

**TOWN OF OLD ORCHARD BEACH
TOWN COUNCIL WORKSHOP
Monday, November 22, 2010
TOWN HALL CHAMBERS
7:00 p.m.**

A Town Council Workshop of the Old Orchard Beach Town Council was held on Monday, November 22, 2010 at 7:01 p.m. Chair Quinn opened the meeting at 7:00 p.m.

The following were in attendance:

**Chair Bob Quinn
Vice Chair Michael Tousignant
Councilor Robin Dayton
Councilor Sharri MacDonald
Town Manager Jack Turcotte
Assistant Town Manager V. Louise Reid**

Absent: Councilor Shawn O'Neill

The purpose of this workshop was to discuss goals and objectives of the Town Council.

Chair Quinn introduced the purpose of the Workshop and the need for each Councilor to take the opportunity to present their views on what they see as important goals and objectives. Although questions were asked about the structure of the discussion, the Chair indicated that the Town Manager would serve as the facilitator of the discussion. The Town Manager pointed out that in many situations people use words – goals and objectives – as interchangeable. Yet, in the context of goal setting, the difference between goals and objectives has an important practical meaning. After you set important goals then you move to setting objectives. Objectives are also goals but they are down the hierarchy. To achieve the goals it was recommended that each Councilor list three of their particular goals. This would include which conditions should be provided; which resources should be acquired; is there anything significant that should be achieved before the goals can be reached; and thoughts regarding formulation of answers to questions raised during discussion of the importance of those goals. It was evident that persistence and flexibility would be necessary and that unexpected problems would arise that were not calculated when the goals and objects were set. The goal setting system was seen to be the key to effective time management by the Council so that the impact of goal setting will be effective in meeting the needs of the citizens of the community.

The Chair and the Town Manager explained the concept which would be first to write perhaps three goals for each councilor and where there was duplication perhaps a fourth. Secondly the Council members could format or pitch to one another the concepts and documentation for need of the goal that is suggested and perhaps some objectives in reaching a particular goal. The third phase was to place a sticker on each of the three highest considerations of goals in the coming months/years. There will be other discussions to discuss again goals and priorities and they are achievable with the element of good will and cooperation. The Department Heads will be meeting to discuss goal settings as well and in the future a coordination of the minds would be helpful with both the Council and the Department Heads considering both contributions to the discussions.

Strategy One: Each Councilor listed what they considered their three priorities:

Strategy Two: Each Councilor highlighted their suggested goal with facts and Opinions.

20% Reduction in Taxes and staff reductions as well – Councilor MacDonald

Suggestion that taxes would be reduced by 11.4% sewer costs by 5.6% in staff reductions. It was indicated that if the Town implemented the sewer user fee that would equal about 11% of property taxes; if it changed the trash disposal system to pay per bag, that would equal 3%; and reduction in staff would be another 5%.

Improvements to the Fire Station – Vice Chair Tousignant

The mold issue at the Fire Station is a top priority which will become a legal issue if not addressed.

Greater marketing material to attract families back to the beach – Chair MacDonald

Infrastructure Needs and Improvements – prioritization of list of needs – Chair Quinn

The need to prioritize the list of needs is necessary to establish realistic goals and establishment of a goal timeline.

Sewer User Fees to address severe infrastructure failures – Councilor Dayton

The failure of sewer lines and the destruction and cost to taxpayer's property is a priority requiring immediate attention.

Continue to mitigate flooding issues – Councilor Dayton

Again, destruction of taxpayer's property is a constant issue being raised by taxpayers who are seeing their properties destroyed.

New ways to reduce taxes by developing new revenue streams – Vice Chair Tousignant

Although efforts have been made by the past Council, needs to develop new revenue streams is vital to the success of any goals setting.

Stop loss of services – Councilor Dayton

There is an absolute need for people to understand that to reduce taxes will require the reduction in services. You can't have it both ways. The need to remind citizens of this fact is imperative to the success of goal setting.

Economic Development – Chair Quinn

Strong emphasis of need for economic development expressed by the Chamber of Commerce, OOB 365, the Ballpark Group. Perhaps development of Industrial Park but also considering decline in Saco's Industrial Park. Need to have serious discussions on what can be developed and the type of climate needed to expand the tax base. Recreation will not attract tourists.

Lowering Operating Costs – Chair Quinn

Need to set aside more funding for infrastructure needs. Look at public transportation. The need and use of town-owned vehicles such as Police, Waste Water, Public Works, etc. Scheduling of overtime is an issue to be addressed. There needs to be a way to lower operating costs effectively without reducing services to the citizens who expect it for the payment of their taxes.

Workshop to Discuss costs of services versus tax reduction – Councilor Dayton

Again, you can't have it both ways. We need to recognize that when you are looking at a tax reduction; something has to be cut. If it is staff – then services will be reduced; if it is hours of operation; then services will be reduced by unavailability of means of service.

Convention Center/Community Center in the Ballpark – Councilor MacDonald

The suggestion was that this would be municipality owned and run both out of the same complex servicing the needs of the citizens and also the tourist industry.

Community Center in the Ballpark – Councilor Dayton

The cost of running a convention center has never been successful and history has shown that eventually a convention center is taken over by corporate of big business. More important for the municipality to fund would be a community center which has been promised to the citizens for years.

Other Discussion

Michael Gray of the Finance Committee encouraged the Council to continue developing goals and indicating that the Finance Committee is suggesting the development of a three year to a five year plan. Councilor Dayton indicated she has been pressing for long range planning and it is more difficult that it appears and that it should be a mandate of the Charter Review Commission. Building three year budgets is no easy effort but Michael Gray indicated he believed this was the beginning of trying. The planning process is important and not recreating the wheel all the time would move things forward on a positive basis.

Strategy Three: Suggested Priorities

ONE STAR	Economic Development
ONE STAR	20% Reduction in Taxes and staff reductions as well
ONE STAR	Greater Marketing materials for OOB to attract young families
	Back to the Beach
TWO STARS	Infrastructure Needs
ONE STAR	Sewer user Fee to address sewer infrastructure failures
TWO STARS	Continue to mitigate flooding
ONE STAR	Workshop to discuss costs of services versus reduction of taxes

It should be noted that Vice Chair Tousignant did not put stickers on the goals but did indicate strongly that he believed that the improvement to the fire station because of mold conditions has top priority in goal setting.

The above seemed to fall under three categories which included Infrastructure, Taxes and Economic Development. It would appear that many of the other goals recommended would fit under those three synopses. Infrastructure projects, economic development, town spending and taxes were prevalent in the discussions.

Another Workshop will be planned to discuss these goals and objectives to reaching or addressing them. In addition, they with the additional input from the Department Heads will be meshed into plans for the coming year or years.

Chair Quinn ended the Workshop at 8:10 p.m.

Respectfully Submitted,

**V. Louise Reid
Town Council Secretary**

I, V. Louise Reid, Secretary to the Town Council of Old Orchard Beach, Maine, do hereby certify that the foregoing document consisting of one (4) pages is a true copy of the original Minutes of the Town Council Workshop of November 22, 2010.

Louise Reid