



City Council Meeting and Workshop

January 25, 2016

Agenda

5:30 P.M. Workshop

- A. Dangerous Buildings - Eric Cousens (45 minutes)
- B. Neighborhood Revitalization – Phil Crowell, Jason Moen, and Eric Cousens (45 minutes)

7:00 P.M. City Council Meeting

Roll call votes will begin with Councilor Stone

Pledge of Allegiance

I. Consent Items – All items listed with an asterisk (*) are considered as routine and will be approved in one motion. There will be no separate discussion of these items unless a Councilor or citizen so requests. If requested, the item will be removed from the consent agenda and considered in the order it appears on the agenda.

1. **Order 03-01252016***
Confirming Chief Crowell's appointments of Constables with a firearm for the City of Auburn.
2. **Order 04-01252016***
Confirming the appointments of Assistant City Manager, Denis D'Auteuil, to the Lewiston-Auburn Transit Committee with a three year term which will expire on January 1, 2019.

II. Minutes

- January 4, 2016 Regular Council Meeting

III. Communications, Presentations and Recognitions

- Norway Savings Bank Arena Update – Mark Gosselin

IV. Open Session – Members of the public are invited to speak to the Council about any issue directly related to City business which is *not on this agenda*.

V. Unfinished Business

1. **Order 02-01042016**
Authorizing Issuance of General Obligation Refunding Bonds and a Tax Levy Therefor. Second reading.

VI. New Business - None

VII. Executive Session - None

Auburn City Council Meeting & Workshop

January 25, 2016

VIII. Reports

Mayor's Report

City Councilors' Reports

City Manager Report

Finance Director, Jill Eastman – December 2015 Monthly Finance Report

IX. Open Session - Members of the public are invited to speak to the Council about any issue directly related to City business which is *not on this agenda*.

X. Adjournment

Executive Session: On occasion, the City Council discusses matters which are required or allowed by State law to be considered in executive session. Executive sessions are not open to the public. The matters that are discussed in executive session are required to be kept confidential until they become a matter of public discussion. In order to go into executive session, a Councilor must make a motion in public. The motion must be recorded, and 3/5 of the members of the Council must vote to go into executive session. An executive session is not required to be scheduled in advance as an agenda item, although when it is known at the time that the agenda is finalized, it will be listed on the agenda. The only topics which may be discussed in executive session are those that fall within one of the categories set forth in Title 1 M.R.S.A. Section 405(6). Those applicable to municipal government are:

- A. Discussion of personnel issues
- B. Discussion or consideration by a school board of suspension or expulsion
- C. Discussion or consideration of the condition, acquisition or the use of real or personal property permanently attached to real property or interests therein or disposition of publicly held property or economic development only if premature disclosures of the information would prejudice the competitive or bargaining position of the body or agency
- D. Labor contracts
- E. Contemplated litigation
- F. Discussions of information contained in records made, maintained or received by a body or agency when access by the general public to those records is prohibited by statute;
- G. Discussion or approval of the content of examinations administered by a body or agency for licensing, permitting or employment purposes; consultation between a body or agency and any entity that provides examination services to that body or agency regarding the content of an examination; and review of examinations with the person examined; and
- H. Consultations between municipal officers and a code enforcement officer representing the municipality pursuant to Title 30-A, section 4452, subsection 1, paragraph in the prosecution of an enforcement matter pending in District Court when the consultation relates to that pending enforcement matter.



City Council Information Sheet

City of Auburn

Council Workshop or Meeting Date: January 25, 2016

Author: Eric J. Cousens, Deputy Director of Planning and Development

Subject: Dangerous Buildings Overview and Discussion

Information: From time to time the Council will be asked to act similar to a judicial body and determine if a building meets statutory requirements for being deemed a Dangerous Building. The City has the option of asking the Council to make this determination or filing a complaint with Superior Court to have the Court make the determination. Either body, Council or Court, may order the abatement of the issues that make the building dangerous including demolition and removal of the structure if appropriate. The process in front of the Council is much more public, open for input from those affected by the nuisance property and it gives the owner a chance to be heard by the Council. Staff prefers the public process for these reasons and because it sends a message that the Council will not allow dangerous buildings to persist. When a dangerous building is allowed to exist, it causes negative impacts on the community and often puts neighbors or the public at risk. Generally, there is a long process of notices and missed compliance dates set by a Code Enforcement Officer before we would ask the Council to consider a building dangerous. There are currently two buildings in Auburn that are ready for consideration by the Council as dangerous buildings. They were initially scheduled for consideration on December 7th but the inauguration was held on that date and a majority of the Council has now changed so we wanted an opportunity to discuss the process generally before rescheduling the specific hearings. In order to meet required process and associated notices for individual properties we do not intend to discuss any specific locations during this workshop. We do typically have an attorney representing the Council and advising the City on process matters during individual cases.

Typical information provided to help make the determination would include the following:

1. Documents establishing the identity of the current owner or owners;
2. The notice of hearing and proof of service on the owners and any party in interest;
3. Previous correspondence, notices or citations to the owner;
4. Photographs depicting the dilapidation at the property;
5. Other evidentiary evidence regarding the building; and
6. Proposed Findings and a draft Order to abate conditions at the property.

If the Council finds that a building is dangerous then there is a deadline established for abatement of the dangerous conditions and an Order issued to the owner. If the owner fails to meet the requirements of the Order then the City may cause the abatement, including demolition of the structure. If the owner fails to reimburse the City for the costs associated with the abatement then a special tax is filed against the property and the City can eventually foreclose on the property if the tax is not paid in full.

Advantages: Allows the Council to order the removal of dangerous structures and cause the removal if necessary. Cleans up the neighborhood(s) affected by dangerous or abandoned buildings and reduces hazards and service calls for residents and other departments.

Disadvantages: Sometimes the removal costs more than the property is worth so costs of abatement sometimes fall on the taxpayer.

City Budgetary Impacts: Legal costs, demolition costs and staff time. Some may be recouped through acquisition of the parcel.

Staff Recommended Action: None. Ask questions and generally discuss M.R.S.A §2851 Dangerous Buildings and using this as a tool to address problem structures.

Previous Meetings and History: First overview with new Council. An example from a previous Council agenda (33 South Goff Street) can be found in the November 3, 2014 Council agenda packet at <http://www.auburnmaine.gov/Pages/Government/City-Council-Agendas> . If you wish to observe the process you may also see the 11/3/2015 meeting video at <http://www.greatfallstv.net/webstream.htm> starting at about 129 minutes into the video.

Attachments: Copy of M.R.S.A §2851 Dangerous Buildings and a summary document from Maine Municipal Association.

Maine Revised Statutes
Title 17: CRIMES
Chapter 91: NUISANCES

§2851. DANGEROUS BUILDINGS

Whenever the municipal officers in the case of a municipality, or the county commissioners in the case of the unorganized or deorganized areas in their county, find that a building or structure or any portion thereof or any wharf, pier, pilings or any portion thereof that is or was located on or extending from land within the boundaries of the municipality or the unorganized or deorganized area, as measured from low water mark, is structurally unsafe; unstable; unsanitary; constitutes a fire hazard; is unsuitable or improper for the use or occupancy to which it is put; constitutes a hazard to health or safety because of inadequate maintenance, dilapidation, obsolescence or abandonment; or is otherwise dangerous to life or property, they may after notice and hearing on this matter adjudge the same to be a nuisance or dangerous and may make and record an order prescribing what disposal must be made of that building or structure. [1997, c. 6, §1 (AMD) .]

1. Notice. The notice must be served on the owner and all parties in interest, as defined in Title 14, section 6321, in the same way service of process is made in accordance with the Maine Rules of Civil Procedure.

[1997, c. 6, §1 (AMD) .]

2. Notice; how published. When the name or address of any owner or co-owner is unknown or is not ascertainable with reasonable diligence, then the notice must be published once a week for 3 successive weeks prior to the date of hearing in a newspaper generally circulated in the county, or if none, in the state paper.

[1997, c. 6, §1 (AMD) .]

3. Order. The order made by the municipal officers or county commissioners must be recorded by the municipal or county clerk, who shall cause an attested copy to be served upon the owner and all parties in interest in the same way service of process is made in accordance with the Maine Rules of Civil Procedure. If the name or address cannot be ascertained, the clerk shall publish a copy of the order in the same manner as provided for notice in subsection 2.

[1997, c. 6, §1 (AMD) .]

4. Proceedings in Superior Court. In addition to proceedings before the municipal officers or the county commissioners, the municipality or the county may seek an order of demolition by filing a complaint in the Superior Court situated in the county where the structure is located. The complaint must identify the location of the property and set forth the reasons why the municipality or the county seeks its removal. Service of the complaint must be made upon the owner and parties-in-interest in accordance with the Maine Rules of Civil Procedure. After hearing before the court sitting without a jury, the court shall issue an appropriate order and, if it requires removal of the structure, it shall award costs as authorized by this subchapter to the municipality or the county. Appeal from a decision of the Superior Court is to the law court in accordance with the Maine Rules of Civil Procedure.

[1997, c. 6, §1 (AMD) .]

SECTION HISTORY

1965, c. 284, (RPR). 1967, c. 401, §1 (AMD). 1973, c. 143, §1 (AMD).
1979, c. 27, §§1-3 (AMD). 1997, c. 6, §1 (AMD).

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Dangerous Buildings

Links to the following documents are provided as examples for informational purposes only. They have not been reviewed by MMA Legal Services. Do not use any sample unless it has been reviewed by your legal counsel and tailored to meet the needs of your municipality.

This packet includes the following attachments:

- [Title 17 M.R.S.A. §§ 2851-2859](#) [Use the arrows to move within the sections]
- [Title 14 M.R.S.A. § 6321](#)
- [Title 30-A M.R.S.A. § 3106](#)
- [Rule 4, Maine Rules of Civil Procedure](#), 2011 edition [scroll down to Rule 4]
- Sample [Notice of Hearing](#)
- Sample [Findings and Order](#)
- Sample [Consent to Removal](#)
- Sample [Acknowledgment and Return of Service](#)

Important issues and considerations include:

I. Securing Structures

If a building poses a serious threat to public health and safety, a municipality may secure it pending the abatement proceedings discussed below, and may recover its expenses from the owner (17 M.R.S.A. § 2856). Notice must be served on the owner and all parties-in-interest in accordance with 17 M.R.S.A. § 2851(1), but notice need not be given in advance if prompt action to secure the structure is necessary.

II. Local Process; Alternative Summary Process

State law provides three methods for abating the nuisance and public safety threat posed by a dangerous building. Under the first method, the municipal officers (selectpersons or councilors) may, after notice and hearing, find that a building or structure, or portion thereof, is unsafe and is therefore a nuisance or dangerous and must be disposed of (17 M.R.S.A. § 2851). Notice of the hearing must be served on the owner and upon all parties-in-interest as defined in 14 M.R.S.A. § 6321 (mortgagors, holders of the fee interest, mortgagees, lessees under recorded leases or memoranda of leases, lienors and attaching creditors, all as shown by Registry of Deeds records and documents referred to therein). Published notice is required where the name or address of any owner or co-owner is unknown (17 M.R.S.A. § 2851(2)). The notice must be recorded in the Registry of Deeds by the municipal clerk (17 M.R.S.A. § 2857). After the hearing, the municipal officers may issue an order: "prescribing what disposal must be made of that building or structure" (17 M.R.S.A. § 2851). The order must be accompanied by written "findings." Most often, the order is for abatement of structural defects within a specific period of time or removal of the structure. However, nothing in the statute limits municipal remedies, and it may order a building demolished. Neither the statute nor due process of law requires the municipality to first list the defects and allow a reasonable time for repairs before

Maine Municipal Association – Dangerous Buildings Information Packet

demolition. *Kirkpatrick v. City of Bangor*, 1999 ME 73, 728 A.2d 1268. The municipal clerk must record the order in the Registry of Deeds and must also serve an attested copy of the order upon the owner and all parties-in-interest (17 M.R.S.A. § 2851(3)). An appeal may be taken to Superior Court from the decision of the municipal officers. If no appeal is filed, the municipal officers may order the building or structure to be repaired or removed (17 M.R.S.A. §§ 2852-2853).

The second method of abatement is an alternative to proceeding before the municipal officers. Instead, a municipality may seek an abatement and/or demolition order directly from Superior Court (17 M.R.S.A. § 2851(4)). After a hearing, the Court may order abatement/demolition and may award costs to the municipality.

The third method of abatement is a "summary" (immediate) process that may be used in cases involving an immediate and serious threat to public health, safety and welfare (17 M.R.S.A. § 2859). To use the summary process, the building inspector (or other official named in the statute) must file a verified complaint with the Superior Court. The court may act "ex parte" to set a hearing date (within 10 days of the filing) and order the owner(s) to appear. Upon hearing, the court may order abatement/removal and may assess costs. There is no appeal from the court's judgment, although the owner may, within 30 days, contest costs and seek damages for wrongful removal if provable.

III. Acknowledgment; Return of Service

On a legal document, an "acknowledgment" attests to the authenticity of a signature and is required in order to record the document at the county Registry of Deeds. A "return of service" evidences that a copy of the document was actually served on a person by someone with authority to do so. All of the suggested forms in this packet should include an acknowledgment for each signature and should be recorded in the Registry of Deeds (17 M.R.S.A. §§ 2851, 2857 and 2858). Any notice or order required to be served on an owner or party-in-interest should also include a return of service (17 M.R.S.A. §§ 2851 and 2856). Service must be made in the same manner as a court summons is served, including by mail, by a sheriff or deputy within the sheriff's county, by another person authorized by law, or by some person specially appointed by the court for that purpose (Rule 4, M.R.Civ.P., linked above). Please note that while service on an out-of-state property owner may be made in the same manner in which service is made in Maine, the person serving the order on an out-of-state property owner must be one authorized to do so under the laws of the state where service is attempted.

IV. Records

In any proceeding before the municipal officers, a full record of testimony and deliberations should be kept (either a clearly audible tape recording or a written verbatim transcript). Documentary evidence (such as photos and inspection reports) also should be compiled and preserved. This record is essential to sustaining the municipal officers' decision if it is appealed. Proof of expenses (such as time cards and invoices) also will be important if a municipality itself undertakes the abatement and seeks to recover its costs.

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V. Special Tax

If municipal expenses of abatement are not paid by the owner(s) within 30 days of demand, these costs may be recovered by assessing a "special tax" against the land (17 M.R.S.A. § 2853). The tax must be included in the "next annual warrant" to the collector and may be collected in the same manner as property taxes (including by automatic lien foreclosure). (See MMA's *Municipal Assessment Manual* for assessment and commitment discussions and related forms.)

