



# City of Auburn

## Master List

Fiscal Year 2016  
Proposed 3.23.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b><i>Tax Sharing</i></b>							
Tax Sharing	256,525	270,000	269,000	270,000	270,000	0	0%
<b>TOTAL</b>	<b>256,525</b>	<b>270,000</b>	<b>269,000</b>	<b>270,000</b>	<b>270,000</b>	<b>-</b>	<b>0.0%</b>
<b><i>Auburn-Lewiston Airport</i></b>							
Aub-Lew Airport	105,000	105,000	105,000	182,000	116,500	11,500	11%
<b>TOTAL</b>	<b>105,000</b>	<b>105,000</b>	<b>105,000</b>	<b>182,000</b>	<b>116,500</b>	<b>11,500</b>	<b>11.0%</b>
<b><i>LA Growth Council</i></b>							
LAEGC	0	0	0	0	0	0	0%
<b>TOTAL</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b><i>LA Transit Authority</i></b>							
Lew-Aub Transit	235,496	211,377	211,377	209,244	209,244	(2,133)	-1%
Auburn Only Transportation	0	23,996	0	-	-	(23,996)	-100%
<b>TOTAL</b>	<b>235,496</b>	<b>235,373</b>	<b>211,377</b>	<b>209,244</b>	<b>209,244</b>	<b>(26,129)</b>	<b>-11.1%</b>
<b><i>LA 911</i></b>							
Lew-Aub 911	1,030,802	1,049,386	1,049,386	1,088,857	1,088,857	39,471	4%
LA 911-Recorder	-	14,113				(14,113)	
LA 911-Reverse 911	0	3,750				(3,750)	-100%
<b>TOTAL</b>	<b>1,030,802</b>	<b>1,067,249</b>	<b>1,049,386</b>	<b>1,088,857</b>	<b>1,088,857</b>	<b>21,608</b>	<b>2.0%</b>
<b><i>Community Little Theater</i></b>							
Community Little Theater	0	0		0	0	0	0%
<b>TOTAL</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b><i>Arts and Culture-Auburn</i></b>							
Arts & Culture Auburn	0	17,000	8,000	0	0	(17,000)	-100%
<b>TOTAL</b>	<b>-</b>	<b>17,000</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>(17,000)</b>	<b>-100.0%</b>
<b>TOTAL</b>	<b>1,627,823</b>	<b>1,694,622</b>	<b>1,642,763</b>	<b>1,750,101</b>	<b>1,684,601</b>	<b>(10,021)</b>	<b>-0.6%</b>



**Strategic Plan  
FY16-FY17**

Mission Statement: Norway Savings Bank Arena is designed to serve the region through opportunities for skating activities. The Arena shall provide exceptional, year round, affordable ice skating opportunities in a safe, healthy, community based skating environment. We shall provide for a comfortable, well designed, skating and events center that serves as a community gathering place: focused primarily on ice related activities and its viewership.

**FY16  
BUDGET  
GOAL 1**

Provide a balanced schedule for the general public and the arena user groups

- Consistent public skate and learn to skate ice times
- Fill in remaining open ice with the other major user groups
- Attract figure skating groups

**OVERVIEW**

In order to obtain maximum revenue, we must provide a balanced schedule. This is often times very difficult as special interest groups pursue contracting as many prime hours as are available. A balanced schedule will provide consistent revenue on a year round basis and continue to build programs with a new influx of skaters.

While public skaters are at the arena they need to have access to materials that promote learn to skate, hockey programs, birthday parties, and other special events that will make them a regular user of the facility. Public sessions need to be consistently scheduled and rarely relinquished for hockey tournaments, competitions, etc. User groups will put pressure on us to secure these prime times for their special events but this is not a sound business practice to disrupt the consistency of these sessions designated for the general public. The goal is for the public to know our hours and not expect them to change on a sporadic basis.

It is very important to this management team that we stay consistent with our scheduling and programming. These sound practices will also create a more user friendly atmosphere in the community.

