

City of Sanford



**From the Desk of
Steven R. Buck
City Manager**



Memorandum

To: City Council
Subject: **Manager's Report for December 8th, 2015**
Date: December 8th, 2015

Broadband Initiative:

The Maine Broadband Coalition is “an informal federation of public policy professionals, educational institutions, businesses, non-profit organizations and individuals who care deeply about Maine’s economic future” and seek to improve that future through the expansion of Broadband. Information on the Coalition may be found at www.mainebroadbandcoalition.org. In a recent string of emails pertaining to the question of public education prior to expansion of broadband networks and services and also questioning why there was not “outrage” as to our acceptance of low quality service, I was compelled to summarize Sanford’s work as follows. It was meant to inspire the Coalition to work more on the solution than spending its time and resources debating an age old chicken or egg order of which comes first;

In response to earlier points, there is one Community that has identified “outrage” with its current levels of service provision and has chosen to become proactive by building a municipal fiber network. If others are not of the same level of either recognition or “outrage” OR they have “adequate” services, fantastic. Sanford for one will not be that Community waiting for the 50% of the Nation to reach gigabit levels and then fighting for 5-7 years to catch up. In that case one will never catch up as the previous 50% will already be expanding to systems we’re not even contemplating yet.

I have learned, and now agree that the educational component is essential and needs to be addressed. That education will take time and resources that we cannot afford fiscally or competitively in Maine until we first address our network. That is why it is incumbent upon leadership to recognize and act accordingly. To lead is to create a position of advantage (economic development). To lead is to take the initiative of action for others to follow. It is not to first educate all consumers that they need greater broadband services and then expect that they will “demand” for it to be created. That’s reactive not proactive. That’s why we are where we are. We’ve been relying upon legacy providers to only invest when consumers demand more. That is a reactive market force lacking vision, investment, and advantage.

In a progressive business model, and economy, you create the model (product) based upon known market forces and future consumption (need) and THEN you educate your consumers as to their need for the service (advertise). Let’s focus the Coalitions talents and resources

towards fulfilling a role of Leadership and progressive business models addressing the current shortfalls of non-investment, artificial scarcity, and acceptance of minimal service levels. We know what is needed and we know what we don't have. So let's focus on those points.

I never knew how much I "needed" the latest and greatest smart phone and all that I could do with it until great marketing provided that insight. But first the latest and greatest smart phone was engineered, mass produced, and put on the shelves as the companies knew what consumers needed and would be more than willing to purchase once available. The company's investment produced returns and almost immediately the consumer's utilization elevates and the technological need and productivity increases to a new and identifiable level. These same companies didn't first educate the public as to all the things their older "less smart" phones couldn't do for them? Leadership within the companies had already identified that need.

Let's get busy and build a New "Smart Network" and then educate our populous as to why we ALL benefit by our connections. If this view point is wrong, you can tell me in a couple of years. We opt to educate through initiative and action as being more results oriented and fiscally prudent.

Capital Stack – the City is proactive working on the capital plan and should reasonably complete for June of 2016. The City Council will have the review and authorization authority throughout the ongoing process. A Gant Chart has been developed that now links all phases of permitting, final engineering, pole attachments, construction, and first operations to the acceptance of full funding. That time line will be presented upon further finalization of the City's complete funding options.

Cardiac Cath Lab Field Activation Program:

I would like to report of the continued success and growth of the Sanford Fire Department's capabilities and how this relates to the public's safety and wellness. I am copying the latest update from Chief Benotti on this matter;

On December 1st the Sanford Fire Department, went live with our Cardiac Cath Lab field activation program.

This is a joint venture between Sanford Fire, Southern Maine Health Care, Maine Medical Center and Wentworth Douglas Hospital.

With the assistance and support of Dr. Andy Powell, Sanford Fire Medical Control Director at Southern Maine Sanford Emergency Department and Dr. Tom Ryan at Maine Medical Center Cath Lab, this program has been put into place to shorten the time frame of transporting someone suffering from a ST Elevated Myocardial Infarction (STEMI) (heart attack due to blocked artery) to a hospital with a Cardiac Cath Lab.

The longer someone suffers from a blocked artery in the heart the more damage is done to the heart muscle and the chance of a full recovering diminishes greatly with each passing minute. The saying is "time is muscle".