VI. Personal Property Located in a Building Declared to be Dangerous

In many cases, there will be items of personal property inside a building that has been declared dangerous using the process outlined above. Before the building may be demolished, the personal property must be addressed. Title 30-A M.R.S.A. § 3106 outlines the statutory procedure that must be followed by the municipality in the event of abandoned personal property.

VII. Additional Concerns

As the discussion above indicates, a determination that a structure is a dangerous building requires careful consideration by the municipal officers and strict compliance with the requirements of State law, including complex notice provisions. A title search is recommended to identify all parties-in-interest entitled to notice of the proceedings. Moreover, demolition of property is a drastic measure that may result in liability for damages for wrongful removal. The municipality should take care to protect the due process rights of the owner or parties-in-interest by providing a meaningful opportunity to be heard and to address municipal concerns. *Kirkpatrick v. City of Bangor*, 1999 ME 73, 728 A.2d 1268; *Michaud v. City of Bangor*, 196 A.2d 106 (Me. 1963); *Bennett v. Town of Poland*, CV-88-64 (Super. Ct, Andro. Cty, Nov. 9, 1988). Therefore, we strongly urge the municipal officers to consult with local counsel before commencing such a proceeding. The municipality may recover the cost of legal advice as part of the "special tax" assessed against the property. (See *City of Brewer v. Michael W. Conners*, 2004 Me. Super. LEXIS 135 (No. CV-03-2, Me. Super. Ct., Pen. Cty., May 28, 2004), in which the Court awarded the City both its costs for demolishing the dangerous buildings and its attorney's fees and costs for bringing the action.)

Finally, and again in consideration of the complexity of the formal procedures outlined above, a municipality should first attempt to resolve the issue of an unsafe building informally by sending a letter by certified mail, return receipt requested, to the property owner setting forth the problem and explaining that unless the problem is resolved to the municipality's satisfaction within a specified number of days, the municipality will commence proceedings to have the building or structure demolished. Municipalities should be aware that any negotiated consent which allows the municipality to demolish property and assess a special tax against the property must include written consent by all parties-in-interest. Notices of the consent must be recorded in the Registry of Deeds (17 M.R.S.A. § 2858).

Maine Municipal Association – Dangerous Buildings Information Packet

VIII. Forms

The MMA Legal Services Department would like to thank Geoff Hole, Esq. for sharing various forms that he developed for use in connection with the Title 17 dangerous building process. Those forms appear as part of this packet either in their original form or with modifications.

This packet is designed to provide general information and is not intended as a substitute for legal advice for specific situations. The statutes and other information herein are only current as of the date of publication.



City Council Information Sheet

City of Auburn

Council Workshop or Meeting Date: 01/25/2016

Author: Jason Moen, Deputy Chief of Police

Subject: Neighborhood Revitalization Unit (NRU)

Information: Implementation of a Multi-Departmental Neighborhood Revitalization Unit

Advantages: Implementation of the Unit will ultimately lead to investment opportunities in revitalizing residential housing stock in the downtown area. Enforcement activities will focus on issues leading to the deterioration of a neighborhood, IE Drug Trafficking, Code Violations, Problem Buildings. The implementation of NRU will assist the city in achieving goals set forth in the 2015-19 Consolidated Plan Neighborhood Revitalization Strategy created by the Citizens Advisory Committee.

Disadvantages: City priorities will be realigned, causing a temporary shift in the allocation of city resources to particular areas and programs.

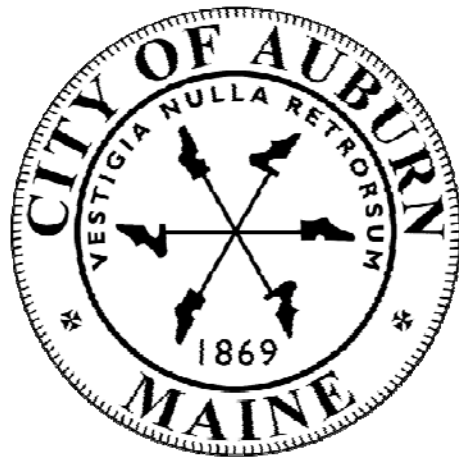
City Budgetary Impacts: Reallocation of existing funding in the CDBG Program (\$80,000) to implement the Neighborhood Revitalization Unit.

Staff Recommended Action: To implement the Neighborhood Revitalization Unit, reallocating \$80,000 of existing CDBG Funding, \$56,597 Drug Assets Forfeiture funding and \$163,661 of current FY16 funding.

Previous Meetings and History: City Council Workshop 09/14/15 A New Approach to Building Stronger Neighborhoods Presentation; City Council Workshop 10/19/15 Neighborhood Revitalization Unit

Attachments: Auburn's Neighborhood Revitalization Strategies, A Citizencentric Approach to Service Delivery. Auburn Neighborhood Revitalization Unit Power Point Presentation

AUBURN'S NEIGHBORHOOD REVITALIZATION STRATEGIES



1/25/2015

A Citizencentric Approach to Service Delivery

Summary of alternative policing methods and citizencentric approaches to the delivery of city services. Presented by Deputy Chief Jason Moen

Auburn's Neighborhood Revitalization Strategies

THE CITIZENCENTRIC APPROACH

THE CITIZENCENTRIC APPROACH

Most city departments operate as a centralized organization incorporating a hierarchical service delivery model that restricts the delivery of services to the operational area of the particular service provider with little to no communication between city departments. This historical service model has created “silos” within city departments. A run-down apartment building rife with building code and safety violations becomes a haven for drug dealers who can operate in virtual anonymity because landlords and property owners have become absent rather than to address issues with the building. This run-down building now detracts from the rest of the neighborhood, which increases the risk of the neighborhood following suit with this decrepit building as neighborhood pride disappears. This begins the trickledown effect that turns neighborhoods into hot spots that generate police calls for service.

Over the last decade, Auburn has reduced resources within city government while attempting to generate more economic development investment. This has generated a diminished delivery of customer service to the citizens of Auburn. The Citizencentric approach is an approach in which the needs and expectations of citizens are reflected in decision making and service delivery.

In order to accomplish the Citizencentric approach, the city should break away from the traditional organizational structure of city government so as to expand and direct resources to provide even a higher quality of life to those living in Auburn. Creating a multi-department, multi-discipline Citizencentric team to provide public services necessitates the need for a radical change in thinking. Organization culture, service delivery strategies, leadership and management approaches, staffing and communication are all areas that will be impacted while simultaneously educating city employees and citizens to change their understandings, orientations and behaviors. This approach moves city operations from the industrial age construct of centralized bureaucratic control, rigid hierarchical structures, systematic managerial processes with formalized and authorized official processes, policies and agreements, to a less structured non-centralized, real-time association of interconnected employees acting with regard to common missions.¹

This is a philosophy that is fully compatible with, and capitalizes upon the tools, and dynamics of a technologically advanced era of policing. Traditional models concern themselves with procedure, policy, order and control. The Citizencentric approach sets aside traditional concerns and concentrates on the product, on achieving success, on increasing individual productivity and on maximizing communication to solve problems.² The goal is achieving effective and appropriate solutions quickly in a rapidly changing environment. This philosophy requires a complete new culture of control, new organizational structure, new operational methodologies and technological tools to facilitate them in order to maximize human productivity and effectively and efficiently solve citizen problems.

¹ Roanoke Police Department , Third Evolution of Geopolicing

² Roanoke Police Department , Third Evolution of Geopolicing

The benefits of a citizen-centric approach include higher levels of customer service and satisfaction, the personalization of service delivery, improved complaint resolution and developing an increased trust and confidence in municipal government. In regards to citizen-centric policing, it is acknowledged that in the management and reduction of crime in the community, there is an absolute limit to how far crime can be suppressed by police action alone.³ Police merely cannot arrest their way to the elimination of crime. Factors and elements to that are conducive to criminal behavior must also be addressed. To achieve maximum crime reduction, it will take a partnership between the city and citizens where citizens will embrace new responsibilities with a strong obligation to contribute to the well-being of the city. The concept of public value must be communicated to our citizens and our city leaders to illustrate that to achieve the delivery of enhanced services that the city wants to provide, citizens must be prepared to partner with the city in this new approach. Working together, the city and its citizens can effectively improve the quality of life within the city and reduce crime.

A model must be created that is dedicated to trust, transparency and openness that focuses on people. Most of the functions are decentralized and the services that functions provide are integrated into a geographical area that has been determined to be a hot spot for police calls for service. "By taking a citizen-centric approach, leaders can better understand the needs of their citizens and translate those needs into targeted, effective service-delivery improvements. In doing so, they can increase citizen satisfaction and also reduce costs."⁴

NEIGHBORHOOD REVITALIZATION UNIT

The Neighborhood Revitalization Unit (NRU) is the product of the Citizen-centric Approach. Headquartered within the Police Department, NRU implements the Citizen-centric delivery of city services to the citizens it serves. Consisting of members of the police department, planning & permitting, fire, CDBG and code enforcement, NRU provides services in a streamlined, efficient approach that maximizes results. The police department recognizes that as a value based organization it provides services which link it to the ethical and emotional lives of its citizens. Some of the department's most frequent customers are those with the least resources who often make the most demand for services. Therefore the department is committing itself to knowing those who are in the most need of a particular service and then develop personalized strategies designed to best assist them without taxing resources.

The cross-decking of personnel from various city departments into NRU will maximize the effectiveness of service delivery to a particular hot spot area with a goal of improving quality of life. A number of goals and strategies for NRU need to be implemented to ensure the success and effectiveness of the unit.

NRU GOALS

1. IMPLEMENTATION OF THE CRIME FREE MULTI-HOUSING PROGRAM (CFMHP)

The Crime Free Multi-Housing Program is a, state-of-the-art, crime prevention program designed to reduce crime, drugs, and gangs on apartment properties. This program was successfully developed at the Mesa Police Department in 1992. The International Crime Free Multi-Housing Program has spread

³ Roanoke Police Department , Third Evolution of Geopolicing

⁴ http://www.mckinsey.com/insights/public_sector/implementing_a_citizen-centric_approach_to_delivering_government_services

to nearly 2,000 Mesa Arizona cities in 48 U.S. States, 5 Canadian Provinces, England, Nigeria, and Puerto Rico.⁵

The program consists of three phases that must be completed under the supervision of the police department. Property managers can become individually certified after completing training in each phase and the property becomes certified upon successful completion of all three phases.

The anticipated benefits are reduced police calls for service, a more stable resident base, and reduced exposure to civil liability.

2. *COORDINATE A ORDINANCE REVISION THAT ALLOWS FOR NUISANCE ABATEMENT*

Current municipal ordinances are cumbersome and do not establish a basic legal threshold that identifies the elements of a nuisance property. The ordinance also needs to provide a framework of remediation options that address the nuisance. Nuisance abatement must be seen as a strategic tool that will enhance the quality of life for the city's neighborhoods.

3. *IMPLEMENT DDACTS INTO NRU OPERATIONAL PLANNING*

Data-Driven Approaches to Crime and Traffic Safety (DDACTS) is a law enforcement operational model that integrates location based crime and traffic crash data to establish effective and efficient deployment of resources, utilizing GIS resources with temporal and spatial analysis to identify high activity areas (Hot Spots). NRU resources will deploy into hot spots to reduce the probability of crime and traffic crashes occurring. The department is currently working on the implementation of analytical software that will allow officers to better decipher hot spot activity within the city.

4. *10% REDUCTION IN PART I CRIMES IN 2016*

A city's crime rate can be a focal point for economic development. Auburn has historically had a higher crime rate due to the number of larceny crimes that occur in the retail district. NRU will work with retailers to create proactive anti-shoplifting strategies.

5. *10% INCREASE IN DRUG RELATED ARRESTS IN 2016*

Drug crime and activity is a focal point that is central to neighborhood revitalization efforts. Neighborhoods that are conducive to drug activity often have a lower quality of life than other areas. NRU will focus on driving drug trafficking from Auburn neighborhoods.

6. *10% DECREASE IN TRAFFIC CRASHES IN 2016*

Pro-active traffic enforcement activities lead to a reduction in traffic crashes. Utilizing DDACTS, NRU will identify high crash areas within the city and deploy traffic enforcement resources to and around those high crash areas.

NRU STRATEGIES

HARD DEPLOYMENT

A crime fighting strategy that allows for a pre-determined number of uniformed officers and marked patrol vehicles to effectively hold a specific area for a defined time. (*Hold* means to have continued police presence, all users of the space are fully aware of police presence; unless a higher priority is determined, units will not leave the defined area without first being supplemented by another marked

⁵ www.crime-free-association.org

unit). When occupying the space the primary police tactic will be high visibility of uniformed officers and marked police vehicles.