<p><b>FY16 BUDGET GOAL 2</b></p>	<p>Create and implement camps/clinics and programs for off season ice times</p> <ul style="list-style-type: none"> <li>• Youth 3 versus 3 league</li> <li>• Training camps</li> <li>• Skills camps</li> <li>• Learn to skate program</li> </ul>
<p><b><u>OVERVIEW</u></b></p> <p>The development of a Spring 3 versus 3 league allows the facility to gain an untapped market. Ice hockey, like many other sports, has become a year-round sport. The league has been developed to appeal to youth hockey players of all levels and operates during the spring. The 3 versus 3 league will be a way to sustain the core group of users during a bridge period before training and skills camps begin in the summer months.</p> <p>The development of in-house training and skills camps provides the facility with the opportunity to generate revenue over ice rental income. The model is to provide high end professional training to participants during the off season. Day and night time sessions, along with week-long camps will assist in keeping a balanced year round schedule.</p> <p>Our learn to skate program is in the implementation stage and ties in to drawing figure skating to Norway Savings Bank Arena. The program offers 3 different levels of participation and caters to multiple skill levels ranging from those who will skate for recreation to those who desire to become figure skaters and hockey players.</p>	

<p><b>FY16 BUDGET GOAL 3</b></p>	<p>Increase the advertising/sponsorships</p> <ul style="list-style-type: none"><li>• Invite new potential sponsors to high school games and or tournaments so they can see the amount of activity going on in the arena</li><li>• Get out and meet with existing clients on a personal level</li><li>• Create a more user friendly environment</li></ul>
<p>OVERVIEW</p> <p>It is very important that we invite our existing sponsors to the arena during a tournament or high school game so they may see the extent of their advertisement exposure. We also need to invite new potential sponsors as well. This is really the best time for a sponsor to see and feel the electric atmosphere that a double ice sheet produces. The arena has agreed to terms with a company named Live Barn, which provides a live video streaming service. They will provide all of the necessary equipment and cameras at no charge. This will allow users to stream games and other events at the arena and provide a live view from inside the arena to televisions placed in the lobby and or mezzanine. People will be able to purchase a monthly membership that will give them access to what is going on in the arena and the arena will receive 50% of the memberships. In the event someone was unable to attend a high school game here they could purchase a membership and watch the game from home on their computer. This service also provides our sponsors with additional exposure.</p> <p>We do feel that the arena could use some assistance with attracting new sponsors as well as keeping our current sponsors. Currently we are working with City management to make this a reality and bring in much needed support. The economic impact to the local community is also a priority to us. By working closely with the Economic Development Department this will afford us the opportunity to gather necessary information regarding the actual impact felt in the local community.</p>	

**DEPARTMENT MULTI YEAR GOALS**

**GOAL 1:** Evaluate current practices, procedures, staffing and scheduling models to maximize efficiency and ensure evolving improvement.

**OBJECTIVE 1:** Evaluate current structure and identify areas of improvement.

**OBJECTIVE ACTIVITIES**

**1**

Gain input from user groups, community and staff.

**Implementation Activity** – Meet with user groups and staff to gain insight on expectations and improvement areas.

**Outcome Measurement** – Evaluate information and develop course of action to meet expectations and needs.

**Status:** Meetings with user groups are currently being conducted as part of ice scheduling. Staff will meet at the end of March with an estimated course of action designed for May 2015.

**2**

Assess scheduling and staffing models to create a balanced schedule and maximize ice rental while reducing costs.

**Implementation Activity** – Conduct a study utilizing usage reports and information from other multi-ice surface facilities about their scheduling and staffing models.

**Outcome Measurement** - Adjust scheduling and staffing models if needed based on information retrieved to maximize efficiency and reduce delays.

**Status:** Internal study is being conducted and external information continues to be received. Scheduling model may see minor adjustments.

**GOAL 2:** Grow Internal Programming

**OBJECTIVE ACTIVITIES**

**1**

Evaluate program participation

Implementation Activity – Review Physical participant numbers of programs in FY15.

Outcome Measurement - Develop yearly target growth ratio for programs and locate best advertising avenues.

Status: Current programs are being implemented; Participant numbers will not be available until October of FY16.

OBJECTIVE 3: Develop an on-site training and fitness facility.

OBJECTIVE ACTIVITIES

Implementation Activity - Meet with interested parties on developing an athletic focused training center through partnership. Partnership will provide the best opportunity for long term success and sustainability.

Outcome Measurement - Follow City protocol and develop binding contracts to bring an athletic focused training facility into the arena. This will also attract new people that might not otherwise visit the arena, and add another revenue source not dependant on the ice.