In the past our paramedics had to stop at the emergency room at Southern Maine Medical Center in Sanford and have the patient who was showing clinical signs of suffering from an MI

evaluated by the emergency room physician prior to being transported to the nearest Cardiac Cath Lab. This added a significant amount of time.

Through the establishment of protocols and training of all Sanford Fire Department Paramedics at the Cardiac Cath Lab at Maine Medical Center our paramedics after evaluating the patient and determining the patient meets a specific set of criteria indicating the patient is suffering from a STEMI, will transmit the patient ECG by cell fax directly from the scene to the emergency room physician for review and after talking with the emergency room physician by phone or radio they will be able to transport the patient directly to the Cath Lab without stopping at the local emergency room. The emergency room physician will call and have the Cath Lab put on alert.

This significantly reduces the time period of getting the patient to the Cath Lab where they can proceed to open up the blocked artery or if the need is there go to surgery for a by-pass operation. This shorter time period significantly enhances the patient's chance for a full recovery.

The goal is to have the patient undergoing the Cath Lab procedure in less than 120 minutes from the initial time of onset of the heart attack.

St. Ignatius Redevelopment Project:

The City received work through the Growth Council on November 25th, 2015 that Developers Collaborative, via Kevin Bunker, was awarded \$937,000 in low income housing tax credits for the redevelopment of the St. Ignatius Church. The City has approved the Site Plan and will now await the final design on the building envelop. The Project will result in not less than 66 units of affordable housing with rents in the \$600 - \$700 per month range. The units will only be available to persons 55 years and older having incomes of not more than 60% of the area median income.

The City entered into a Tax Increment Financing Agreement with the Project to return 68% of the net new taxes through a Credit Enhancement Agreement to be used to support the operations and maintenance to achieve the housing objectives. If not for the Public-Private Partnership, an investment by the City, the Project would not have been competitive for the low income housing tax credits. Absent this injection of equity, the Property would likely not be slated for redevelopment in the coming year.

The Redevelopment will go likely start in April of 2017 as the final details, funding, and contractor selection is finalized.

The City of Sanford Announces 2016 Openings for City Boards & Committees Airport Advisory Committee

The Airport Advisory Committee has Three openings (1) 3 year term for a Citizen of Sanford qualified to vote in City Affairs who may or may not hold a pilot's certificate. (1) Unexpired Term (12/31/2016) for a Citizen of Sanford qualified to vote in City Affairs who may or may not hold a pilot's certificate and (1) 3 year term for a Person who holds a valid pilot's certificate and who operates an aircraft that is based at the Sanford Regional Airport. This person need not be a resident of Sanford. The tasks of the Airport Advisory Committee are to study, research and develop all aspects of the Sanford Seacoast Regional Airport so as to

strengthen and improve all phases of its present and future use, operation and expansion. Short term and long term objectives are to conserve the assets of the Airport and to insure that the Airport meets the needs of the City on a timely basis and at a reasonable cost. To act for the City Council in strict adherence to their direction. To assist the City Council in a manner prescribed by them as to nature and scope, priority and need, so that there can be orderly improvement to the Airport.

Board of Assessment Review

The Board of Assessment review has Seven openings (3) for a 3 year term, (2) for a two year term and (2) for a one year term. All members of such board shall be selected upon the basis of their knowledge of the subject of taxation and property values and shall at the time of their appointment have been residents of the town for at least three years (3) immediately preceding and shall continue as residents during their terms of office. The Board of Assessment Review shall review appeals from decisions of the Assessor regarding application for abatements of property taxes and make determinations with respect to assessments in accordance with the general laws of the State of Maine.

Housing Authority Board of Commissioners

The Housing Authority Board of Commissioners has Two openings (1) for a 3 year term. (1) Tenant Representative for a 3 year term. To prepare, carry out, acquire, lease, manage, maintain or operate housing projects and to provide for the construction, improvement, extension, alteration or repair of any housing project or any part thereof; to undertake and carry out studies and analysis of the housing needs; to contract for services and other uses – wages and hours of labor in connection with housing and housing projects; to lease or rent any dwellings, accommodations, lands, buildings, structures or facilities in any housing project; to establish and revise rents; to invest funds held in reserve; and to determine where slum areas exist and make plans for correction.