When to deploy this strategy: Is determined by the existing part one violent crimes occurring in a defined area and a defined time. Additionally, this strategy can be used for: a crime series, crime spree, and a crime trend. This strategy may also be utilized if a defined area has been designated that crime may occur unless environmental, social, and behavioral factors are changed/impacted **but deployment should be limited in scope.**

SOFT DEPLOYMENT

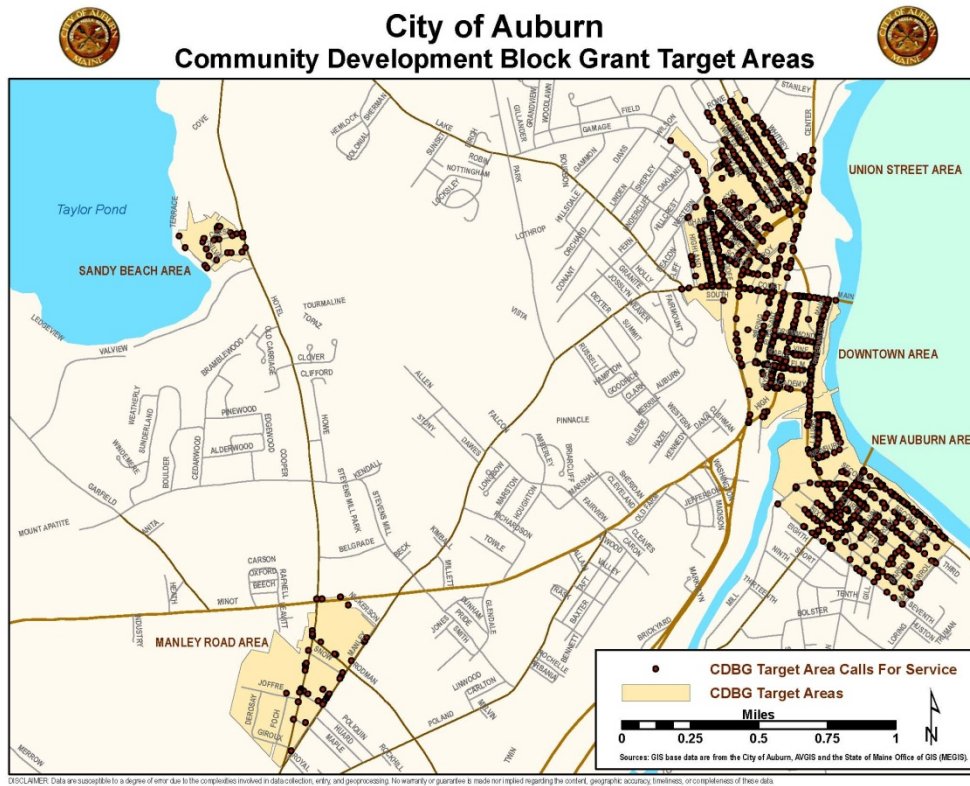
This strategy is primarily used for defined areas that have a potential for crime based on detailed analysis and predictive analytics. This deployment can be focused on environmental factors, specific problem locations, as well as behavior patterns of certain people and or groups of people. Certain aspects of this approach can be used for **other crime reduction strategies.**

GENERAL STRATEGIES

- Identify problem addresses (three or more calls for service, especially drug/weapon related). Pursue evictions especially for any drug violation, partner with drug agents to ensure any search warrants that are executed are followed up with eviction if rental property.
- Specific traffic enforcement, know areas where crashes are most common, run radar, conduct checkpoints, school zone radar enforcement, high visible areas. Also use these traffic enforcement strategies in our high crime areas = (visibility & intel gathering)
- Rental property walks especially with property managers
- Community engagement: attend community meetings, neighborhood walks, engage with the people, share crime information, answer questions, and be approachable.
- Meet with CIU, see what their investigation needs are, how can NRU assist in neighborhood canvassing, looking for key offenders/witnesses etc...
- High patrol visibility in our Hot Spot areas (based on DDACTS and field experience)
- Surveillance when needed. Use to develop Intel to support drug enforcement operations. Must balance with prevention/enforcement activities
- Prevention patrol: problem school bus stops (especially after school), city parks (after school fights), high traffic volume (morning and afternoon work traffic), housing authority properties.
- Freedom to Fail - NRU members are encouraged to be creative when it comes to community engagement and crime reduction. Each member is given the flexibility and permission to think and operate "outside the box". Members are encouraged to explore and implement new ideas, strategies, and resources to benefit the department and or the community. Members will be given an opportunity to apply their creativity without fear of failure or reprisal.

CDBG TARGET AREAS

NRU will be primarily operating in the CDBG target areas. Analysis shows that in FY15, 32.97% of police calls for service originated in the CDBG target areas. The target areas represent 1% of the total square miles for the city. 2000 Census data shows the 50%-80% of the population of the target areas are living below low moderate income levels. Targeting the CDBG areas will maximize the deployment of resources and allow us to appropriate CDBG funding towards these efforts to bring sustainable change to our community.



Focusing enforcement efforts in these target areas will have the greatest potential to reduce calls for service for the police department. By reducing calls for service, patrol officers will have more time for pro-active enforcement activities.

NRU will also be utilizing DDACTS for city-wide traffic enforcement activities. This will allow us to sustain our successful traffic enforcement efforts and continue to reduce traffic crashes.

COORDINATED NEIGHBORHOOD REVITALIZATION STRATEGY

The concept of a citizen-centric approach and the implementation of the Neighborhood Revitalization Unit aligns with 2015-19 Consolidated Plan developed by the Citizens Advisory Committee. High priority goals of the plan include preventing the deterioration of housing stock, make neighborhood streets safer, more walkable and increase owner occupancy. Over half of the housing stock of in-town Auburn was built prior to World War II. When old housing is combined with tenants and owners who have low income, the inevitable result is housing deterioration.⁶ As NRU develops enforcement actions and strategies against drug dealers

⁶ 2015-19 Consolidated Plan; Frank O'Hara, Planning Decisions Inc

and problem tenants, NRU will also come alongside landlords and property managers to educate them on resources the city can offer to assist them in investing in their housing stock, albeit low to zero interest rate loans via CDBG funding. A strong partnership with the Lewiston-Auburn Landlord Association will be vital in achieving goals set forth on the comprehensive plan.

The high priority goals for CDBG and the NRU outcomes are as follows:

1. **Support people in the efforts to transition out of poverty** - Building community partnerships and engaging residents to seek assistance in jobs, services, treatment, and education will be a major factor in transitioning people out of poverty.
2. **Prevent deterioration of housing stock** - Collaboration with the department of planning to enhance current city codes will require owners to make appropriate renovations to an aging housing stock. The renovations will begin with focusing on life safety violations.
3. **Promote jobs and development** – although the NRU will not be focused on development or job creation, we believe it will be a residual effect to the changes within the target neighborhoods.
4. **Make neighborhood streets safer and more walkable** - Having the NRU's priority to be working in the identified target area it will make drug eradication a priority. Street level crimes are what make citizens feel unsafe (see 2013 citizen survey). A balanced approach of enforcement and street improvement will encourage our community to feel safe walking our streets.
5. **Prevent Homelessness** - Homelessness is caused by tragic life occurrences like the loss of loved ones, job loss, domestic violence, divorce and family disputes. For those living in poverty or close to the poverty line, an "everyday" life issue that may be manageable for individuals with a higher income can be the final factor in placing them on the street. A broken down vehicle, a lack of vehicle insurance, or even unpaid tickets might be just enough to render someone homeless. Having officers equipped with a better understanding of this can be the prevention that is needed from sending a person onto the street.
6. **Increase owner occupancy** - Building collaboration with tenants and landlords to establish relationships to provide affordable and safe housing. By being that liaison, we can build healthy relationships which can be leveraged into owner occupied units. Implementation of the Crime Free Multi-Unit Housing registration program.
7. **Improve parks and establish community gardens** – We will be expanding on the successes we have experienced with "Park Watch" and the PAL Community Garden to the target neighborhoods. Improving parks is more than replaced damaged/vandalized equipment. The NRU will be building trust with the community to take ownership of their parks.

CONCLUSION

A Citizencentric approach to Neighborhood Revitalization is a bold step towards maximizing efficiency service delivery to the citizens of Auburn. This approach is going to require a radical shift in the organizational culture of city government. Processes will be decentralized and dynamic, allowing for the rapid deployment of city resources to the neighborhoods that require them, thus improving the quality of life within the city. Commitment from all facets of city government, as well as the citizens we serve, will be required to breathe life into the City of Auburn.



City of Auburn

Neighborhood Revitalization

Fiscal Year 2016
Proposed 1.25.2016

Projected Expenses for remainder of FY16

Actual expenses may vary according to changing circumstances

Neighborhood Revitalization Unit

	<i>CDBG</i>	<i>Drug Forfeiture</i>	<i>Existing FY16 Budget</i>	<i>FY16 Request</i>	<i>FTE FY16</i>	<i>FY 17 Request</i>	<i>FTE FY17</i>
Regular Salaries	\$ 80,000		\$ 83,985	\$ 163,985	6	\$ 442,437	8.5
Vehicles		\$ 23,597	\$ 79,676	\$ 103,273		\$ 53,550	
Equipment		\$ 33,000		\$ 33,000		\$ 3,000	
Programming						\$ 10,000	
Total	\$ 80,000	\$ 56,597	\$ 163,661	\$ 300,258		\$ 508,987	

Salaries

Police	\$ 80,000	\$ 42,405	\$ 122,405	5	\$ 391,543	7
Code Enforcement		\$ 19,699	\$ 5,910	0.5	\$ 24,112	0.75
CDBG Staff		\$ 21,881	\$ 6,564	0.5	\$ 26,783	0.75

Vehicles

Two Cruisers @ \$31,126 ea		\$ 62,252	\$ 62,252		\$ 32,250	
Non K9 Vehicle Equipment		\$ 12,324	\$ 12,324		\$ 12,375	
K9 Vehicle Equipment	\$ 19,147		\$ 19,147			
Two Mobile Data Terminals @ \$2,100 ea		\$ 4,200	\$ 4,200		\$ 2,100	
Two Stop Sticks @ \$450 ea		\$ 900	\$ 900		\$ 450	
Two AVL Modems @ \$450 ea	\$ 900		\$ 900		\$ 450	
Mobile Camera Equipment	\$ 500		\$ 500		\$ 4,400	
Two Patrol Rifles @ \$1400 ea	\$ 2,800		\$ 2,800		\$ 1,400	
Two Cruiser Flashlights @ \$125 ea	\$ 250		\$ 250		\$ 125	

Equipment

5 Computers @ \$800 ea	\$ 4,000		\$ 4,000			
Surveillance Equipment	\$ 5,000		\$ 5,000			
Protective Equipment	\$ 4,000		\$ 4,000			
License Plate Reader	\$ 20,000		\$ 20,000			
Miscellaneous Equipment					\$ 3,000	

Programming

Crime Free Multi-Unit Housing					\$ 10,000	
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Line Item Narrative

Neighborhood Revitalization Unit: The Neighborhood Revitalization Unit (NRU) is a citizen-centric approach to the delivery of citizen services. This unit would consist of staff from Police, Planning and CDBG focusing on Housing and Crime issues in the CDBG Target Areas with an eye towards the revitalization of housing stock.

AUBURN'S NEIGHBORHOOD REVITALIZATION UNIT

a citizen-centric approach



SNAPSHOT

A run-down apartment building with building code and safety violations becomes a haven for drug dealers and other criminal activity.

HOW and WHY?

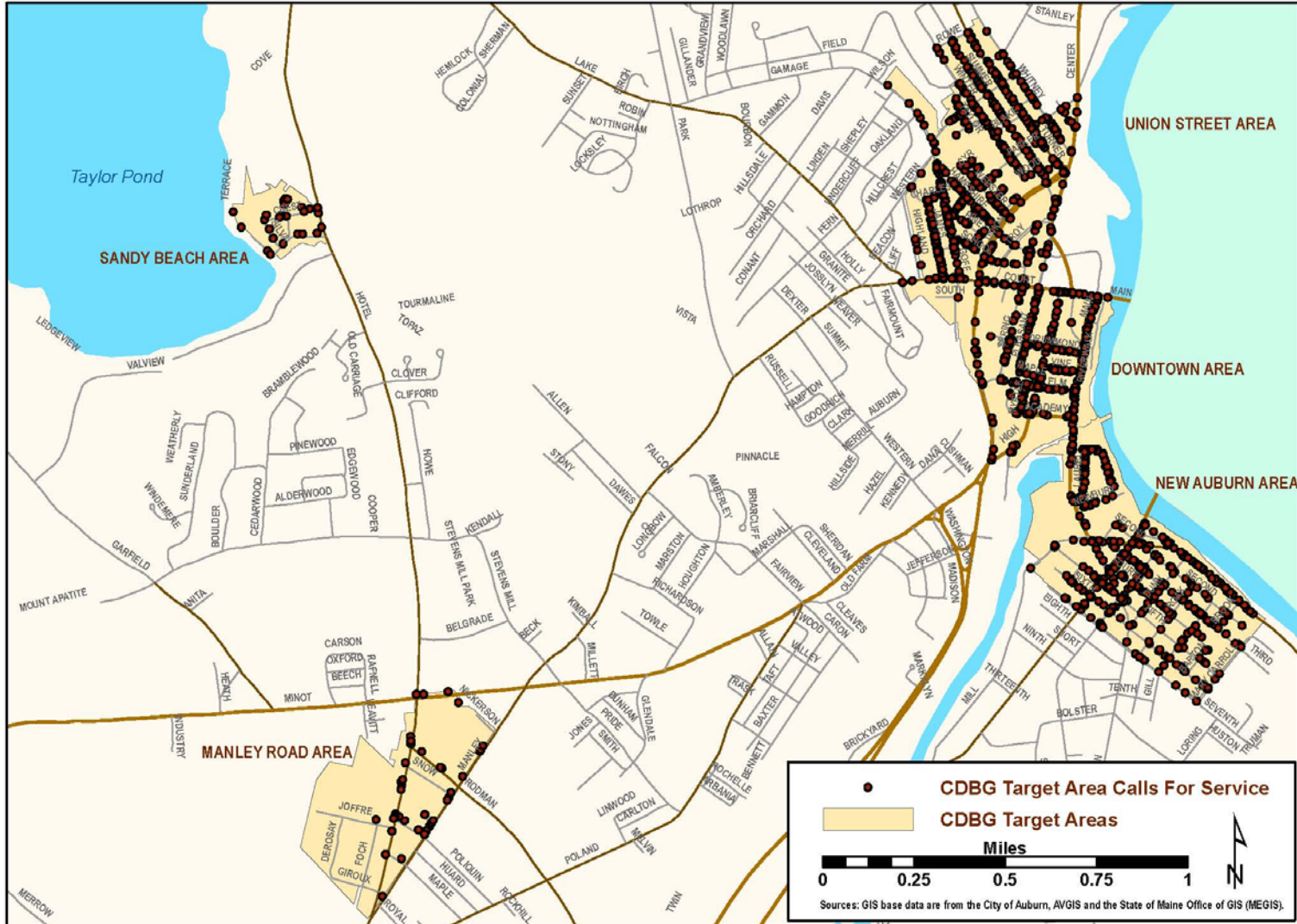
- Landlords and property owners are absent and unresponsive
- City departments operate within silos, with each department addressing issues, but with limited communication/information sharing
- Vital resources are not getting to those who desire to improve their buildings
- Run-down buildings detract from the rest of the neighborhood, and...

neighborhood pride disappears

THE NUMBERS

- From July 1, 2014 to June 30, 2015 the Auburn Police Department received **35,192** Calls For Service.
- 33,964 or 96.51% of these had sufficient address/location information to be mapped
- Of the 33,964 mapped CFS, **11,198** or **32.97%** fell within one of the Community Development Block Grant Target Areas.

CDBG TARGET AREAS



DISCLAIMER: Data are susceptible to a degree of error due to the complexities involved in data collection, entry, and geoprocessing. No warranty or guarantee is made nor implied regarding the content, geographic accuracy, timeliness, or completeness of these data.