Status: Meetings with interested parties are still being conducted. We have also started to work with contractors on designs, timeline, and construction costs.

**CAPITAL IMPROVEMENT MULTI- YEAR PLAN**

FY17 - New Zamboni

The Norway Savings Bank Arena has reached a point where it needs a new Zamboni to replace the 1996 Olympia that was brought over from Ingersoll. Service life of a machine is roughly 20 years depending on the maintenance and type of use. We are starting to incur repair and maintenance costs that are exceeding the cost of acquiring a new machine. Several machine failures caused our new 2013 machine to maintain both ice surfaces. Prolonged use of one machine will shorten the life expectancy. Replacement would allow for repairs to be reduced by \$5,000 annually.

Replacement Costs:

Zamboni Propane \$105,000.

Zamboni Electric \$125,000.

We are actively searching for a sponsor to help cover some, if not all of the cost.

FY17-Rubber flooring in the vestibule-with City Seal In-Lay

Removal of commercial Grade carpeting in vestibule will create a cleaner and more uniform building appearance. Rubber flooring with the City Seal would promote the City of Auburn. Currently there is nothing in the Arena that promotes or represents the City.





# City of Auburn NSB Arena

Fiscal Year 2016  
Proposed 3.23.2015

## Projected Revenues and Expenses for FY16

*Actual expenses may vary according to changing circumstances*

### Norway Savings Bank Arena

	Last Year	Dept. Request	Manager Proposed
<b>Total Revenues</b>	\$ 1,221,935	\$ 997,000	\$ 997,000
<b>Total Expenses</b>	\$ 1,208,500	\$ 1,188,850	\$ 1,188,850
<b>Profit (Loss)</b>	<b>\$ 13,435</b>	<b>\$ (191,850)</b>	<b>\$ (191,850)</b>

NSB Arena Revenue Summary	Last Year	Dept. Request	Manager Proposed
<u>Revenues</u>			
Ice Rental Revenue			
Gladiators		\$ 250,000	\$ 250,000
Edward Little		\$ 22,000	\$ 22,000
Red Hornets		\$ 19,500	\$ 19,500
Leavitt		\$ 14,000	\$ 14,000
St Doms (Boys & Girls)		\$ 38,000	\$ 38,000
Poland/Gray New Gloucester		\$ 18,000	\$ 18,000
SMMHL		\$ 12,000	\$ 12,000
Adult Leagues		\$ 90,000	\$ 90,000
Camps/Clinics		\$ 50,000	\$ 50,000
Tournaments		\$ 50,000	\$ 50,000
Private Rentals		\$ 85,000	\$ 85,000
Public Skate		\$ 30,000	\$ 30,000
Shinny Hockey		\$ 20,000	\$ 20,000
Programs		\$ 30,000	\$ 30,000
Concession		\$ 30,000	\$ 30,000
Pro Shop		\$ 8,500	\$ 8,500
Sponsorships		\$ 230,000	\$ 230,000
	<b>\$ 1,221,935</b>	<b>\$ 997,000</b>	<b>\$ 997,000</b>

#### **Line Item Narrative**

**Projected Revenues and Expenses:** In Fiscal Year 2009, the City Council approved of a bond to fund arena improvements that would allow the facility to be open all year. The improvements included; new compressors, concrete floor, boards, and glass. The arena now has a full time staff; a coordinator and maintenance staff. The Ingersoll Arena is an Enterprise Account so therefore is self-supporting and funded by its own revenue generation.



# City of Auburn NSB Arena

Fiscal Year 2016  
Proposed 3.23.2015

Line Items	Last Year	Dept. Request	Manager Proposed
<b>NSB Arena</b>	<b>Total</b>	<b>1,208,500</b>	<b>1,188,850</b>

