

**TOWN OF OLD ORCHARD BEACH
TOWN COUNCIL BUDGET WORKSHOP
TUESDAY, MAY 29, 2007 – 7:00 P.M.**

A Town Council Budget Workshop was called by Chairman Joseph Kline on Tuesday, May 29, 2007 at 7:04 p.m. at the Town Hall to discuss strategic planning.

Attendance: Councilor Roxanne Frenette
Councilor Robin Dayton
Councilor James Long
Chairman Joseph Kline
Vice Chairman Shawn O'Neill

Also in attendance: James Thomas – Town Manager
V. Louise Reid – Assistant Town Manger
Jill Eastman, Finance Director
Christopher White – Superintendent – Waste Water
John Glass – Fire Chief
Dana Kelley – Chief of Police
Jason Webber – Finance Director
Lisa Parker – Finance Director and Speaker (Saco, Maine)

Absent: Kim McLaughlin – Town Clerk
George Greene – Assessor
Mary Ann Conroy – Public Works Director
Sandra Mowery – Planner
Ken Shupe – Code Enforcement Officer

STRATEGIC PLANNING PROCESS – Lisa R. Parker, CPA – Finance Director of Saco made a presentation this evening.

Chairman Kline introduced the guest speaker and indicated the importance of strategic goals and the new way of presenting goals. Lisa Parker is the former Finance Director of Old Orchard and now of Saco Maine. She indicated that this was a six year project. Lisa Parker has auditing experience before she became Finance Director and interim Town Manager of Old Orchard Beach and then in January 2000 became Finance Director of Saco – a total of nineteen years professional experience. She serves on the Governmental Finance Board and National Governmental Finance Board and President of the Maine Society of Certified Public Accountants. She encouraged an interactive communication with staff. Her desire was that we incorporate some of the ideas into the presentation that Old Orchard Beach considers important for themselves. The importance was to work around disconnects between what staff has as goals and what management's goals are intended to be. The intent of the Strategic Plan is to

provide a strategic direction for the management of the City and to align departmental objectives with this direction. Each year the plan will be reviewed and updated by the management team and now includes feedback from the citizens of the community. This is all on the web site and it permits the citizen to see what the objective is but also what has been accomplished to this point.

Strategic Objectives were developed by each department on the nine areas. What objectives are those particular departments working on? This creates measurability. It is easy to give numbers but if you can give them concise operational information this is read with great interest. Time horizon has been expanded to consider financial and resource capabilities. Objectives may span a number of years which will allow the City or Town to track progress on all goals and objectives overtime. A goal needs to be met over the one year fiscal period. It is obvious that some goals take two or three or five year so by aligning the milestones and outlining what will be done in each year.

Establish a Strategic Planning Committee – four people – the people who have the power to enact change. Their opinion must be valued and appreciated. The first thing done was a SWOT analysis performed with all departments. They talked about the strengths, weaknesses, opportunities and threats analysis performed by all departments. They then distilled into nine strategic areas with the input of the City Council. The nine goals were Downtown Revitalization; Infrastructure; Capital Development and Maintenance; Growth Management; Meeting New Environment Regulation Changes; Technological Innovation and Implementation; Human Resource Investment; Leisure Services Investment; Meeting the Financial Needs for City Services and Public Safety.

Strategic Alignment Process: Vision, Strategic Goals, Strategic Plan, Strategic Objectives, Milestones (Outcomes), Performance Measurement and Performance Incentive. This whole process inspires people to be better. The final piece is feedback on all of the above. This is about engaging the citizens into government. The City of Saco – A Report to Our Citizens is a four page pamphlet that is issued yearly defining Strategic Objectives and Demographics; Notable Accomplishments; Revenue and Expenses for City Operation; and Challenges Moving Forward/Future Issues. This is a wonderful way to sell our services. Implementation Strategies includes continuing to make the City government accessible and responsive to the public – Web Site and Monthly Newsletter; Actively communicate with the public on business of City government – Citizen Centric Prototype Report; Enhance collaboration with surrounding jurisdictions on regional growth issues – New England project and regional committee meeting; Evaluate City services to maximize competitiveness and the efficient use of existing resource – State wide chart of accounts and grant opportunity on the same. This was all inclusive in a newsletter and they secured over 3,800 e-mail addresses for citizens and include them in the mailing of the newsletter.

The Performance Measurement Committee when formed works with all departments to establish the most meaningful measurement for each of the 13 Departments of the City that integrated with their applicable nine strategic goal areas; accumulated data was analyzed to determine if the City was gathering the appropriate data for the measurement; and graphical representations of measurement were determined. GASB is setting criteria for these types of performance measurement reports. This will be a recommendation not a mandate. In order to make the process compatible we need measurable standards.

Some of the areas that inform citizens include City Organization and Information; Strategic Goals; Vision Statement; City Services; Significant Accomplishments for the Fiscal Year; Revenues and Expenses; Measurement; and Future Objectives of the Council. The question of evaluations was raised – every department head and non-union employees – these people are setting their goals for their department. It fosters team work among the department heads and the employees. The systems used to collect data was the designing of a system that permits you to input such are MUNIS, IMC, Skater System for Treatment Plants including inflows and outflows; RecTrac System for Recreation Department; Excel spread sheets; and Vision. Lisa Parker indicated some of the planning updates for a department to show the various areas of progression.

The Citizen Satisfaction Survey worked but committees did not. Random calling to citizens would give you a pretty good flavor for how things are being handled by staff toward citizens. The incentive of working hard and doing well is something some people will always do that. There are others that will be inspired or encouraged through merit increases; personal situations often impact the person's desire to meet goals and do better.

The Town Council Chair adjourned the meeting at 8:35.

Respectfully Submitted,

**V. Louise Reid
Secretary to the Town Council**

I, V. Louise Reid, Secretary to the Town Council of Old Orchard Beach, Maine, do hereby certify that the foregoing document consisting of three (3) is a true copy of the original Minutes of the Town Council Workshop of May 29, 2007.

V. Louise Reid