

City of Auburn Retreat
Monday, April 9, 2018 ~ 4:30 pm - 9:00 pm
Martindale Golf Course

AGENDA

4:30 pm	Welcome & Introductions	Mayor Levesque
	Create Ground Rules for meeting and our work together	All
	Ice Breaker exercise	
5:10 pm	What's your why? Why do you choose to serve?	All
	Vision: <i>Where do we see Auburn in the next 5, 10, 20 years?</i> <i>What policies & initiatives are <u>most important</u> and</i> <i>will <u>make the greatest impact</u> on our city?</i> <i>(PLEASE SEE ATTACHED HANDOUT WORKPLACE FOCUS AREAS)</i>	All
6:00 pm	Dinner break (<i>we will work through part of dinner</i>)	
6:30 pm	Vision (<i>continued discussion</i>)	All
7:15 pm	Review process for new initiatives	All
	Roles and Responsibilities	All
8:40 pm	Next Steps and Action Items	All
	What worked/what didn't?	All
9:00 pm	Adjourn	

City of Auburn – FY18 Work Plan Focus Areas & Initiatives

A Strengthening Our Community

The City Manager’s Office will work with the Mayor, Council, and all the departments of the City to have vibrant, connected and engaged neighborhoods. We will strive to have caring and compassionate services, with a healthy, safe and accessible City. We will encourage a community with amazing arts, culture and recreation experiences. Continued work with our neighborhoods is an important part of this process.

A.1. Community & Neighborhoods

Objectives – What we plan to achieve

- Auburn becomes a leading destination for arts and cultural events; historical significance
- Build upon currently existing events, including music events
- Provide opportunities for any individual in our community to recreate
- Be known for having safe neighborhoods, and as “the community of neighborhoods”
- Access to public transportation

Why – How this supports our long term goals

- Makes the City more attractive to residents and visitors

Measure – How we will know success

- Create new signature events (i.e. like Balloon Festival and Yarmouth Clam Festival)
- Arts Walk expanded on this side of the river
- Increased number of venues available for events
- Opportunities for neighborhood-level recreational opportunities
- Greater communication and support of active neighborhood associations and participation
- Provide a Welcome to Auburn packet (perhaps neighborhood level too)

Leads – Who is responsible for doing this

- City Manager’s Office
- Police, Fire, Economic and Community Development, Rec. Department, Public Services, Econ. Dev.
- Historical Society and other organizations

Support – How the City Council and the public can be helpful

- Communication: City Councilors talk to neighbors, serve as liaisons to neighborhood associations
- Funding support, and provide resources for neighborhood driven projects

A.2. Public Safety

Objectives – What we plan to achieve

- Opioid crisis response
- Increase public safety
- New public safety facility

Why – How this supports our long term goals

- City will be known as a safe community

Measure – How we will know success

- Reduce opioid overdose and death incidents and provide more services
- Complete fire safety study for Taylor Pond
- Reduction in crime rates
- Response times

Leads – Who is responsible for doing this

- Police Department, Fire Department
- General Assistance, Library, and hospitals
- Police Department, Fire Department
- Public Services, L/A 911

Support – How the City Council and the public can be helpful

- Council review study regarding a new facility

A.3. Schools

Objectives – What we plan to achieve

- Good schools are imperative to strengthening our community, growing our economy, and other goals.
- Strategize on how the City and the School Department can coordinate communications and activities.
- Present a unified front for the community, region and state.

Why – How this supports our long term goals

- Makes the city more attractive to home buyers and residents
- Increased communication, and transparency

Measure – How we will know success

- Tangible and noticeable increase in communications between School Department and City

Leads – Who is responsible for doing this

- City Manager's Office and City Council

Support – How the City Council and the public can be helpful

- Encourage and foster joint School Committee and City Council meetings
- Have City staff liaison to the School Committee

B Growing Our Economy

The City Manager's Office will work with the Mayor, Council, and all the departments of the City to have strategic and collaborative partnerships both internally and externally that will help move the City forward with diverse employment opportunities and a growing business climate that promotes and encourages innovation and development. The following initiatives in the FY18 Budget are some examples of what is being done to encourage growth, with the Ag Study, Sports Tourism, the New Auburn Village Plan, and other similar investments in the community.