Planning Board

The Planning Board has Three openings (2) each for a 3 year term and (1) for an unexpired term (12/31/2017). To review and act upon all subdivision requests; to hear and decide “conditional use” permit requests; to help draft new or amend relevant land use ordinances; and to review and assist in developing policy, goals and objectives of the Comprehensive Plan.

Zoning Board of Appeals

The Zoning Board of Appeals has Two openings (2) for a 3 year term. To hear and decide administrative and dimensional variance appeals.

****The following committees are looking for members, they do not have a limit of the amount of volunteer members.****

Trails Development & Urban Forestry Committee

To participate and work with the City Council, municipal staff and interested residents as an integral part of planning, planting, maintenance and educational programs where trees are concerned. To assist in the development, funding and maintenance of a town-wide trail system

Historical Committee

To collect, display and maintain historical records and artifacts. This committee is always looking for volunteers interested in preserving the history of Sanford/Springvale.

~~~**APPOINTMENTS WILL BE MADE DECEMBER 22, 2015**~~~

*Applications are available by contacting Sherry Lord in the City Manager's office at 324-9173 or on the City website at [www.sanfordmaine.org](http://www.sanfordmaine.org). The deadline to submit applications is Friday, December 15, 2015 at 4:00pm. Please mail applications to City of Sanford  
Attn: Sherry Lord 919 Main Street  
Sanford, ME 04073*

**York County Advocacy Group:**

The York County Advocacy Group will meet in the Sanford City Council Chambers this week on December 10<sup>th</sup>, 2017 starting at 6:30PM and going to 8:00PM. The Advocacy Group is comprised of State Elected Officials, Local Elected Officials, and Municipal Administrators. The purpose of the Group is to discuss and develop a State Legislative Agenda and to advocate for those most important issues in the subsequent Legislative Session. The Agenda is as below.

1. Welcome and Introductions
2. Status of Identified Goals:
  - a. Skilled Workforce
  - b. Transportation
  - c. Broadband
  - d. County Jail Funding
  - e. Streetlights
  - f. York County Courthouse
  - g. EB-5
  - h. Pine Tree Development Zones
  - i. Dead Duck Boat Launch in Eliot
  - j. LD 1
  - k. Solar Energy
3. Other Potential Issues for 2016
4. Schedule Next Meeting

**LEAD Type Initiative:**

City Administration met under the direction of Chief Connolly with Maine Behavioral Health towards the development of cooperative relationship utilizing our combined existing staff and resources coupled with a request to DHHS to assign existing resources to the initiative. The initiative is to create a Law Enforcement Assisted Diversion (LEAD) type program whereby the Police Department will divert certain individuals with opiate addiction/abuse profiles into rehabilitative services as opposed to criminal prosecution. Many Cities are grappling with the impacts of heroin or other opiate addictions and this is Sanford's initiative to partner with existing services and expertise to address the problem by partnering.

Chief Connolly is taking the forward progress from this last meeting and developing a Memorandum of Understanding for review that will define this future partnership. The City will then work with the Maine Department of Health and Human Services to identify the dedication and redirect of existing funds into this evidenced based program anticipated to save local, county, and state resources in comparison to utilizing the justice system to address.

Administration will report to the Council as soon as the resulting Memorandum is ready for initial review.

# **The City of Sanford Announces Openings for the Budget Committee**

The Council is seeking interested persons to serve who fulfill both the Mission and Scope set forth for the Budget Committee. Interested and qualified persons shall submit an application, resume and letter of interest outlining as many of the following combinations of experience or qualifying criteria as may apply:

1. Budget development and administration
2. Experience in purchasing of various products and equipment
3. Contracting for services
4. Employment costing and labor markets
5. Employment and or liability insurances
6. Maintenance of capital assets
7. Familiarity with municipal and or school operations
8. Best practices in organizational operations

Please Note: All applicants must provide a completed application as well as a Resume and Letter of Interest. Application materials will be accepted until 4:00PM on January 8, 2016.

Please mail to:

Office of the City Manager  
Attn: Sherry Lord  
919 Main Street  
Sanford, ME 04073

For questions call Sherry Lord at 207-324-9173 or e-mail: [salord@sanfordmaine.org](mailto:salord@sanfordmaine.org)

Posted: December 2, 2015