CDBG TARGET AREAS

Analysis shows that in FY15, **32.97% of police calls for service originated in the CDBG target areas.**

The target areas represent 1% of the total square miles for the city.

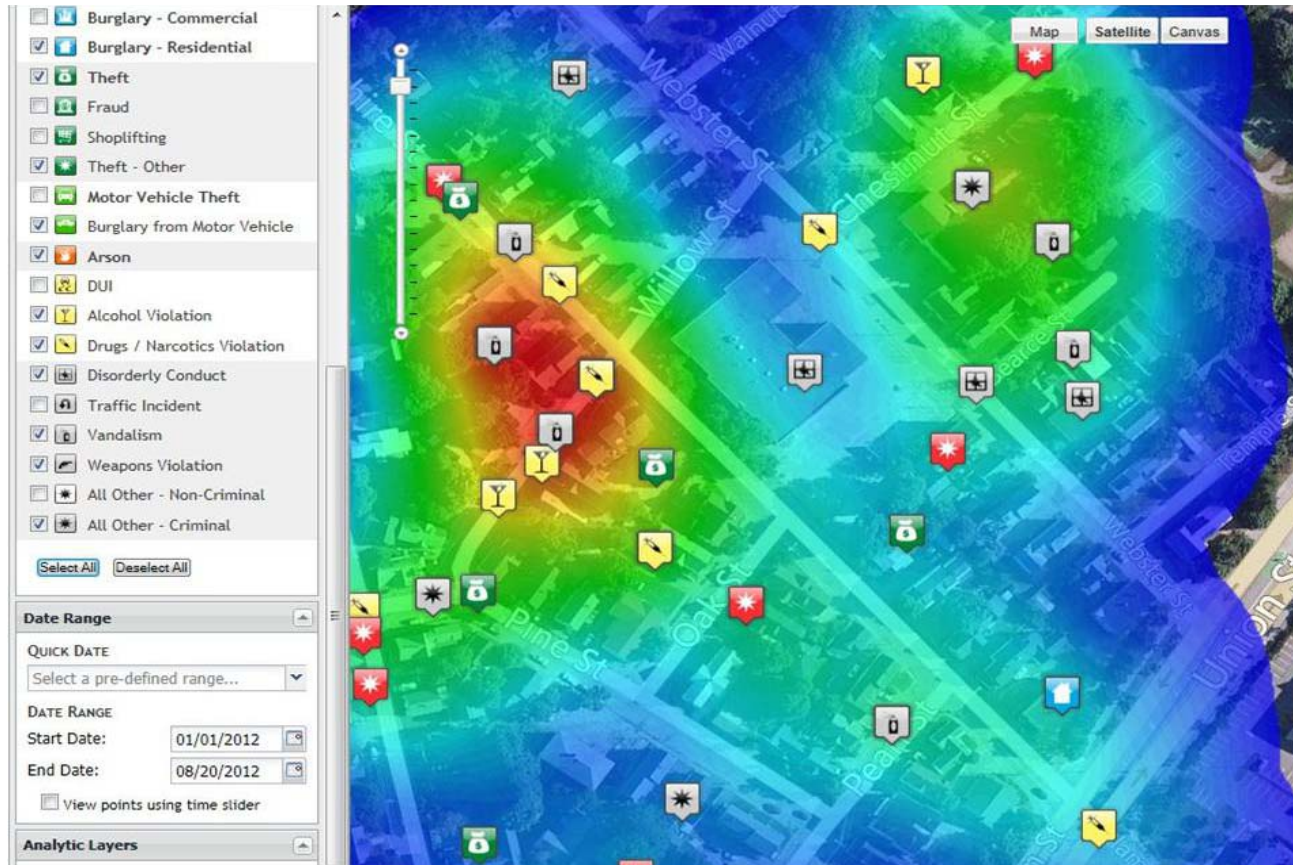
2000 Census data shows the 50%-80% of the population of the target areas are living below low/moderate income levels.

PROPOSED MODEL:

NEIGHBORHOOD REVITALIZATION UNIT

- Consisting of members of police, planning & permitting, fire, CDBG and code enforcement, NRU provides services in a streamlined and efficient approach that maximizes results
- The cross-decking of personnel from various city departments will maximize the effectiveness of service delivery to a particular hot spot area with a goal of improving quality of life

HOT SPOT MAPPING



DDACTS will allow the NRU to utilize the Koper Curve Theory: the deployment of police resources to a particular spot for 15 minutes reduces the likelihood for criminal activity to occur within 30 minutes of police departing the area to 4%

A NEW APPROACH

State of Maine | Safe Neighborhood Grant Program

The Safe Neighborhood Program provides resources to support new or expanded local law enforcement and crime prevention programming in designated neighborhoods which will benefit low/moderate income persons. These funds will help alleviate illegal drug activity, violent crime and property crime, which will benefit residents.

EFFECTIVE DEPLOYMENT

Other successful NRU-type initiatives:

- Vallejo, California –
VNR [Vallejo Neighborhood Revitalization]
- Dallas, Texas –
NAT [Nuisance Abatement Team]
- Rutland, Vermont –
RUN [Rutland's United Neighborhoods]
- Roanoke, Virginia –
CRT [Community Response Team]

NRU: HIGH PRIORITY GOALS

- **Support people in the efforts to transition out of poverty** - Building community partnerships and engaging residents to seek assistance in jobs, services, treatment, and education will be a major factor in transitioning people out of poverty.
- **Abate/prevent deterioration of housing stock** - Collaboration with Planning Department to enhance current city codes will require owners to make appropriate renovations to an aging housing stock. Renovations will begin with a focus on life/safety violations.

NRU: HIGH PRIORITY GOALS

- **Promote jobs and development** – While the NRU will not be focused on development or job creation, we believe this will be a residual effect to the changes within the target neighborhoods.
- **Make neighborhood streets safer and more walkable** - Working in the identified target areas will make drug eradication a priority. Street level crimes are what make citizens feel unsafe . A balanced approach of enforcement and street improvement will encourage our community to feel safe walking our streets.

NRU: HIGH PRIORITY GOALS

- **Prevent Homelessness** - Homelessness is caused by tragic life occurrences. For those living in poverty or close to the poverty line, an "everyday" life issue can be the final factor in placing them on the street. Equipping our officers with a better understanding of this can make all the difference.

NRU: HIGH PRIORITY GOALS

- **Increase owner occupancy** - Collaboration with tenants and landlords to provide affordable and safe housing. Building healthy relationships can be leveraged into more owner-occupied units. Implementation of the Crime Free Multi-Unit Housing registration program.
- **Improve parks & establish community gardens** – We will be expanding on the success of “Park Watch” and the PAL Community Garden. Improving parks is more than replacing damaged/vandalized equipment. NRU will be building trust within the community and encouraging residents to take ownership of their parks.

NEXT STEPS

- The Police Department has made an organizational restructure to allow five FTE to move into the new unit, with an additional two employees to be assigned when staffing allows in FY17.
- Planning and Permitting and CDBG will reassign the code enforcement officer and the housing project manager to the NRU. Each will spend 50% of their time initially and in FY17 75%.

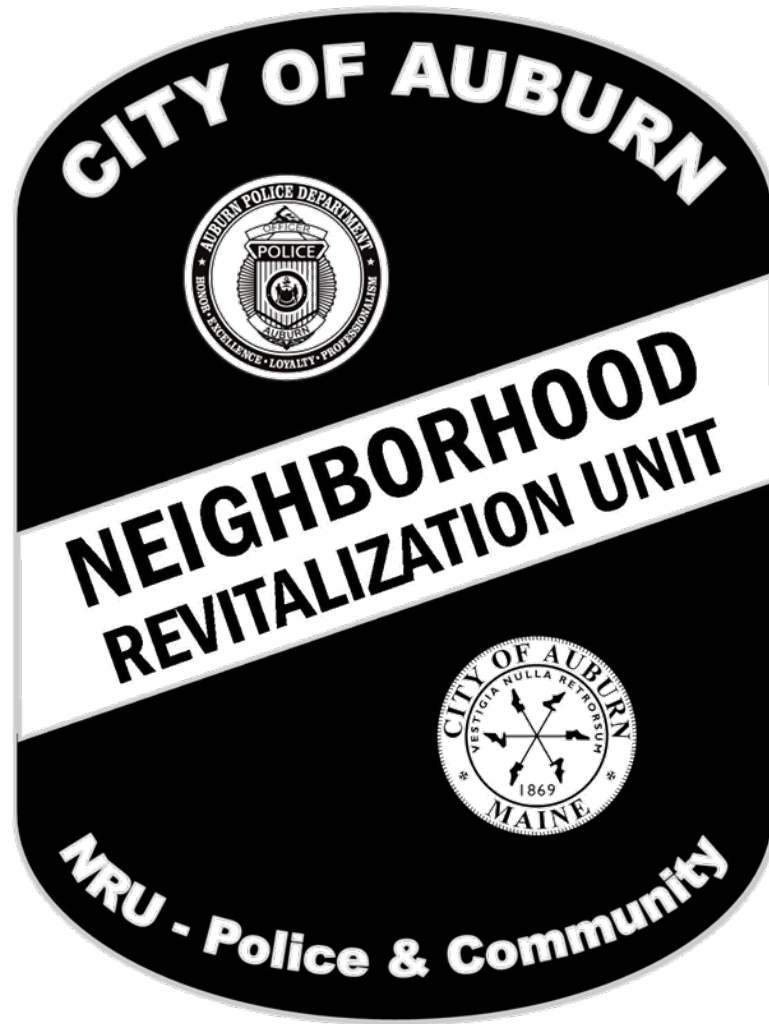
NEXT STEPS

- Complete inventory of the target neighborhoods to identify the top priority locations/buildings
- Collect data from various sources: police crime data, Energov code violations, Patriot assessments, County foreclosures, and courts eviction notices
- Develop strategies for immediate implementation which includes enforcement (DDACTS) and incentives for building improvements
- Budget Prioritization

NEXT STEPS

To stand-up the unit, staff will make the following budget prioritizations:

- \$80,000 of CDBG funds
- \$56,597 of Drug Forfeiture Funds
- \$163,661 of existing FY16 Budget





City Council Information Sheet

City of Auburn

Council Meeting Date: January 19, 2016

Order 03-01252016

Author: Phillip L. Crowell, Jr., Chief of Police

Subject: Confirm Chief Crowell's appointment of Travis Barnies, Jonathan Edwards and Andrew Jarman as Constables with a firearm for the Auburn Police Department.

Information: The Auburn Police Department requests City Council appointment of Travis Barnies, Jonathan Edwards and Andrew Jarman as Constables with a firearm for the City of Auburn.

Advantages:

Disadvantages:

City Budgetary Impacts: n/a

Staff Recommended Action: Motion to confirm Chief Crowell's appointment of Travis Barnies, Jonathan Edwards and Andrew Jarman as Constables with a firearm for the Auburn Police Department.

Previous Meetings and History:

Attachments:

- Memo from the Chief
- Order 03-01252016



Auburn Police Department



Memorandum

Phillip L. Crowell
Chief of Police

Jason D. Moen
Deputy Chief

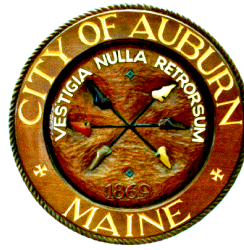
Rita P. Beaudry
Executive Assistant

To: Honorable Mayor Jonathan Labonte and Members of the City Council
From: Phillip L. Crowell, Jr., Chief of Police
Date: January 6, 2016
Re: CONSTABLES

We request that the following named persons be named as Constables for the Auburn Police Department:

Travis Barnies	with Firearm	New Hire	Police Officer
Jonathan Edwards	with Firearm	New Hire	Police Officer
Andrew Jarman	with Firearm	New Hire	Police Officer

James Pross, Ward One
Robert Stone, Ward Two
Andy Titus, Ward Three
Ernestine Gilbert, Ward Four



Leroy Walker, Ward Five
Grady R. Burns, At Large
David C. Young, At Large

Jonathan P. LaBonte, Mayor

IN CITY COUNCIL

ORDER 03-01252016

ORDERED, that the City Council hereby names Travis Barnies, Jonathan Edwards and Andrew Jarman as Constables with a firearm for the Auburn Police Department.



City Council Information Sheet

City of Auburn

Council Workshop or Meeting Date: 1/25/2016

Order 04-01252016*

Author: Sue Clements-Dallaire

Subject: Appointing Denis D'Auteuil to the Lewiston-Auburn Transit Committee (LATC)

Information: Passage of this order would be to confirm the appointment of Assistant City Manager, Denis D'Auteuil, to the Lewiston-Auburn Transit Committee, a seat previously held by City Manager Howard Kroll. This is a three year term that would run from 1/1/2016 through 1/1/19.

Advantages: It fills this Auburn seat and provides representation of the viewpoints of the city.

Disadvantages: None come to mind.

City Budgetary Impacts: N/A

Staff Recommended Action: Recommend passage.

Previous Meetings and History: N/A

Attachments:

Memo

Order 04-01252016



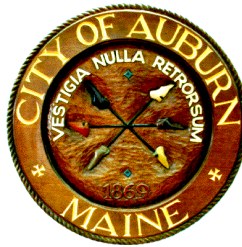
TO: LATC
FROM: Auburn City Council
RE: D'Auteuil Appointment
DATE: January 25, 2016

To Whom It May Concern:

We, the City Council have invited Denis D'Auteuil, Auburn Assistant City Manager to serve in place of City Manager Howard Kroll on the Lewiston-Auburn Transit Committee (LATC) for a term to begin upon acceptance of this invitation.

As an appointed Representative Member of LATC, Denis has been asked to represent the viewpoints of our city and to develop recommendations for LATC's consideration.

James Pross, Ward One
Robert Stone, Ward Two
Andy Titus, Ward Three
Ernestine Gilbert, Ward Four



Leroy Walker, Ward Five
Grady R. Burns, At Large
David C. Young, At Large

Jonathan P. LaBonte, Mayor

IN CITY COUNCIL

ORDER 04-01252016

ORDERED, that the City Council hereby confirms the appointment of Assistant City Manager, Denis D'Auteuil, to the Lewiston-Auburn Transit Committee (LATC) with a three year term which will expire January 1, 2019.

IN COUNCIL REGULAR MEETING JANUARY 04, 2016 VOL. 34 PAGE 201

Mayor LaBonté called the meeting to order at 7:02 P.M. in the Council Chambers of Auburn Hall and led the assembly in the salute to the flag. All Councilors were present.