B.1. Branding & Marketing

Objective – What we plan to achieve

- Market all positive aspects of the City in a highly effective and consistent way

Why – How this supports our long term goals

- Improves our reputation and attractiveness
- Heads us in the direction of being one of the best small cities in America

Measure - How we will know success

- Increased economic activity
- Less negative feedback
- New housing starts

Leads – Who is responsible for doing this

- Coordinated by the Communications Department and City Manager's Office, yet
- Every department and every employee needs to be on board

Support – How the City Council and the public can be helpful

- Buy into and implement the branding and messaging
- Be proactive and positive in all communications and meetings
- Address conflict in a constructive manner

B.2. Development Opportunities

Objective – What we plan to achieve

- Make Auburn the best city in Maine to attract new business and housing opportunities
- Make Auburn a Sports Tourism destination (sports, walking, biking, unorganized activities) leader
- Develop agribusiness activity, agri-tourism and other natural resource-based industries
- Revitalize New Auburn

Why – How this supports our long term goals

- New development attracts investment; diversifies and increases the property tax base with ripple effect.
- Makes City more attractive to residents and visitors
- Improves our reputation and attractiveness
- Heads us in the direction of being one of the best small cities in America
- Creates new opportunities for business growth

Measure - How we will know success

- Increased economic growth, activity, property values and investments in the agriculture economy
- New business and housing starts, including enhanced or new facilities
- Increased hotel and restaurant activity; increased events and ticket sales
- New and expanded recreational opportunities and use of the river
- Increased competition for nearby housing
- Complete Agriculture Study

Leads – Who is responsible for doing this

- Economic Development and Planning
- City Manager’s Office
- Norway Savings Bank Arena, Ingersoll Turf Facility, Recreation Department , Public Services

Support – How the City Council and the public can be helpful

- Support economic development vision

B.3. Workforce Development

Objective – What we plan to achieve

- Best workforce development opportunity in the state
- Increased affordable housing availability
- Develop a comprehensive strategy on workforce development
- Help with concentrated effort in retention of new Mainers
- Coordination and promotion of all available services to the public, community organizations, businesses, and city employees
- Increased legislative advocacy at state and federal levels

Why – How this supports our long term goals

- Skilled labor contributes to economic growth

- This supports increase in property values and investment because many of these people are well-educated and have a lot to offer
- Increases the labor force, including agricultural labor force

Measure - How we will know success

- Reduced job vacancies, and increase in a well trained workforce
- Develop strategic focus on and see an increased progress on workforce development
- Increased home ownership
- Long term positive changes in demographics

Leads – Who is responsible for doing this

- City Manager's Office
- Police Department and others
- School Department

Support - How the City Council and the public can be helpful

- Support the comprehensive strategy and approach to workforce development

C Building a Sustainable City

The City Manager's Office will work with the Mayor, Council, and all the departments of the City to ensure that our infrastructure is being maintained properly with responsible growth to have the City of Auburn be a destination point with efficient, effective services and a strong, healthy environment.

C.1. Downtown Beautification & Connectivity

Objective – What we plan to achieve

- Design, develop and create a more walk-able and attractive downtown
- Become an attractive livable city
- Improve connectivity along the Downtown and among facilities
- Increase urbanization and centrally provided services
- Inventory vacant, city-owned, underutilized, poorly managed properties, tax acquired property
- Explore property potential and disposition, understand spaces are available for development and occupancy

Why – How this supports our long term goals

- Makes the City more attractive to residents and visitors
- Invites businesses to locate in the Downtown and in the City
- Facilitates investment in currently available properties
- Makes properties more attractive and increases taxable value

Measure - How we will know success

- Increased utilization of the downtown and river walk as a destination point and for residents
- Completed inventory
- Increased infill development and reduced vacancy
- Increase property taxable value

Leads – Who is responsible for doing this

- Economic Development, City Manager's Office
- Finance Department, Public Services

Support - How the City Council and the public can be helpful

- Provide resources when needed
- Support Downtown Beautification initiatives

C.2. Infrastructure & Resources

Objective – What we plan to achieve

- Improve and maintain current infrastructure and resources; expand when needed
- Support adequate staffing
- Implement LED streetlight conversion program
- Better coordination with Water and Sewer Departments regarding improvements
- Grow business partnerships and sponsorships: promotion, volunteers, financial investment