Ingersoll Arena Expense Summary	Dept. Request	Manager Proposed
<u>Expenses</u>		
Regular Salaries (including fringe)	\$ 260,000	\$ 260,000
Part-time Salaries	\$ 40,000	\$ 40,000
Insurance	\$ 28,500	\$ 28,500
Lease	\$ 507,000	\$ 507,000
Advertising	\$ 15,000	\$ 15,000
Utilities	\$ 200,200	\$ 200,200
Repairs	\$ 43,000	\$ 43,000
Supplies	\$ 17,500	\$ 17,500
Training & Tuition	\$ 1,000	\$ 1,000
Subscriptions & Dues	\$ 2,000	\$ 2,000
Professional Services	\$ 6,650	\$ 6,650
Programs	\$ 11,000	\$ 11,000
Capital Improvements	\$ 57,000	\$ 57,000
	<b>\$ 1,188,850</b>	<b>\$ 1,188,850</b>



# City of Auburn Parking

Fiscal Year 2016  
Proposed 3.23.2015

## Projected Revenues and Expenses for FY16

*Actual expenses may vary according to changing circumstances*

### Parking Program

	<i>FY 13</i>	<i>FY 14</i>	<i>FY 15 Projected</i>	<b>Dept. Request</b>	<b>Council Adopted</b>
<b>Total Revenues</b>	\$ 146,275	\$ 133,395	\$ 210,400	\$ 215,400	\$ 215,400
<b>Total Expenses</b>	\$ 91,500	\$ 103,378	\$ 161,300	\$ 142,300	\$ 142,300
<b>Profit (Loss)</b>	\$ 54,775	\$ 30,017	\$ 49,100	<b>\$ 73,100</b>	<b>\$ 73,100</b>
<b>Revenues</b>					
Permits	\$ 105,880	\$ 115,000	\$ 150,000	\$ 155,000	\$ 155,000
Grant	\$ -	\$ -	\$ -	\$ -	\$ -
Fines	\$ 40,000	\$ 18,000	\$ 60,000	\$ 60,000	\$ 60,000
Interest	\$ 395	\$ 395	\$ 400	\$ 400	\$ 400
	\$ 146,275	\$ 133,395	\$ 210,400	<b>\$ 215,400</b>	<b>\$ 215,400</b>
<b>Expenses</b>					
Enforcement Salary	\$ -	\$ -	\$ 31,200	\$ 32,136	\$ 32,136
Clerical Salary	\$ -	\$ -	\$ 16,622	\$ 16,954	\$ 16,954
Supplies	\$ -	\$ -	\$ 300	\$ 300	\$ 300
Collection Fees	\$ -	\$ -	\$ 960	\$ 960	\$ 960
Fuel	\$ -	\$ -	\$ 900	\$ 900	\$ 900
Uniforms	\$ -	\$ -	\$ 400	\$ 400	\$ 400
Advertising - Parking Lots	\$ 158	\$ -	\$ 150	\$ 150	\$ 150
Professional Service - Lots	\$ 28,112	\$ 42,779	\$ 30,000	\$ 30,000	\$ 30,000
Professional Service - Garage	\$ 20,185	\$ 23,093	\$ 25,000	\$ 25,000	\$ 25,000
Repairs Facilities - Garage	\$ 1,009	\$ 857	\$ 1,000	\$ 1,000	\$ 1,000
Other Supplies - Garage	\$ 323	\$ 3,299	\$ 1,500	\$ 1,500	\$ 1,500
Other Supplies - Great Falls	\$ -	\$ 3,350	\$ 1,500	\$ 1,500	\$ 1,500
Telephone - Parking Lots	\$ 463	\$ -	\$ -	\$ -	\$ -
Electricity - Garage	\$ 41,250	\$ 30,000	\$ 33,000	\$ 33,000	\$ 33,000
Postage	\$ -	\$ -	\$ 150	\$ 150	\$ 150
Capital Vehicle	\$ -	\$ -	\$ 19,000	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
Capital - Software	\$ -	\$ -	\$ -	\$ -	\$ -
Capital - Infrastructure	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
	\$ 91,500	\$ 103,378	\$ 161,300	<b>\$ 142,300</b>	<b>\$ 142,300</b>

#### Line Item Narrative

**Projected Revenues and Expenses:** The Mechanics Row Garage is a five level parking structure completed in 2002 that provides 446 parking spaces for visitors, employees of Auburn City Hall and surrounding businesses. The garage was constructed using precast concrete frames and floors. The structure also includes two stair towers and a hydraulic elevator. The police department has reviewed all agreements with surrounding businesses to ensure permit fees are current. The increase in permits is a result of efficiencies and enforcement activities. These