I. Consent Items

1. Order 01-01042016*

Appointing Warden's and Ward Clerk's for 2016-2017.

Motion was made by Councilor Walker and seconded by Councilor Stone appointing Warden's and Ward Clerk's for 2016-2017. Passage 7-0.

II. Minutes

- December 21, 2015 Regular Council Meeting

Motion was made by Councilor Walker and seconded by Councilor Burns accepting the minutes of the December 21, 2015 Council meeting. Passage 7-0.

III. Communications, Presentations and Recognitions

- Proclamation – Human Trafficking Awareness Month – Jamie Ricker, Trish Grant and Chief Phil Crowell spoke on human trafficking.

IV. Open Session – Members of the public are invited to speak to the Council about any issue directly related to City business which is *not on this agenda*. No one from the public spoke.

V. Unfinished Business – None

VI. New Business

1. Order 02-01042016

Authorizing Issuance of General Obligation Refunding Bonds and a Tax Levy Therefor. First Reading, Public Hearing.

Motion was made by Councilor Titus and seconded by Councilor Walker to Authorize Issuance of General Obligation Refunding Bonds and a Tax Levy Therefor as presented.

Public comment – no one from the public spoke.

Passage 7-0. A roll call vote was taken.

2. Resolve 01-01042016

Supporting Staffs pursuit of the Maine Fire Service Institute (MFSI) 2016 Facilities Grant.

Motion was made by Councilor Stone and Seconded by Councilor Walker supporting Staff's pursuit of the Maine Fire Service Institute (MFSI) 2016 Facilities Grant. Passage 7-0.

3. Resolve 02-01042016

Supporting Staff's pursuit of the Assistance to Firefighters Grant (AFG).

Motion was made by Councilor Burns and seconded by Councilor Walker supporting Staff's pursuit of the Assistance to Firefighters Grant.

Motion was made by Councilor Stone and seconded by Councilor Walker to amend the resolve to include the Auburn Police Department's ATV shall be offered for sale, if the price were acceptable to staff, and proceeds of the sale would go toward the funding of the local match for this grant. Passage 5-2 (Councilor Burns and Councilor Titus in opposition).

Public Comment – Joe Gray, Sopers Mill Road commented that he would like to see the City look at more options before spending money.

Passage of Resolve 02-01042016 as amended 6-1 (Councilor Titus in opposition).

4. Ordinance 01-01042016

Adopting the proposed amendment to Part II, Code of Ordinance, Chapter 2, Administration, Article II, Mayor and City Council, Division 2, Rules of Procedure, Section 2-58, Time and place of regular meetings. Public hearing and first reading.

Motion was made by Councilor Burns and seconded by Councilor Walker to adopt the proposed amendment to Part II, Code of Ordinance, Chapter 2, Administration, Article II, Mayor and City Council, Division 2, Rules of Procedure, Section 2-58, Time and place of regular meetings as presented and to dispense the requirement of readings on two separate days.

Public Hearing – no one from the public spoke.

Passage 7-0. A roll call vote was taken.

VII. Executive Session - none

VIII. Reports

Mayor LaBonté – Provided an update on the committee structure piece he’s working on and hopes to have an electronic version to staff by tomorrow; dates have been selected for the Neighborhood Conversations starting this Thursday, January 14th and meeting for 4 consecutive Thursday’s - January 14th , January 21st , January 28th & and February 4th at various school locations.

Councilor Young - Thanked Mayor LaBonté for his appointment to a new committee.

Councilor Pross - Thanked Mayor LaBonté for his appointment as Mayor’s Representative to the School Committee. He attended a meeting in December and will be attending one this week. On January 6th at 6:00 PM there will be a meeting at the West Auburn Congregational Church to look at proposed changes in use to the Summer Street extension. The meeting coincides with the Police Department’s Neighborhood Watch Meeting.

Councilor Stone - No report.

Councilor Titus - No report.

Councilor Gilbert – No report.

Councilor Walker – Provided a reminder about the meeting to discuss the New Auburn Village Plan at the Boys and Girls Club this Thursday at 6:00 PM.

Councilor Burns – No report.

City Manager – Provided a reminder of the Airport Board meeting this Thursday at 5:00 PM to go over the annual budget; LAEGC will be meeting on Friday, January 8th at 7:30 A.M. to discuss The Miracle Enterprise Project taking place here in Auburn; and January 29th the City of Auburn will be holding Winterfest.

IX. Open Session - Members of the public are invited to speak to the Council about any issue directly related to City business which is *not on this agenda*.

Joe Gray, Soper’s Mill Road – Inquired about the Committees purpose and asked if the meetings will be open to the public.

X. Adjournment

Motion was made by Councilor Walker and seconded by Councilor Stone to adjourn. All were in favor, the meeting adjourned at 7:45 PM.

A True Copy.

ATTEST Alison F. Pepin
Alison F. Pepin, Deputy City Clerk



Facility Update

- FY 15 and FY 16 Revenue and Expense Comparison
- FY 15 and FY 16 Facility Usage Comparison
- Corporate Partner Update
- Facility Usage Update
- Central Maine Community College Ice Hockey



- FY 2015 (July 1, 2014 to January 31, 2015)

- Expenses

- Original Appropriation = \$1,208,500.00
- YTD Expended = \$828,758.50
- Available Budget = \$368,834.03

- Revenues

- Original Estimate = -\$1,221,935
- YTD Collected = -\$506,122.46
- Balance of Estimate = -\$715,812.54



Revenue & Expense

- FY 2016 (July 1, 2015 to January 31, 2016)

- Expenses

- Original Appropriation = \$1,188,850.00
- YTD Expended = \$643,143.52
- Available Budget = \$528,289.87

- Revenues

- Original Estimate = -\$997,000.00
- YTD Collected = -\$472,474.43
- Balance of Estimate = -\$524,525.57

- FY 2015 (July 1, 2014 to January 31, 2015)

- Rink #1

- Hours = 873.00
- Amount = \$186,008.72

- Rink #2

- Hours = 1313.83
- Amount = \$231,448.78

- FY 2016 (July 1, 2015 to January 31, 2016)

- Rink #1

- Hours = 1140.50 and Amount = \$260,739.16

- Rink #2

- Hours = 1381.00 and Amount = \$240,088.09

- Penalty Box Rental

- Amount = \$1,400

- Mezzanine Rental

- Hours = 23.50 and Amount = \$425.00



Facility Usage

- **Totals**

- FY 2015 (July 1, 2014 to January 31, 2015)

- Hours = 2186
- Amount= \$417,457.50

- FY 2016 (July 1, 2015 to January 31, 2016)

- Hours = 2545
- Amount= \$501,252.25

FY 2015

- Total = \$146,000.00

FY 2016 (51 Total Partnerships)

- Cash Sponsorship
 - \$198,800.00
- In-Kind Trade (Budget Relieving)
 - \$12,733.75
- Total (Cash + In-Kind Trade) = \$211,533.75



Corporate Partnership



Facility Update

- NEW – Fundraising Program for Non-Profit's
- NEW – Adopt the Ice Program
- UMaine Lady Black Bears – 2 games for 16-17 season
- Tournaments
 - Maine Hockey Development – Two in February 16
 - Lion's Tournament – February 16
 - Maine Amateur Hockey Association – March 16
- Men's Recreational Summer Leagues
- Rousseau's Hockey Camp – March to August of 16
- Boy's High School Summer Hockey – June to August 16
- Planet Hockey Camp – July 16
- Atlantic Coast Hockey Camp – July 16
- Gladiators Camp – August 16



Facility Update



Skate hard. Dream big.

Central Maine Community College

- Holding Prospect Camp – March 16
- Building out and repurposing locker room
- Will play in the ACHA and NECHA Conferences
- Looking to host local, regional and national tournaments
- Starts October 16
- Practicing 3 times a week
- Games set for Friday's and Sunday's



Mustang Hockey

CENTRAL MAINE COMMUNITY COLLEGE





Thank you for your support!



City Council Information Sheet

City of Auburn

Council Workshop or Meeting Date: 1/25/16

Order 02-01042016

Author: Jill M. Eastman

Subject: Order-Authorizing Issuance of General Obligation Refunding Bonds

Information: A portion of the General Obligation bonds issued in 2006 are eligible to be refinanced. These bond proceeds were used for infrastructure work at the Industrial Park and infrastructure work done in the Mall area and the debt service is paid through TIF funds. The interest rate on the original bond issue was 3.98%.

Advantages: By doing the refunding issue the City will save approximately \$350,000 in interest payments over the next 10 years.

Disadvantages: The cost of issuance. (However this will be covered by the refinancing)

City Budgetary Impacts: Reduction in the debt service interest for the next 10 years.

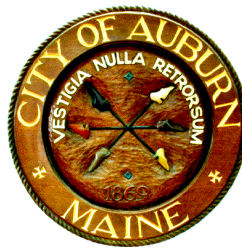
Staff Recommended Action: Staff recommends passage.

Previous Meetings and History: Presentation at December 21, 2015, Council Meeting, public hearing and passage of first reading on 1/4/2016.

Attachments:

Order 02-01042016

James F. Pross, Ward One
Robert D. Stone, Ward Two
Andrew D. Titus, Ward Three
Ernestine M. Gilbert, Ward Four



Leroy G. Walker, Sr., Ward Five
Grady R. Burns, At Large
David C. Young, At Large

Jonathan P. LaBonté, Mayor

Order # 02-01042016

TITLE: ORDER - AUTHORIZING ISSUANCE OF GENERAL OBLIGATION REFUNDING BONDS AND A TAX LEVY THEREFOR

WHEREAS: the City of Auburn has previously issued the following series of its general obligation bonds in furtherance of various municipal purposes (the "Prior Bonds"):

- \$13,000,000 2006 General Obligation Bonds dated November 1, 2006;

WHEREAS: due to the drop in available interest rates, the City desires to refund and refinance the \$4,405,000 callable portions of the Prior Bonds through issuance of its general obligation refunding bonds;

Now therefore, be It Ordered by the Auburn City Council, following a public hearing duly called and held as required by Article 8, Section 8.13 of the Auburn City Charter:

THAT there be and hereby is authorized the issuance and sale of the City's general obligation bonds in the amount of \$4,405,000, the proceeds of which, including premium, if any, and investment earnings thereon, are hereby appropriated for the following purpose (including costs of issuance, redemption premium interest to the redemption date, and any other costs related or ancillary thereto):

Amount	Category
\$4,405,000	Advance Refund the Prior Bonds described above

THAT the bonds shall be issued as authorized hereunder and shall be signed by the City's Finance Director and its Treasurer, attested by the City Clerk under the seal of the City. A tax levy is hereby provided for each fiscal year that the bonds authorized hereunder remain outstanding to meet the annual installments of principal and interest as may accrue in each respective year. The bonds may be issued at one time or from time to time, either singly or in series, and the authority and discretion to fix method of sale, issue date, maturities, denominations, interest rate, place of payment, form and other details of said bonds and notes, and to take all other actions and to sign and deliver all other documents, certificates and agreements in order to provide for the sale thereof is hereby delegated to the City's Finance Director.

THAT the bonds authorized hereunder may be made subject to call for redemption, either with or without premium, on such terms as may be determined by the Finance Director.

THAT the authority and discretion to designate the bond or notes, or a portion thereof, as qualified tax-exempt obligations under Section 265 of the Internal Revenue Code of 1986, as amended, is hereby delegated to the Finance Director.

THAT the City's Finance Director, Treasurer, Clerk, and other proper officials of the City be, and hereby are, authorized and empowered in its name and on its behalf to do or cause to be done all such acts and things, and to execute, deliver, file, approve, and record all such financing documents, refunding escrow agreements, contracts, agreements, certificates, and other documents as may be necessary or advisable, with the advice of counsel for the City, to carry out the provisions of the resolutions heretofore adopted at this meeting in connection with the refunding of the Prior Bonds, as may be necessary or desirable.

James F. Pross, Ward One
Robert D. Stone, Ward Two
Andrew D. Titus, Ward Three
Ernestine M. Gilbert, Ward Four



Leroy G. Walker, Sr., Ward Five
Grady R. Burns, At Large
David C. Young, At Large

Jonathan P. LaBonté, Mayor

THAT if the Finance Director, Treasurer, or Clerk are for any reason unavailable to approve and execute the bonds or any related financing documents, the person or persons then acting in any such capacity, whether as an assistant, a deputy, or otherwise, is authorized to act for such official with the same force and effect as if such official had himself or herself performed such act.

THAT the authority to issue the bonds authorized hereunder shall automatically expire 2 years from the date of adoption of this Order.

THAT this order is a declaration of official intent pursuant to Treas. Reg. § 1.150-2 and shall be kept available for public inspection during reasonable business hours at the office of the City Clerk.

A Public Notice describing the general purpose of the borrowing and the terms thereof was published on or before December 21, 2015, in the Lewiston Sun-Journal, a daily newspaper published in the City of Auburn and in Androscoggin County.

A public hearing was held on January 4, 2016.

**Public hearing and passage of first reading
on 1/4/2016 7-0.**

City of Auburn, Maine

"Maine's City of Opportunity"

Financial Services



TO: Howard Kroll, City Manager
FROM: Jill Eastman, Finance Director
REF: December 2015 Financial Report
DATE: January 20, 2016

The following is a discussion regarding the significant variances found in the City's December financial report. Please note that although the monthly financial report contains amounts reported by the School Department, this discussion is limited to the City's financial results and does not attempt to explain any variances for the School Department.

The City has completed its sixth month of the current fiscal year. As a guideline for tracking purposes, revenues and expenditures should amount to approximately 50.0% of the annual budget. However, not all costs and revenues are distributed evenly throughout the year; individual line items can vary based upon cyclical activity.

Revenues

Revenues collected through December 31st, including the school department were \$37,588,086, or 48.47%, of the budget. The municipal revenues including property taxes were \$28,172,186, or 51.29% of the budget which is more than the same period last year by .30%. The accounts listed below are noteworthy.

- A. The current year tax revenue is at 51.64% as compared to 52.32% last year.
- B. Excise tax for the month of December is at 56.66%. This is a \$139,925 increase from FY 15. Our excise revenues for FY16 are 6.66% above projections as of December 31, 2015.
- C. State Revenue Sharing at the end of December is 53.38% or \$788,791.