Why – How this supports our long term goals

- High functioning infrastructure is critical to people and attract investment
- Partnerships, business involvement and volunteerism increases sense of shared ownership

Measure - How we will know success

- Meet life-cycle replacement plans for facilities and equipment
- Demonstrate less failure and repair
- Increased numbers of volunteers, fewer vacancies on boards, and more recognition for volunteers

Leads – Who is responsible for doing this

- City Manager’s Office
- Public Services, Finance, Economic Development, Recreation Department
- Each department and all employees

Support - How the City Council and the public can be helpful

- Additional financial support for increased staffing
- Continued commitment to the various boards and committees
- Volunteer recognition

C.3 Open Space & Ecological Sustainability

Objective – What we plan to achieve

- Acquire city benefits out of all relicensing processes
- Energy, environmental sustainability plan
- Increase river activity
- Balance of green space and development

Why – How this supports our long term goals

- Increases viability and sustainability of Auburn

Measure - How we will know success

- Relicensing processes are accomplished
- Energy and environmental sustainability plan in place
- New and increased river activity

Leads – Who is responsible for doing this

- Economic Development, Recreation Department, Public Services

Support - How the City Council and the public can be helpful

- Support open space and ecological sustainability initiatives

D Leading in Public Service

The City Manager's Office will work with the Mayor, Council, and all the departments of the City to have the City be one of the best small cities in the nation. We will do this by maintaining a stable fiscal environment, reducing the cost of government through improved business processes and innovation, conduct and implement the Compensation Study to retain and attract talented staff, implement initiatives to encourage greater investment in the community and growth, maximize opportunities for collaboration and regional partnerships that make sense.

D.1. Capital Improvement Plan

Objective – What we plan to achieve

- Prioritize the items in the CIP
- Adequately fund the CIP
- Inventory all facilities and develop a long term facilities improvement schedule

Why – How this supports our long term goals

- High functioning capital assets are critical to people and attract investment

Measure - How we will know success

- Buildings adequately maintained and fully functional
- Adequate equipment provided for each department
- CIP consistent with over-arching goals
- Serves to control operational budgets

Leads – Who is responsible for doing this

- Finance, City Manager's Office

Support - How the City Council and the public can be helpful

- Adequately fund the CIP

D.2. Customer Experience & Communications

Objective – What we plan to achieve

- Establish Council Rules similar to other communities that might include communications guidelines, use of email, conduct of meetings, etc.
- Improved transparency and confidentiality; increase security
- Provide excellent service to Auburn residents and visitors
- Continue to manage councilor constituent concerns
- Optimize use of technology to improve citizen interactions with City government
- Educate citizens on how to efficiently interact with city government
- Increase internal customer service – customer experience, including collaboration between departments and employees
- Easier access to information for “customers”: i.e. GIS and other information available to the public 24/7
- Increases crisis preparation continuity of operations (COOP) after a crisis event

Why – How this supports our long term goals

- Increased government efficiency and better understanding of government decisions making makes our city more attractive and business friendly
- User friendly government makes our city more attractive to businesses, residents, and visitors

Measure - How we will know success

- Increased transparency and consistency
- Communications primarily going through the City Manager’s Office (with some exceptions)
- Constituent concerns reduced
- Growing good reputation for customer service, and improved results on customer service surveys
- Capture satisfaction of website interactions, and social media communications
- Decreased maintenance issues
- Increased internal efficiencies, including getting closer to paperless
- FOAA Training for Council members and staff on a regular basis
- Improve Microsoft Office 365, SaaS, high speed internet & intranet, Windows 10 and the Auburn Addressing System; Implement Sharepoint

Leads – Who is responsible for doing this

- City Manager’s Office, IT, Finance, HR
- And all employees of all departments

Support - How the City Council and the public can be helpful

- Council should review policies, improve and change where needed
- Council recognize and support the day to day work of City employees
- Ongoing financial commitment for technology improvements

D.3. Professional Development & Certifications

Objective – What we plan to achieve

- Maintain accreditations
- Improved employee engagement, recruitment and retention
- Increase employee recognition
- More training available throughout the organization, and taken advantage of
- Support career development and succession planning

