysis of the advantages and disadvantages of changing the City's operating year from a calendar year (Jan-Dec) to fiscal year that lines up with School and State (Jul-Jun).	7/15/10	P.Webb/JB
2011-27	Determine if staffing levels for Fire Department at appropriate	staffing levels for any service is a matter of tradeoffs. This issue has been raised and apparently unanswered. An analysis of staffing levels on various levels could be done to determine the various tradeoffs.		
27-a	<u>Determine if staffing levels for Fire Department at appropriate</u>	Analyze ISO rating system to determine key factors controlled by municipal governments	6/30/10	D.White
27-b	<u>Determine if staffing levels for Fire Department at appropriate</u>	Analyze response times, times for fire under control status and other information such as damage loss issues	8/1/10	D.White
27-c	<u>Determine if staffing levels for Fire Department at appropriate</u>	Determine impact of airport on staffing level needs	8/1/10	D.White/ S.Wardwell
27-d	<u>Determine if staffing levels for Fire Department at appropriate</u>	Present final report	10/1/10	D.White
2011-28	Develop a more formalized capital improvement planning process	it is considered appropriate to plan for capital improvement on a five year horizon. Changing the CIP process to this level of detail should become the norm.		
28-a	<u>Develop a more formalized capital</u>	Present new format to City Council for approval	6/15/10	JB

	<u>improvement planning process</u>			
28-b	<u>Develop a more formalized capital improvement planning process</u>	Prepare new CIP document	8/30/10	JB
<b>2011-29</b>	<b>Economic Development</b>	<b>economic development is done on several different fronts, including internal city staff, the Presque Isle Industrial Council, and other regional organizations. An analysis current economic development efforts should be done to determine if any changes should be made.</b>		
29-a	<u>Economic Development</u>	Identify people/programs involved with ED	6/15/10	L.Clark, K. Arndt,JB
29-b	<u>Economic Development</u>	Identify strengths of each program/people involved and report on same	8/1/10	JB
29-c	<u>Economic Development</u>	Suggest any changes/realignments	9/15/11	JB
<b>2011-30</b>	<b>Facility Use</b>	<b>Optional services should be evaluated to see who is using them. These include the Forum and the indoor pool. Further, the analysis should determine if there are ways to change operations, including potential investments that could be made, to lower or possibility eliminate the property tax subsidy that each receive from the community.</b>		
30-a	<u>Facility Use</u>	Determine process to identify users	7/15/10	P.Webb, J.Kaiser, C.Beaulieu, JB
30-b	<u>Facility Use</u>	Determine period of time to study, implement study	8/30/10	J.Kaiser, C.Beaulieu
<b>2011-31</b>	<b>Complete city walk</b>	<b>it appears the only section of the walkway that is not</b>		

	<b>way</b>	<b>complete is along the river front. Completing this would be attractive to another people and helpful for the downtown area.</b>		
31-a	<u>Complete city walk way</u>	Identify the general location to continue the walkway	11/15/10	C.Beaulieu
31-b	<u>Complete city walk way</u>	Identify preliminary costs for entire project	2/1/11	P.Webb
31-c	<u>Complete city walk way</u>	Determine funding sources	3/15/11	C.Beaulieu, P.Webb
31-d	<u>Complete city walk way</u>	Present report findings to CC	4/15/11	C.Beaulieu, JB
<b>2011-32</b>	<b>Backup unit for crash truck at Airport</b>	<b>Determine the appropriate plan to have a backup unit available to meet 48 hour FAA rule</b>		
32-a	<u>Backup unit for crash truck at Airport</u>	Identify alternatives	5/15/10	S.Wardwell, D.White
32-b	<u>Backup unit for crash truck at Airport</u>	Determine funding sources, present recommendation	6/15/10	S.Wardwell, D.White
<b>2011-33</b>	<b>Analysis solid waste costs and process</b>	<b>over the years, the City has significantly invested in this operations and there seems to be a general sense that it is an efficient operation. A quick analysis should be done to determine if that is an accurate assumption</b>		
33-a	<u>Analysis solid waste costs and process</u>	Determine outline of scope of services	5/30/10	D.Fowler, JB
33-b	<u>Analysis solid waste costs and process</u>	Determine methodology of review	6/30/10	D.Fowler
33-c	<u>Analysis solid waste costs and process</u>	Present report and findings	8/31/10	D.Fowler
<b>2011-34</b>	<b>Comprehensive Plan</b>	<b>Review the current status of the comprehensive plan and the implementation of it.</b>		
34-a	<u>Comprehensive Plan</u>	Determine if any updates are needed	7/15/10	K.Arndt