Expenditures

City expenditures through December 2015 were \$20,693,120 or 53.76%, of the budget. This is 7.41% less than the same period last year. Noteworthy variances are:

- A. The operating departments are all in line with where they should be at this time. Several line items are paid quarterly, semi-annually or annually thus creating the appearance of being over budget. I have and will continue to monitor each department's expenditures throughout the fiscal year.
- B. The TIF transfer was made in December last year which is the major variance compared to the current year. This is the major variance on the expenditure side of the budget.

Investments

This section contains an investment schedule as of December 31st. Currently the City's funds are earning an average interest rate of .42%.

Respectfully submitted,

A handwritten signature in black ink that reads "Jill M. Eastman". The signature is written in a cursive, flowing style.

Jill M. Eastman
Finance Director

CITY OF AUBURN, MAINE
BALANCE SHEET - CITY GENERAL FUND, WC AND UNEMPLOYMENT FUND
AS of December 2015, November 2015, and June 2015

ASSETS	UNAUDITED December 31 2015	UNAUDITED November 30 2015	Increase (Decrease)	AUDITED JUNE 30 2015
CASH	\$ 19,922,921	\$ 16,038,581	\$ 3,884,339	\$ 11,951,131
RECEIVABLES			-	
ACCOUNTS RECEIVABLES	2,557,325	2,384,234	173,091	2,429,419
TAXES RECEIVABLE-CURRENT	19,337,098	19,915,241	(578,143)	37,898
DELINQUENT TAXES	627,490	627,981	(491)	571,005
TAX LIENS	721,206	1,004,005	(282,799)	1,721,395
NET DUE TO/FROM OTHER FUNDS	2,249,190	3,023,953	(774,763)	266,370
TOTAL ASSETS	\$ 45,415,229	\$ 42,993,995	\$ 2,421,234	\$ 16,977,218
 LIABILITIES & FUND BALANCES				
ACCOUNTS PAYABLE	\$ (29,434)	\$ (7,966)	\$ (21,468)	\$ (1,935,471)
PAYROLL LIABILITIES	(794,002)	(165,644)	(628,358)	-
ACCRUED PAYROLL	36,805	36,805	-	(2,329,832)
STATE FEES PAYABLE	(51,093)	(16,888)	(34,206)	-
ESCROWED AMOUNTS	(21,767)	(16,099)	(5,668)	(6,039)
DEFERRED REVENUE	(20,475,155)	(21,336,658)	861,504	(1,860,686)
TOTAL LIABILITIES	\$ (21,334,646)	\$ (21,506,450)	\$ 171,804	\$ (6,132,028)
FUND BALANCE - UNASSIGNED	\$ (22,989,630)	\$ (20,396,592)	\$ (2,593,038)	\$ (8,018,394)
FUND BALANCE - RESTRICTED FOR WORKERS COMP & UNEMPLOYMENT	776,017	776,017	-	
FUND BALANCE - RESTRICTED	(1,866,970)	(1,866,970)	-	(2,826,796)
TOTAL FUND BALANCE	\$ (24,080,583)	\$ (21,487,545)	\$ (2,593,038)	\$ (10,845,190)
TOTAL LIABILITIES AND FUND BALANCE	\$ (45,415,229)	\$ (42,993,995)	\$ (2,421,234)	\$ (16,977,218)

CITY OF AUBURN, MAINE
REVENUES - GENERAL FUND COMPARATIVE
THROUGH December 31, 2015 VS December 31, 2014

REVENUE SOURCE	FY 2016 BUDGET	ACTUAL REVENUES THRU DEC 2015	% OF BUDGET	FY 2015 BUDGET	ACTUAL REVENUES THRU DEC 2014	% OF BUDGET	VARIANCE
TAXES							
PROPERTY TAX REVENUE-	\$ 44,021,283	\$ 22,734,555	51.64%	\$ 43,055,996	\$ 22,524,803	52.32%	\$ 209,752
PRIOR YEAR TAX REVENUE	\$ -	\$ 749,064		\$ -	\$ 726,984		\$ 22,080
HOMESTEAD EXEMPTION REIMBURSEMENT	\$ 505,000	\$ 258,527	51.19%	\$ 495,000	\$ 383,752	77.53%	\$ (125,225)
ALLOWANCE FOR ABATEMENT	\$ -	\$ -		\$ -	\$ -		\$ -
ALLOWANCE FOR UNCOLLECTIBLE TAXES	\$ -	\$ -		\$ -	\$ -		\$ -
EXCISE	\$ 3,350,000	\$ 1,898,115	56.66%	\$ 3,185,000	\$ 1,758,190	55.20%	\$ 139,925
PENALTIES & INTEREST	\$ 150,000	\$ 67,910	45.27%	\$ 145,000	\$ 69,356	47.83%	\$ (1,446)
TOTAL TAXES	\$ 48,026,283	\$ 25,708,171	53.53%	\$ 46,880,996	\$ 25,463,085	54.31%	\$ 245,086
LICENSES AND PERMITS							
BUSINESS	\$ 48,300	\$ 29,393	60.86%	\$ 48,300	\$ 32,633	67.56%	\$ (3,240)
NON-BUSINESS	\$ 356,800	\$ 165,971	46.52%	\$ 339,300	\$ 187,444	55.24%	\$ (21,473)
TOTAL LICENSES	\$ 405,100	\$ 195,364	48.23%	\$ 387,600	\$ 220,077	56.78%	\$ (24,713)
INTERGOVERNMENTAL ASSISTANCE							
STATE-LOCAL ROAD ASSISTANCE	\$ 440,000	\$ -	0.00%	\$ 440,000	\$ 397,504	90.34%	\$ (397,504)
STATE REVENUE SHARING	\$ 1,477,641	\$ 788,791	53.38%	\$ 1,649,470	\$ 659,501	39.98%	\$ 129,290
WELFARE REIMBURSEMENT	\$ 70,000	\$ 19,402	27.72%	\$ 70,000	\$ 25,686	36.69%	\$ (6,284)
OTHER STATE AID	\$ 22,000	\$ -	0.00%	\$ 22,000	\$ -	0.00%	\$ -
CITY OF LEWISTON	\$ 155,000	\$ 5,040	3.25%	\$ 155,000	\$ -	0.00%	\$ 5,040
TOTAL INTERGOVERNMENTAL ASSISTANCE	\$ 2,164,641	\$ 813,233	37.57%	\$ 2,336,470	\$ 1,082,691	46.34%	\$ (269,458)
CHARGE FOR SERVICES							
GENERAL GOVERNMENT	\$ 133,040	\$ 48,132	36.18%	\$ 132,040	\$ 88,912	67.34%	\$ (40,780)
PUBLIC SAFETY	\$ 239,138	\$ 38,075	15.92%	\$ 485,703	\$ 149,839	30.85%	\$ (111,764)
EMS TRANSPORT	\$ 1,250,000	\$ 515,927	41.27%	\$ 987,551	\$ 52,493	5.32%	\$ 463,434
TOTAL CHARGE FOR SERVICES	\$ 1,622,178	\$ 602,133	37.12%	\$ 1,605,294	\$ 291,244	18.14%	\$ 310,889
FINES							
PARKING TICKETS & MISC FINES	\$ 60,000	\$ 32,844	54.74%	\$ 26,000	\$ 23,272	89.51%	\$ 9,572
MISCELLANEOUS							
INVESTMENT INCOME	\$ 5,000	\$ 7,051	141.03%	\$ 10,000	\$ 1,830	18.30%	\$ 5,221
INTEREST-BOND PROCEEDS	\$ 2,000	\$ -	0.00%	\$ 2,000	\$ -	0.00%	\$ -
RENTS	\$ 18,000	\$ 145,165	806.47%	\$ 122,000	\$ -	0.00%	\$ 145,165
UNCLASSIFIED	\$ 20,000	\$ 20,016	100.08%	\$ 20,000	\$ 7,809	39.05%	\$ 12,207
SALE OF RECYCLABLES	\$ -	\$ -		\$ -	\$ -		\$ -
COMMERCIAL SOLID WASTE FEES	\$ -	\$ 22,560		\$ -	\$ 30,853		\$ (8,293)
SALE OF PROPERTY	\$ 20,000	\$ 501,020	2505.10%	\$ 20,000	\$ 2,333	11.67%	\$ 498,687
RECREATION PROGRAMS/ARENA	\$ -	\$ -		\$ -	\$ -		\$ -
MMWAC HOST FEES	\$ 210,000	\$ 105,328	50.16%	\$ 206,000	\$ 104,630	50.79%	\$ 698
9-1-1 DEBT SERVICE REIMBURSEMENT	\$ -	\$ -		\$ -	\$ -	0.00%	\$ -
TRANSFER IN: TIF	\$ 545,000	\$ -	0.00%	\$ 500,000	\$ -	0.00%	\$ -
TRANSFER IN: POLICE	\$ 45,000	\$ -	0.00%	\$ 20,000	\$ -	0.00%	\$ -
TRANSFER IN: PARKING PROGRAM	\$ -	\$ -		\$ 55,000	\$ -	0.00%	\$ -
TRANSFER IN: PD DRUG MONEY	\$ -	\$ -		\$ 45,000	\$ -	0.00%	\$ -
TRANSFER IN: REC SPEC REVENUE	\$ 42,718	\$ -	0.00%	\$ 41,720	\$ -	0.00%	\$ -
TRANSFER IN: SPECIAL REVENUE	\$ -	\$ -		\$ 290,000	\$ 304,999	105.17%	\$ (304,999)
ENERGY EFFICIENCY	\$ -	\$ 3,600		\$ -	\$ -		\$ 3,600
CDBG	\$ 58,000	\$ 11,174	19.27%	\$ 58,000	\$ -	0.00%	\$ 11,174
UTILITY REIMBURSEMENT	\$ 37,500	\$ 4,526	12.07%	\$ 37,500	\$ 8,935	23.83%	\$ (4,409)
CITY FUND BALANCE CONTRIBUTION	\$ 1,650,000	\$ -	0.00%	\$ 1,350,000	\$ -	0.00%	\$ -
TOTAL MISCELLANEOUS	\$ 2,653,218	\$ 820,441	30.92%	\$ 2,777,220	\$ 461,389	16.61%	\$ 359,052
TOTAL GENERAL FUND REVENUES	\$ 54,931,420	\$ 28,172,186	51.29%	\$ 54,013,580	\$ 27,541,758	50.99%	\$ 630,428
SCHOOL REVENUES							
EDUCATION SUBSIDY	\$ 20,854,672	\$ 9,300,312	44.60%	\$ 20,411,239	\$ 9,043,428	44.31%	\$ 256,884
EDUCATION	\$ 856,607	\$ 115,588	13.49%	\$ 774,572	\$ 232,773	30.05%	\$ (117,185)
SCHOOL FUND BALANCE CONTRIBUTION	\$ 906,882	\$ -	0.00%	\$ 906,882	\$ -	0.00%	\$ -
TOTAL SCHOOL	\$ 22,618,161	\$ 9,415,900	41.63%	\$ 22,092,693	\$ 9,276,201	41.99%	\$ 139,699
GRAND TOTAL REVENUES	\$ 77,549,581	\$ 37,588,086	48.47%	\$ 76,106,273	\$ 36,817,959	48.38%	\$ 770,127