Why – How this supports our long term goals

- Highly skilled employees and high employee morale improves employee attraction and retention and makes our city more attractive to businesses, residents, and visitors

Measure – How we will know success

- Retention and attraction of talented and dedicated employees
- More positive workplace culture, and more promotion from within
- Completion of compensation study

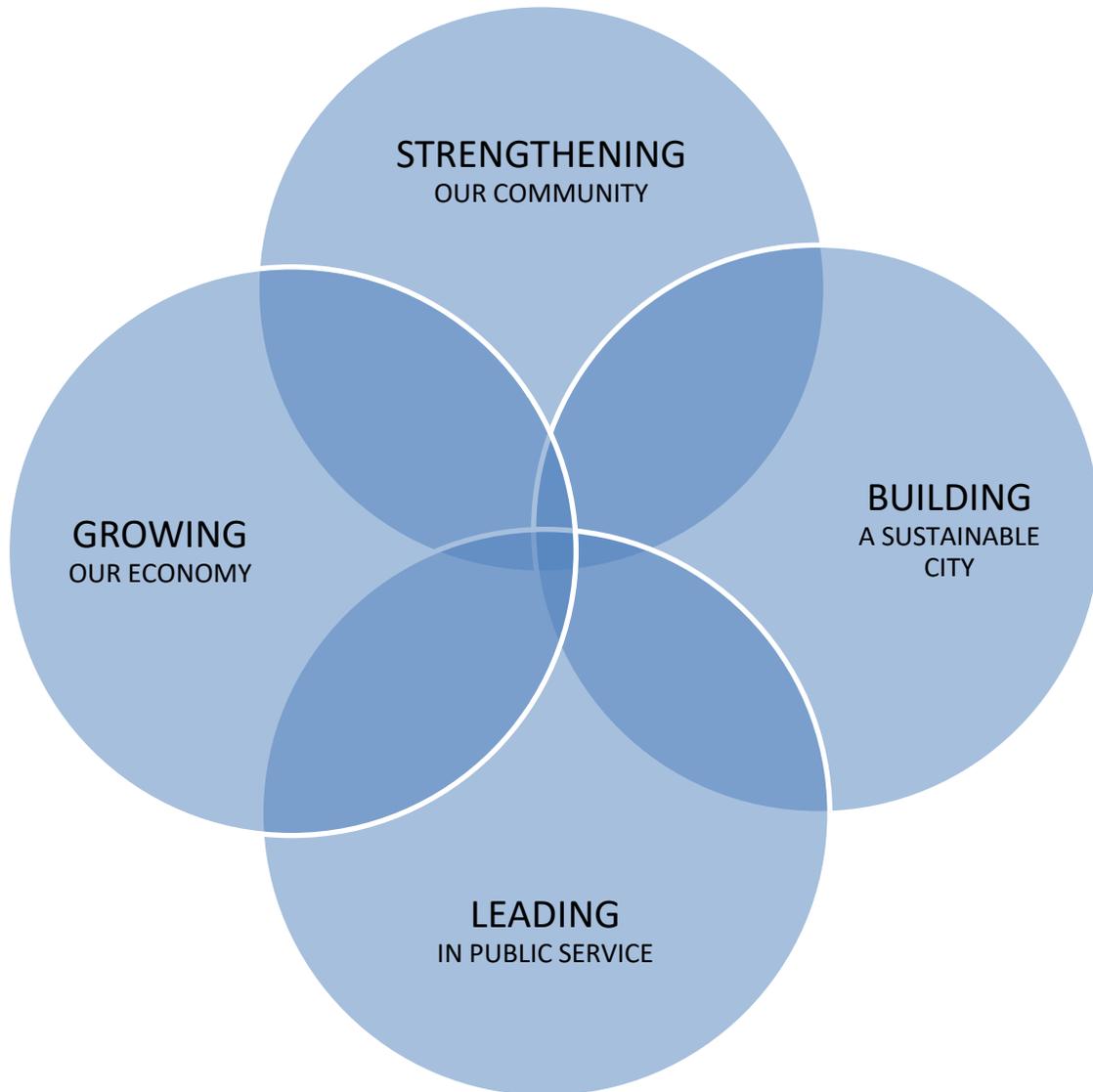
Leads – Who is responsible for doing this