34-b	<u>Comprehensive Plan</u>	Determine the sections of implementation that need work; develop work calendar with due dates and submit for approval	12/15/10	K.Arndt
<b>2011-35</b>	<b>MDOT facility</b>	<b>the location is unattractive for future development. Figure out a way to facilitate a move.</b>		
35-a	<u>MDOT facility</u>	Initiate discussions with MDOT to determine feasibility of moving the facility	8/15/10	L.Clark, JB
35-b	<u>MDOT facility</u>	Work with PIIC to find a new location for MDOT facility, if agreeable	10/15/10	L.Clark, JB
<b>2011-36</b>	<b>Corporate Jet Refueling Strategy</b>	<b>The airport is twenty minutes closer to Europe than Bangor. Developing a strategy that would allow the corporate jets to clear customs while refueling could be profitable for the operations</b>		
36-a	<u>Corporate Jet Refueling Strategy</u>	Identify the possible market, including the possible costs and possible returns	11/1/10	S.Wardwell
<b>2011-37</b>	<b>Long Range Tax Rate Target</b>	<b>Utilize long range interactive tax rate instrument to develop long range goal for the tax rate</b>		
37-a	<u>Long Range Tax Rate Target</u>	Use workshop for the instrument to determine the possibilities	6/30/10	P.Webb/JB
37-b	<u>Long Range Tax Rate Target</u>	CC to establish tentative goal; follow with suggested strategy to obtain goal	8/15/10	JB
<b>2011-38</b>	<b>Cunningham Middle School Lot</b>	<b>After the demolition of the old school, it is time to find an appropriate use for the property and put it in private hands to make it a tax generating property</b>		
38-a	<u>Cunningham Middle School Lot</u>	Investigate the possibility of having the Presque Isle Industrial Council to take the lead on the property	6/30/10	L.Clark
38-b	<u>Cunningham Middle School Lot</u>	Determine acceptable and appropriate uses	7/30/10	K.Arndt
38-c	<u>Cunningham Middle</u>	Transfer property to private hands	3/31/11	CC

	<u>School Lot</u>			
<b>2011-39</b>	<b>Analysis Personal Property Assessments</b>	<b>The city invested in a position to increase the consistency with the assessment process for personal property</b>		
39-a	<u>Analysis Personal Property Assessments</u>	Evaluate the effectiveness of the investment and report out	5/31/11	K.Arndt
<b>2011-40</b>	<b>Revenue Enhancement-Inactive Tool</b>	<b>Improve upon the long term tax forecast modeling to include more user inputs on key assumptions</b>		
40-a	<u>Revenue Enhancement-Inactive Tool</u>	Establish key input elements with CC	7/10/10	P.Webb, JB
40-b	<u>Revenue Enhancement-Inactive Tool</u>	Development model and workshop with Council	8/20/10	P.Webb, JB
<b>2011-41</b>	<b>Be Leaders In Real Collaboration with other organizations</b>	<b>Collaboration has been discussed often by many, but it often is only just a buzzword or given lip search; goal to develop a plan to foster continued innovation in the area of cooperation and collaboration with others</b>		
41-a	<u>Be Leaders In Real Collaboration with other organizations</u>	Evaluate and institute regular meetings of municipal managers in central Aroostook area	9/1/10	JB
41-b	<u>Be Leaders In Real Collaboration with other organizations</u>	Evaluate and institute joint meeting of municipal officers in central Aroostook	11/1/10	CC, JB
41-c	<u>Be Leaders In Real Collaboration with other organizations</u>	Encourage joint meetings of key management personnel with counterparts in central Aroostook	9/1/10	CC,JB
<b>2011-42</b>	<b>Invest in engineering to have inventory of shovel ready projects</b>	<b>In the last year, there have been new revenue sources that have been available for qualified projects that were ‘shovel-ready’; determine how to have several ready</b>		

42-a	<u>Have 'shovel-ready' projects prepared</u>	Determine a tentative candidate listing of possible projects	8/15/10	Mgt Team
42-b	<u>Have 'shovel-ready' projects prepared</u>	Determine cost estimate to prepare project for 'shovel-ready' status	9/30/10	JB
42-c	<u>Have 'shovel-ready' projects prepared</u>	Present list and costs estimate to Council with potential funding sources	10/15/10	P.Webb, JB

Please note:

Goals in *italics* are in process but not completed

Goals in ~~strikethrough~~ are considered completed (at the staff level)