CITY OF AUBURN, MAINE
EXPENDITURES - GENERAL FUND COMPARATIVE
THROUGH December 31, 2015 VS December 31, 2014

DEPARTMENT	FY 2016 BUDGET	Unaudited		FY 2015 BUDGET	Unaudited		VARIANCE
		EXP THRU DEC 2015	% OF BUDGET		EXP THRU DEC 2014	% OF BUDGET	
ADMINISTRATION							
MAYOR AND COUNCIL	\$ 77,366	\$ 38,085	49.23%	\$ 78,532	\$ 45,479	57.91%	\$ (7,394)
CITY MANAGER	\$ 269,340	\$ 127,691	47.41%	\$ 280,750	\$ 126,798	45.16%	\$ 893
ECONOMIC DEVELOPMENT	\$ 361,080	\$ 219,988	60.93%	\$ 359,500	\$ 138,102	38.42%	\$ 81,886
CITY CLERK	\$ 165,053	\$ 89,546	54.25%	\$ 164,593	\$ 87,633	53.24%	\$ 1,913
FINANCIAL SERVICES	\$ 619,855	\$ 312,264	50.38%	\$ 605,135	\$ 273,545	45.20%	\$ 38,719
HUMAN RESOURCES	\$ 143,526	\$ 72,314	50.38%	\$ 139,578	\$ 67,256	48.19%	\$ 5,058
INFORMATION TECHNOLOGY	\$ 390,190	\$ 263,174	67.45%	\$ 413,829	\$ 261,835	63.27%	\$ 1,339
LEGAL SERVICES	\$ 65,000	\$ 39,242	60.37%	\$ 65,000	\$ 41,482	63.82%	\$ (2,240)
TOTAL ADMINISTRATION	\$ 2,091,410	\$ 1,162,304	55.58%	\$ 2,106,917	\$ 1,042,130	49.46%	\$ 120,174
COMMUNITY SERVICES							
PLANNING & PERMITTING	\$ 906,631	\$ 495,448	54.65%	\$ 902,494	\$ 422,376	46.80%	\$ 73,072
HEALTH & SOCIAL SERVICES	\$ 184,711	\$ 77,683	42.06%	\$ 192,954	\$ 87,788	45.50%	\$ (10,105)
RECREATION & SPECIAL EVENTS*	\$ 338,871	\$ 152,146	44.90%	\$ -	\$ -		\$ 152,146
PUBLIC LIBRARY	\$ 979,516	\$ 400,006	40.84%	\$ 960,692	\$ 470,596	48.99%	\$ (70,590)
TOTAL COMMUNITY SERVICES	\$ 2,409,729	\$ 1,125,283	46.70%	\$ 2,056,140	\$ 980,760	47.70%	\$ 144,523
FISCAL SERVICES							
DEBT SERVICE	\$ 6,324,864	\$ 5,792,676	91.59%	\$ 6,263,936	\$ 5,774,574	92.19%	\$ 18,102
FACILITIES	\$ 653,080	\$ 276,072	42.27%	\$ 698,335	\$ 396,562	56.79%	\$ (120,490)
WORKERS COMPENSATION	\$ 496,536	\$ -	0.00%	\$ 468,081	\$ -	0.00%	\$ -
WAGES & BENEFITS	\$ 5,171,309	\$ 2,440,777	47.20%	\$ 4,737,117	\$ 2,402,059	50.71%	\$ 38,718
EMERGENCY RESERVE (10108062-670000)	\$ 375,289	\$ -	0.00%	\$ 375,289	\$ -	0.00%	\$ -
TOTAL FISCAL SERVICES	\$ 13,021,078	\$ 8,509,525	65.35%	\$ 12,542,758	\$ 8,573,195	68.35%	\$ (63,670)
PUBLIC SAFETY							
FIRE DEPARTMENT	\$ 4,099,634	\$ 2,195,809	53.56%	\$ 4,057,633	\$ 2,213,611	54.55%	\$ (17,802)
FIRE EMS	\$ 549,801	\$ 228,329	41.53%	\$ 635,468	\$ 227,423	35.79%	\$ 906
POLICE DEPARTMENT	\$ 3,870,995	\$ 1,837,825	47.48%	\$ 3,738,108	\$ 1,846,680	49.40%	\$ (8,855)
TOTAL PUBLIC SAFETY	\$ 8,520,430	\$ 4,261,963	50.02%	\$ 8,431,209	\$ 4,287,714	50.86%	\$ (25,751)
PUBLIC WORKS							
PUBLIC SERVICES DEPARTMENT	\$ 4,525,898	\$ 1,995,859	44.10%	\$ 5,806,379	\$ 2,694,208	46.40%	\$ (698,349)
SOLID WASTE DISPOSAL*	\$ 927,278	\$ 345,919	37.30%	\$ -	\$ -		\$ 345,919
WATER AND SEWER	\$ 599,013	\$ 305,756	51.04%	\$ 599,013	\$ 305,756	51.04%	\$ -
TOTAL PUBLIC WORKS	\$ 6,052,189	\$ 2,647,534	43.75%	\$ 6,405,392	\$ 2,999,964	46.83%	\$ (352,430)
INTERGOVERNMENTAL PROGRAMS							
AUBURN-LEWISTON AIRPORT	\$ 105,000	\$ 52,500	50.00%	\$ 105,000	\$ 52,500	50.00%	\$ -
E911 COMMUNICATION CENTER	\$ 1,069,122	\$ 537,328	50.26%	\$ 1,067,249	\$ 524,673	49.16%	\$ 12,655
LATC-PUBLIC TRANSIT	\$ 209,244	\$ 233,349	111.52%	\$ 235,373	\$ 52,844	22.45%	\$ 180,505
LA ARTS	\$ -	\$ -		\$ 17,000	\$ -	0.00%	\$ -
TAX SHARING	\$ 270,000	\$ 21,066	7.80%	\$ 270,000	\$ 4,446	1.65%	\$ 16,620
TOTAL INTERGOVERNMENTAL	\$ 1,653,366	\$ 844,243	51.06%	\$ 1,694,622	\$ 634,463	37.44%	\$ 209,780
COUNTY TAX							
TIF (10108058-580000)	\$ 2,142,268	\$ 2,142,268	100.00%	\$ 2,046,880	\$ 2,046,879	100.00%	\$ 95,389
OVERLAY	\$ 2,599,914	\$ -	0.00%	\$ 2,584,032	\$ 2,599,913	100.61%	\$ (2,599,913)
	\$ -	\$ -		\$ -	\$ -	0.00%	\$ -
TOTAL CITY DEPARTMENTS	\$ 38,490,384	\$ 20,693,120	53.76%	\$ 37,867,950	\$ 23,165,018	61.17%	\$ (2,471,898)
EDUCATION DEPARTMENT							
	\$ 39,062,197	\$ 12,820,568	32.82%	\$ 38,241,323	\$ 13,910,612	36.38%	\$ (1,090,044)
TOTAL GENERAL FUND EXPENDITURES	\$ 77,552,581	\$ 33,513,688	43.21%	\$ 76,109,273	\$ 37,075,630	48.71%	\$ (3,561,942)

**CITY OF AUBURN, MAINE
INVESTMENT SCHEDULE
AS OF December 31, 2015**

INVESTMENT		FUND	BALANCE December 31, 2015	BALANCE November 30, 2015	INTEREST RATE
ANDROSCOGGIN BANK	449	CAPITAL PROJECTS	\$ 4,257,143.15	\$ 4,255,697.33	0.40%
ANDROSCOGGIN BANK	502	SR-TIF	\$ 1,001,660.18	\$ 1,001,320.01	0.40%
ANDROSCOGGIN BANK	836	GENERAL FUND	\$ 5,048,547.42	\$ 5,046,833.98	0.40%
ANDROSCOGGIN BANK	801	WORKERS COMP	\$ 50,039.76	\$ 50,022.79	0.40%
ANDROSCOGGIN BANK	748	UNEMPLOYMENT	\$ 50,039.74	\$ 50,022.78	0.40%
ANDROSCOGGIN BANK	684	EMS CAPITAL RESERVE	\$ 130,103.47	\$ 130,059.30	0.40%
NORTHERN CAPITAL	02155	CAPITAL PROJECTS	\$ 750,000.00	\$ 750,000.00	0.45%
NORTHERN CAPITAL	02155	GENERAL FUND	\$ 500,000.00	\$ 500,000.00	0.50%
GRAND TOTAL			\$ 11,787,533.72	\$ 11,783,956.19	0.42%

EMS BILLING
BREAKDOWN -TOTAL CHARGES
July 1, 2015 - June 30, 2016
Report as of December 31, 2015

	July 2015	August 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Adjustment	Totals	% of Total
No Insurance Information				\$ 9,878.80	\$ 9,378.20	\$ 7,920.00	\$ (18,379.00)	\$ 8,798.00	0.79%
Bluecross	\$ 4,447.40	\$ 9,313.20	\$ 16,358.80	\$ 7,914.80	\$ 8,336.80	\$ 9,136.40	\$ 13,096.00	\$ 68,603.40	6.14%
Intercept	\$ 200.00	\$ 400.00	\$ 500.00	\$ 400.00	\$ 300.00	\$ 200.00	\$ 100.00	\$ 2,100.00	0.19%
Medicare	\$ 76,994.00	\$ 81,754.00	\$ 95,440.20	\$ 83,724.40	\$ 75,419.20	\$ 105,424.20	\$ 8,858.20	\$ 527,614.20	47.21%
Medicaid	\$ 32,852.00	\$ 29,305.00	\$ 39,741.60	\$ 26,231.20	\$ 23,081.80	\$ 27,212.00	\$ 7,353.80	\$ 185,777.40	16.62%
Other/Commercial	\$ 36,705.40	\$ 31,800.40	\$ 41,227.00	\$ 33,338.80	\$ 25,727.60	\$ 24,983.40	\$ 34,756.60	\$ 228,539.20	20.45%
Patient	\$ 30,593.00	\$ 32,031.80	\$ 16,754.40	\$ 26,109.20	\$ 14,667.80	\$ 21,797.80	\$ (46,465.00)	\$ 95,489.00	8.54%
Worker's Comp							\$ 679.40	\$ 679.40	0.06%
TOTAL	\$ 181,791.80	\$ 184,604.40	\$ 210,022.00	\$ 187,597.20	\$ 156,911.40	\$ 196,673.80	\$ (0.00)	\$ 1,117,600.60	100.00%

EMS BILLING
BREAKDOWN -TOTAL COUNT
July 1, 2015 - June 30, 2016
Report as of December 31, 2015

	July 2015	August 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Adjustment	Totals	% of Total
No Insurance Information				12	12	10		34	2.40%
Bluecross	5	11	20	9	10	11		66	4.66%
Intercept	2	4	5	4	3	2		20	1.41%
Medicare	91	98	122	109	96	131		647	45.69%
Medicaid	40	35	52	34	29	37		227	16.03%
Other/Commercial	44	39	55	42	31	33		244	17.23%
Patient	37	39	21	32	20	29		178	12.57%
Worker's Comp								0	0.00%
TOTAL	219	226	275	242	201	253	0	1416	100.00%

TOTAL REVENUE COLLECTED AS OF 12/31/15 \$515,927

TOTAL EXPENDITURES AS OF 12/31/15 \$228,329

**EMS BILLING
AGING REPORT
July 1, 2015 to June 30, 2016
Report as of December 31, 2015**

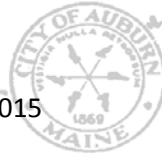
	Current		31-60		61-90		91-120		121+ days		Totals	
Bluecross	\$ 8,766.75	83%	\$ -	0%	\$ 887.80	8%	\$ 678.00	6%	\$ 272.33	3%	\$ 10,604.88	2.17%
Intercept	\$ 300.00	75%	\$ 100.00	25%	\$ -		\$ -		\$ -		\$ 400.00	0.08%
Medicare	\$ 49,012.00	97%	\$ -	0%	\$ -	0%	\$ 901.80	2%	\$ 760.45	2%	\$ 50,674.25	10.38%
Medicaid	\$ 11,825.74	79%	\$ 564.49	4%	\$ 1,579.80	11%	\$ 749.39	5%	\$ 171.68	1%	\$ 14,891.10	3.05%
Other/Commercial	\$ 34,817.01	59%	\$ 10,207.96	17%	\$ 3,977.83	7%	\$ 1,969.96	3%	\$ 8,221.18	14%	\$ 59,193.94	12.13%
Patient	\$ 53,636.88	15%	\$ 34,665.14	10%	\$ 18,777.16	5%	\$ 21,247.18	6%	\$ 223,958.61	64%	\$ 352,284.97	72.18%
Worker's Comp	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	0.00%
TOTAL	\$ 158,358.38		\$ 45,537.59		\$ 25,222.59		\$ 25,546.33		\$ 233,384.25		\$ 488,049.14	
	32%		9%		5%		5%		48%		100%	100.00%

City of Auburn, Maine

"Maine's City of Opportunity"

Financial Services

To: Howard Kroll, City Manager
From: Jill Eastman, Finance Director
Re: Arena Financial Reports for December 31, 2015



Attached you will find a Statement of Net Assets and a Statement of Activities and budget to actual reports for Norway Savings Bank Arena for revenue and expenditures as of December 31, 2015.

NORWAY SAVINGS BANK ARENA

Statement of Net Assets:

The Statement of Net Assets lists current assets, noncurrent assets, liabilities and net assets and shows a comparison to the previous month, in this case, November 30, 2015.

Current Assets:

As of the end of December 2015 the total current assets of Norway Savings Bank Arena were (\$109,138). These consisted of cash and cash equivalents of \$91,281, accounts receivable of \$163,975 and an interfund payable of \$406,601, which means that Norway owes the General Fund \$406,601 at the end of December.

Noncurrent Assets:

Norway's noncurrent assets are equipment that was purchased, less depreciation (depreciation is posted at year end). The total value of the noncurrent assets as of December 31, 2015 was \$215,947.

Liabilities:

Norway Arena had accounts payable of \$43,205 as of December 31, 2015.

Statement of Activities:

The statement of activities shows the current operating revenue collected for the fiscal year and the operating expenses as well as any nonoperating revenue and expenses.

The operating revenues for Norway Arena through December 2015 are \$584,594. This revenue comes from the concessions, sign advertisements, pro shop lease, youth programming, shinny hockey, public skating and ice rentals.

The operating expenses for Norway Arena through December 2015 were \$586,169. These expenses include personnel costs, supplies, utilities, repairs, rent, capital purchases and maintenance.

As of December 2015 Norway Arena has an operating loss of \$1,575 compared to the December 2014 operating loss of \$86,765 a decrease in the operating loss for the fiscal year of \$85,190.

As of December 31, 2015 Norway Arena has a decrease in net assets of \$1,575.

The budget to actual reports for revenue and expenditures, with comparison to the same period last year show that revenue for FY16 is \$126,543 more than in FY15 and expenditures in FY16 are \$63,666 less than last year in December.

CITY OF AUBURN, MAINE
Statement of Net Assets
Norway Savings Bank Arena
December 31, 2015
Business-type Activities - Enterprise Fund

	December 31, 2015	November 30, 2015	Increase/ (Decrease)
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 91,281	\$ 91,281	\$ -
Interfund receivables/payables	(406,601)	(543,940)	137,339
Prepaid Rent	42,207	42,207	-
Accounts receivable	163,975	150,713	13,262
Total current assets	(109,138)	(259,739)	150,601
Noncurrent assets:			
Capital assets:			
Buildings	38,905	38,905	-
Equipment	285,813	285,813	-
Land improvements	-	-	-
Less accumulated depreciation	(108,771)	(108,771)	-
Total noncurrent assets	215,947	215,947	-
Total assets	106,809	(43,792)	150,601
LIABILITIES			
Accounts payable	\$ 43,205	\$ 998	\$ 42,207
Total liabilities	43,205	998	42,207
NET ASSETS			
Invested in capital assets	\$ 215,947	\$ 215,947	\$ -
Unrestricted	\$ (152,343)	\$ (260,737)	\$ 108,394
Total net assets	\$ 63,604	\$ (44,790)	\$ 108,394

CITY OF AUBURN, MAINE
Statement of Revenues, Expenses and Changes in Net Assets
Norway Savings Bank Arena
Business-type Activities - Enterprise Funds
Statement of Activities
December 31, 2015

	Norway Savings Arena
Operating revenues:	
Charges for services	\$ 584,594
Operating expenses:	
Personnel	172,825
Supplies	17,817
Utilities	106,973
Repairs and maintenance	8,649
Rent	253,242
Depreciation	-
Capital expenses	1,600
Other expenses	25,063
Total operating expenses	586,169
Operating gain (loss)	(1,575)
Nonoperating revenue (expense):	
Interest income	-
Interest expense (debt service)	-
Total nonoperating expense	-
Gain (Loss) before transfer	(1,575)
Transfers out	-
Change in net assets	(1,575)
Total net assets, July 1	65,179
Total net assets, December 31, 2015	\$ 63,604

CITY OF AUBURN, MAINE
REVENUES - NORWAY SAVINGS BANK ARENA
Through December 31, 2015 compared to December 31, 2014