- HR, City Manager’s Office
- Each Department

Support – How the City Council and the public can be helpful

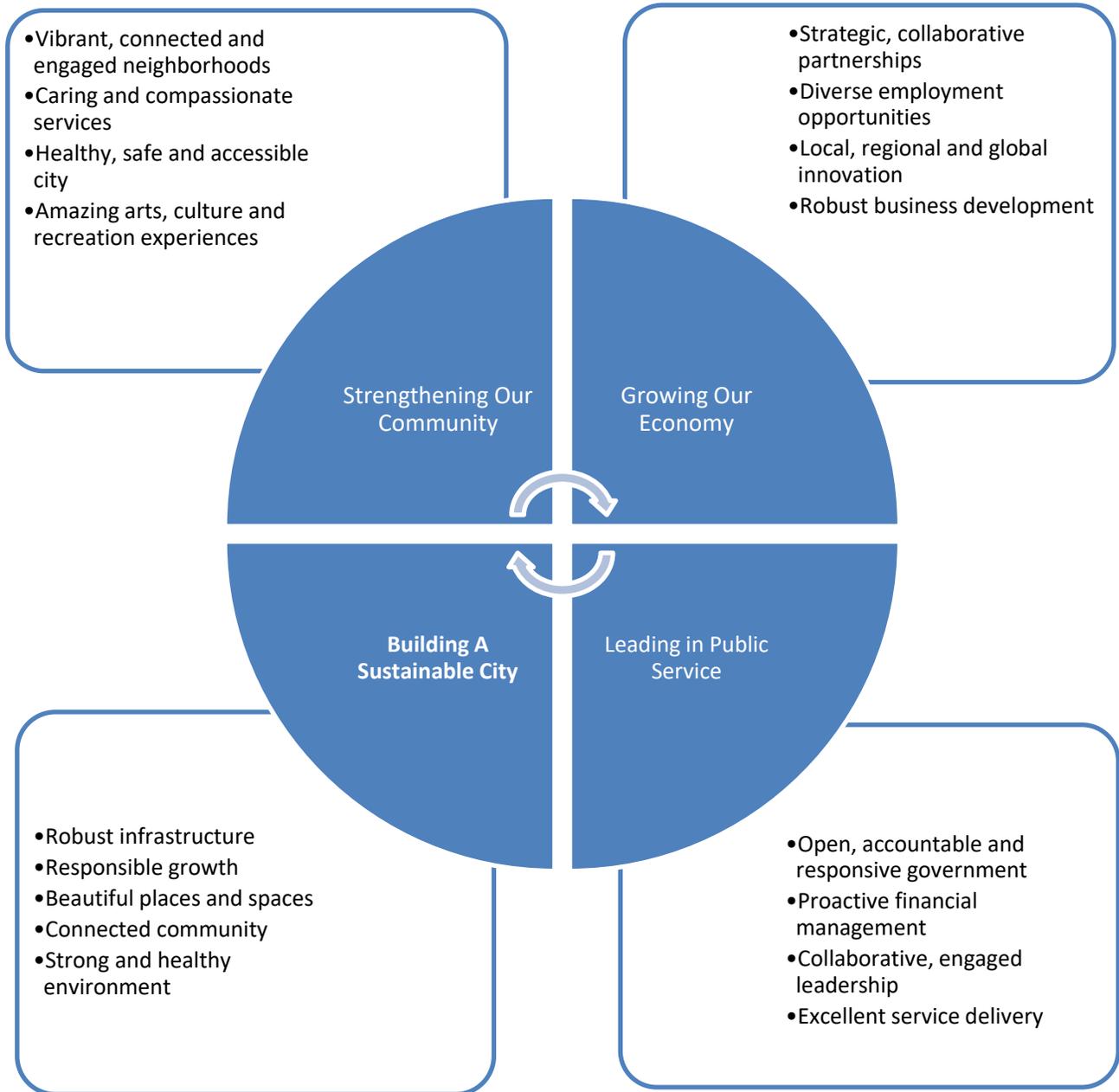
- Continued support of the compensation study
- Invest in your employees
- Participate in employee recognition

City of Auburn FY18 Work Plan



**Working together to increase property values and investment
in the City of Auburn**

Long Term Goals



FY 18 Work Plan Initiatives