REVENUE SOURCE	FY 2016 BUDGET	ACTUAL REVENUES THRU DEC 2015	% OF BUDGET	FY 2015 BUDGET	ACTUAL REVENUES THRU DEC 2014	% OF BUDGET	VARIANCE
CHARGE FOR SERVICES							
Concussions	\$ 30,000	\$ 4,475	14.92%	\$ 30,000	\$ 233	0.78%	\$ 4,242
Sign Advertisements	\$ 230,000	\$ 129,848	56.46%	\$ 233,225	\$ 107,108	45.92%	\$ 22,740
Pro Shop	\$ 8,500	\$ 3,675	43.24%	\$ 8,500	\$ 3,525	41.47%	\$ 150
Programs	\$ 280,000	\$ 173,055	61.81%	\$ 172,450	\$ 24,593	14.26%	\$ 148,462
Rental Income	\$ 398,500	\$ 251,816	63.19%	\$ 753,260	\$ 318,268	42.25%	\$ (66,452)
Tournaments	\$ 50,000	\$ 21,726	43.45%	\$ 24,500	\$ 4,325	17.65%	\$ 17,401
TOTAL CHARGE FOR SERVICES	\$ 997,000	\$ 584,595	58.64%	\$ 1,221,935	\$ 458,052	37.49%	\$ 126,543
INTEREST ON INVESTMENTS	\$ -			\$ -			
GRAND TOTAL REVENUES	\$ 997,000	\$ 584,595	58.64%	\$ 1,221,935	\$ 458,052	37.49%	\$ 126,543

CITY OF AUBURN, MAINE
EXPENDITURES - NORWAY SAVINGS BANK ARENA
Through December 31, 2015 compared to December 31, 2014

DESCRIPTION	ACTUAL			ACTUAL			VARIANCE
	FY 2016 BUDGET	EXPENDITURES THRU DEC 2015	% OF BUDGET	FY 2015 BUDGET	EXPENDITURES THRU DEC 2014	% OF BUDGET	
Salaries & Benefits	\$ 311,000	\$ 172,825	55.57%	\$ 318,446	\$ 156,149	49.03%	\$ 16,676
Purchased Services	\$ 96,150	\$ 26,036	27.08%	\$ 67,800	\$ 70,081	103.36%	\$ (44,045)
Supplies	\$ 17,500	\$ 25,493	145.67%	\$ 9,000	\$ 27,517	305.74%	\$ (2,024)
Utilities	\$ 200,200	\$ 106,973	53.43%	\$ 204,846	\$ 100,639	49.13%	\$ 6,334
Capital Outlay	\$ 57,000	\$ 1,600	2.81%	\$ 80,000	\$ -	0.00%	\$ 1,600
Rent	\$ 507,000	\$ 253,242	49.95%	\$ 528,408	\$ 295,449	55.91%	\$ (42,207)
	\$ 1,188,850	\$ 586,169	49.31%	\$ 1,208,500	\$ 649,835	53.77%	\$ (63,666)
GRAND TOTAL EXPENDITURES	\$ 1,188,850	\$ 586,169	49.31%	\$ 1,208,500	\$ 649,835	53.77%	\$ (63,666)

THE FOLLOWING

INFORMATION IS

PROVIDED BY

COUNCILOR

LEROY WALKER

AUBURN WARD 5

**Draft - Minutes of the January 5, 2016
Executive Committee Meeting**

The Executive Committee of the Mid-Maine Waste Action Corp. met on Tuesday, January 5, 2016, at 11:55 AM, at MMWAC's offices in Auburn.

1. Roll Call

President Landry called the meeting to order. Members present were: Bradley Plante, Eda Tripp and Leroy Walker, as well as Executive Director Joseph Kazar and Art Boulay of STM, Inc.

2. Minutes

Ms. Tripp made a motion, seconded by Mr. Walker, and approved 4/0, to accept the minutes of the December 15, 2015 Executive Committee meeting.

3. Monthly Activity Reports

Mr. Walker made a motion, seconded by Ms. Tripp, and approved 4/0, to accept the November Monthly Activity Report.

4. Updates

- **Legislature's EUT Committee**

The Legislature's Energy Utilities and Technology Committee is considering a held-over bill from last year's session, LD 273, which has been promoted by MMWAC and Ecomaine. It would create an enhanced special renewable energy credit class for Waste-to-Energy to improve the value of those credits which are publically traded. Landfills with gas recovery projects earn Class I Maine credits, currently valued at \$23/MW hr vs. WTE Class II currently at \$0.25/MW hr. The bill seeks closer parity with Class I. A Work Session is scheduled for later this week.

- **Federal Clean Air Carbon Rule**

MMWAC is part of a coalition of publically owned WTE facilities that is represented by a Washington DC law firm with regard to federal legislation and EPA rulemaking. EPA's final rule on carbon treats WTE less favorably than landfilling. It is anticipated that the rule would lead to a future market in greenhouse gas credits for facilities that reduce these gases, as does WTE. Mr. Landry made a motion, seconded by Mr. Walker, and approved 4/0, to make a nominal contribution of \$500 to the effort to appeal the final rule.

- **Succession and Real Estate**

The Committee entered Executive Session at 12:08 PM to discuss contract negotiations and personnel issues for the Succession and Real Estate items on a motion by Mr. Plante, seconded by Ms. Tripp, and approved 4/0. Mr. Walker left the meeting at 12:30 PM.

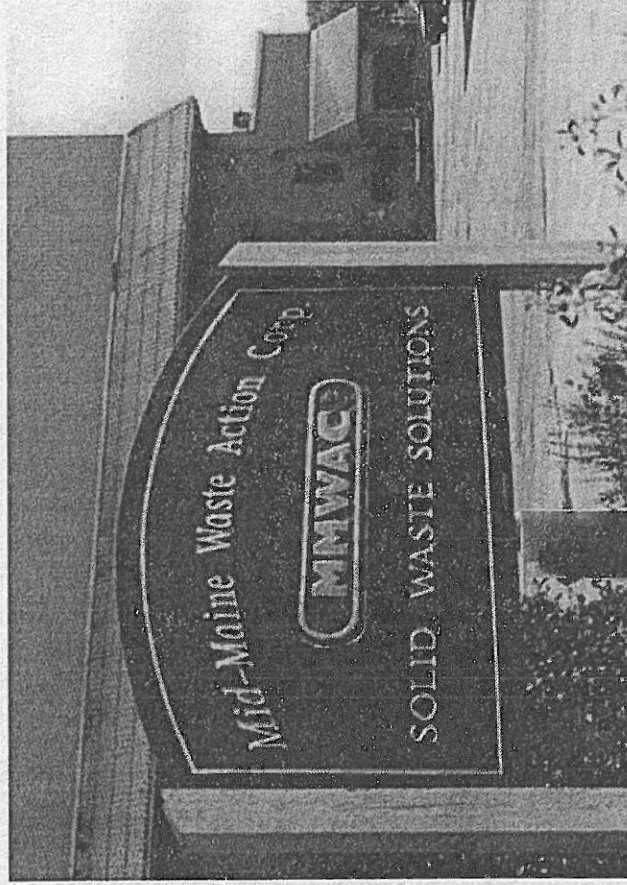
President Landry declared the Committee in Public Session at 2:04 PM.

The next Executive Committee meeting is scheduled for January 19, 2016 at 11:30 AM.

There being no further business Ms. Tripp made a motion, seconded by Mr. Plante, and approved 3/0, to adjourn at 2:08 PM.

MONTHLY ACTIVITY REPORT

*Mid-Maine Waste Action Corporation
December 2015
2016 Fiscal Year*




Member Communities

*Auburn • Bowdoin • Buckfield • Lovell • Minot • Monmouth • New Gloucester • Poland
Raymond • Sumner • Sweden • Wales*

Mid-Maine Waste Action Corporation

110 Goldthwaite Road
P.O. Box 1750
Auburn, Maine 04211-1750
(207) 783-8805
Fax (207) 783-9831
www.midmainewaste.com

MEMORANDUM

To: Board of Directors
From: Joseph E. Kazar, Executive Director 
Michael Daily, Finance Director
Subject: December Financial/Activity Report - Unaudited
Date: January 14, 2016

Enclosed please find the unaudited December Activity Report covering the period from December 1 through December 31, 2015.

General Summary

Plant throughput for the month was 6,019 tons processed, or about 194 tons per day and running time throughput was 194 tons per day. Operating Revenues exceeded Expenses resulting in December having an operating profit of \$49,854 (These figures do not reflect balance sheet expenses). Year-to-date operating profit is \$28,994 compared to \$69,065 projected budget and a loss of \$88,021 in FY15. Cash and investments totaled \$5,667,241. Cash and investments are down \$281,379 from the start of FY16. The reserve goal established by the Board for FY16 is \$5,872,511 and is now at 96.5% of goal. The balance sheet shows current assets less liabilities at \$6,282,496, which is down \$40,555 from the beginning of the fiscal year.

Waste Deliveries/Operations

A total of 6,105 tons were delivered to the pit for an average of 197 tons per day. 7,406 tons were received from all sources for the month. Details on deliveries are presented in the following table:

Waste Type	Year-To-Date Tons		Variance	
	FY16 Actual	FY15 Actual	Tons	%
MSW Member	8,765	8,508	257	3.0%
Comm Member	7,691	7,571	120	1.6%
Municipal Non-Member	11,508	11,578	(70)	-0.6%
Gate/Hauler	9,094	8,679	415	4.8%
OBW/Res TS	5,330	4,844	486	10.0%
Other	4,166	3,957	209	5.3%
Total	46,554	45,137	1,417	3.1%

MEMBER COMMUNITIES:

AUBURN • BOWDOIN • BUCKFIELD • LOVELL • MINOT • MONMOUTH • NEW GLOUCESTER • POLAND • RAYMOND • SUMNER • SWEDEN • WALES

Waste flows to the plant and transfer station are running 3.1% above last year. Waste processed in the plant during the month was recorded at 6,019 tons, or an average of 194 tons per day. The monthly running time thruptut was 194 tons. Year-to-date tons processed in the plant are equal to 188 tons per day. Running time year-to-date throughput equaled 198 tons per day. The transfer station processed 1,168 tons during the month from all sources and averaging 48.7 tons per day for the month, (5.5 day receiving week) and 10,768 tons year-to-date. Recyclables totaled 136 tons for the month and 973 tons year-to-date. Prior year and budget comparisons of processing records as follows:

	Prior Year Comparison YTD				Budget Comparison YTD			
	FY16	FY15	Variance		FY16	FY16	Variance	
	Actual	Actual	Tons	%	Actual	Budget	Tons	%
Waste-To-Energy	34,651	36,040	(1,389)	-3.9%	34,651	35,046	(395)	-1.1%
Transfer Station	10,768	7,816	2,952	37.8%	10,768	7,492	3,276	43.7%
Recycling	973	1,317	(344)	-26.1%	973	1,318	(345)	-26.2%
Total	46,392	45,173	1,219	2.7%	46,392	43,856	2,536	5.8%

Cash Available to Operations

Cash balances in checking and investments total \$5,667,241 down \$62,834 from the prior month. The following is the status of the reserve goal:

Reserve Status		
	FY 16 Goal	As of 12/31/15
Operating	1,996,654	1,926,862
Capital Improvement	939,602	906,759
20-Year Plan	1,703,028	1,643,500
Rate Stabilization	1,233,227	1,190,120
Total	5,872,511	5,667,241
Total Cash		5,667,241
Surplus or (Deficit)		(205,270)

Revenue

Revenue for the month totaled \$514,134. Major categories of revenue by month include: tipping fees, \$467,574; power contract, \$36,311; recycling, \$5,291; interest, \$4,258; other, \$700. Revenue for the month was \$43,168 below budget projections and \$18,229 below FY15. Year-to-date revenue is \$3,311,469, which is \$21,886 below budget and \$132,330 above FY15.

The table that follows shows detail relative to electrical sales:

Month	Price per MWhr			Electrical Output MWhr			Electrical Revenue		
	FY15	FY16		FY15	FY16		FY15	FY16	
	Actual	Budget	Actual	Actual	Budget	Actual	Actual	Budget	Actual
Jul	\$35	\$45	\$27	1,421	1,421	1,408	\$49,759	\$63,345	\$38,308
Aug	\$32	\$38	\$38	1,514	1,514	1,418	\$48,475	\$58,112	\$54,164
Sep	\$38	\$37	\$36	1,528	1,528	1,447	\$58,184	\$56,468	\$51,492
Oct	\$34	\$38	\$38	1,256	1,256	1,207	\$42,871	\$47,935	\$45,409
Nov	\$46	\$52	\$29	1,564	1,564	1,426	\$72,501	\$80,742	\$41,838
Dec	\$45	\$46	\$25	1,503	1,503	1,476	\$67,378	\$69,385	\$36,311
YTD	\$39	\$43	\$32	8,787	8,786	8,382	\$339,168	\$375,987	\$267,523

Total gross kWh for the latest period was 2,051,793 of which 1,476,050 were sold to the grid. Net kWh per ton equaled 245, as compared to 236 for the comparable period in FY15.

Expenditures

Operating expenses in all categories total \$464,280 for the month, which is \$934 above budget projections, and \$24,966 above last year. Year-to-date expenses are \$3,282,475 which is \$18,185 above budget and \$15,315 above FY15.

Investments Status

As of December 31, MMWAC's investments totaled \$5,667,241. Table 8 details all of our investments.

Capital Expenditures:

There were none for the month of December.

cc: Member Municipalities
Reference No.: 03691

United new Auburn Association Inc.

Next United new Auburn Association meeting.

Place Rolly's Diner Tuesday night Jan 26, 6 PM.

The speaker for the night will be the Auburn

Library Director, Mamie Anthoine Ney

**Some of the speech will be the
libraray in general (programs,books,
community spaces, computer lab, etc.)**

**Upcoming programs (the NASA exhibit, our collaboration with
the teens at the Boys and Girls Club, summer reading, etc...**

Questions next...

There will be lots of information to share on

JAN 26, please attend this meeting

the meetings are open to all Auburn people.

Thank You!!!!!!!!!!!!!!

Bring your Friends.

Neighborhood watch

•Meeting

The meeting in January, Thursday 28th, 6:30 PM

Place : at St. Louis church building... please park at the upper parking lot on 3rd. street.. please enter the building from back side, upper floor. Walk from parking lot straight into the church building.. water will be supplied for the evening meeting.

This will only happen if there is good weather, if it is snowing the meeting will be cancelled until February. 25th.

We have some good news for the neighborhood watch group, the news is being brought to us by Lieutenant Harrington, from the Auburn police.

This will be our first meeting in this building , please bring your friends we are all neighbors. Let's get to know each other. We need to grow this Neighborhood Watch Group. So get the word out, meeting Jan, 26, 6:30 Thursday, at the St. Louis Church Building.

My phone number is 577-2694 my name is Leroy Walker please call if you have any questions...

Again thank you everyone for all the hours you take to be at these meetings.

This year is going to be our 3rd, year anniversary as a NHWG in the city of Auburn..

I am proud of all of us, and yes we have made a difference in our community..

Thank you all.