



City Council Workshop

March 31, 2014

Agenda

5:30 P.M. Workshop

- A. Norway Savings Bank Arena (60 minutes)
- B. City Manager, County Tax, Fringe Benefits, Legal, Mayor and Council, Worker's Compensation, Special Funds, and Enterprise Funds (60 minutes) - *Public Comment*
- C. Community Development Block Grant Budget (60 minutes)
 - a. Police Activities League (PAL) Center Lease - *Public Comment*

City of Auburn, Maine

"Maine's City of Opportunity"

City Manager Department

Date: 27 March 2014

To: Mayor LaBonte and Members of the Auburn City Council

From: Howard Kroll, Assistant City Manager

Via: Clinton Deschene, City Manager

RE: Council questions regarding Ice Arena Operations and Budget

Mayor LaBonte and Members of the City Council:

Council recently asked a number of questions regarding the Norway Ice Arena operations and finances. In order to answer with the most accurate response staff had to review past management practices and what documentation was available. As you are aware this facility is less than 1 year old. There is no other dual ice arena in the state of Maine to compare to. The nearest dual ice facility is in Massachusetts. It has a significant advantage due to its proximity to Boston and numerous hockey organizations such as the Boston Bruins youth programs just to name a few.

As with any new facility you will discover unforeseen costs that were not identified during the construction phase or the initial occupancy. Most of the questions are financial in nature and are important to the overall strategy of running a first class facility that **HAS** to beat our competitors to run at a level we all expect. Below are the questions with responses that hopefully will lead to an agreed process to address these items as they will come up during this infancy stage of the facility:

Question #1- Will the Norway Arena be impacted by Pirates leaving Colisee?

It is hard to predict the impact the Pirates leaving the Colisee will have on Norway Savings Bank Arena. If anything we have a superior facility that serves a different population of hockey and other ice related events than the Colisee. I foresee no impact as our goal should be to secure as much as ice time through contractual obligations vs. the lack of current commitment we are experiencing from various entities. The City invested heavily in this facility with the notion that it will attract use from entities across New England and Canada. Thus far the local organizations have not given us the commitment we were guaranteed in return for our commitment.

Question #2- Please provide the timeline of contracts for ice time next year and a year to date update of rented time?

As stated in question #1 the local organizations have NO contractual obligation to rent ice or to secure time. I think we should have legal counsel draft a standard contract that protects the City from organizations to cancel or fail to pay without a penalty, loss of retainer and recouping all of our legal fees associated with the obligations. This should also include all of the educational institutions that utilize this facility.

Over the past 2 weeks Denis D'Auteuil has been reviewing contracts and meeting with our key customers/leagues to review concerns and explain our process moving forward. Staff is currently loading up all schedules into our new Point of Sale software (Max Solutions) through August 2014. As we get these loaded up we are confirming schedules with leagues and other customers to ensure that we have a smooth transition with the scheduling. Once confirmed meetings will be scheduled with customers to sign agreements or waivers for the summer ice time schedules. Over the next 90-120 days our fall/winter leagues will be completing registrations and looking to book their schedules around July and August. At this point ice times will again be confirmed and then agreements/waivers executed prior to the start of the season. We currently only have 1 agreement signed with Pro Ambitions Hockey Clinic for this summer and no leagues have agreements as of now.

Question #3- Please share the process of approach to tournaments and events?

Denis D'Auteuil has been in conversations with multiple tournament organizers concerning tournaments that we are looking to schedule for March/April/May/July/August 2015. He is also working to see if we can organize a men's league tournament in May of this year. He should have confirmation next week on the men's league tournament. Denis has also had conversations with the Twin City Titans about being appointed to their tournament committee that they recently formed. They have tournaments that they are starting to plan and he has some ideas on additional tournaments we could organize for next season.

Question #4- Food Service, has it been contracted, what is the plan?

Food Service was put out to bid in October 2013 and was awarded to "The Penalty Box Inc" for 5 years @ \$2,500 per month starting in month #6 with another 5 year option @\$3000 per month. The plan is to contract out this aspect of the facility to allow local vendors to run this operation with all of the required certifications, licenses and permits.

The concessions and bar area are still under construction and are anticipated to be completed by the end of April.

Question #5- Reports to Council should be based upon the measures provided, update the measures with input from workgroup?

Future reports to the City Council will be based on the measures the City Council will provide staff to gauge performance and status.

The workgroup, appointed by the Mayor, has yet to meet to establish measures and other items they deem important.

Question #6- Provide measures of what level of ice time rental is normal of a dual ice arena and show in comparison to Norway Arena's actual usage.

a. Consider the amount of 2 rinks rented at primetime capacity.

This question raises an issue with comparison to the nearest dual ice arena which is in Haverhill, MA. While both are dual ice arena facilities it must be noted that Haverhill Valley Forum has 6 leagues running during peak season, a spring league that contains the same level of team play, has 6 summer camps lasting 1 week each, has 2 skills training camps lasting 10-12 weeks from late spring to late summer and has Hockey Night in Boston events each week. This is a small sample of what we COULD be. Please note Haverhill Valley Forum has been in operation since 2007 and has CREATED this model through successes and failures- it took a great deal of marketing as evident from their full time commitment of having a full time marketing director as well as a business manager/scheduler.

I will obtain their schedule to indicate rental times across the year so you can see the peak use months vs. the months where you will need to adjust scheduling, employee time off, maintenance planning, facility overhaul, etc.

Question #7- Budget more repairs?

The ice arena cost over \$9,000,000 to construct. As stated this facility is less than 1 year old. It WILL have infrastructure that will need to be repaired, maintained and serviced. According to the International Ice Hockey Federation (IIHF) the percentage of expenses for maintenance should be 8%. In our case that would be \$17,000 based on our projected costs for utilities and repair budget. I believe it should be even higher due to the fact we have pieces of equipment that the cost to repair would have an extreme impact on our budget if we were to need a repair call to vendors outside of Maine in some instances.

Question #8- Budget more capital?

Our budget estimated \$60,000 for capital. Again with a facility that cost over \$9,000,000 and is less than 1 year old we should be putting, at a minimum, 10% annually toward capital improvements or \$120,000 based on our projected expenses for FY15.

Question #9- General Manager has bonus incentives in contract for ice time and advertising?

The General Manager does NOT have any bonus incentives in achieving benchmarks for ice time rental or advertising revenue. While this might be a possibility it is not common practice for this position in the public sector. This raises the question of while we are a public facility we compete head to head with the private sector and we should consider placing incentives for our future General Manager as well as a non-competition clause so that he or she can't resign and move onto another facility without penalty. We would need to confirm with the City Solicitor if we can do this without violating state statute or federal law.

Question #10- Include a cost for Auburn to advertise the City in the entrance?

The cost to advertise and proudly market the City can be covered with TIF revenues as it is related to economic development.

We will obtain a cost to market and advertise the City in the arena not only in the entrance but throughout the mezzanine as well. Please look for this in a future update!

In terms of advertising and marketing Denis has been working with staff to develop an outline for advertising space available and what our potential for advertising is. This will take a significant amount of time to complete since he has several contracts that were not fully executed and he wants to ensure we have all those cleaned up since these are already in the pipeline. At his first review we still have a significant amount of space available for advertising. Denis has made contact with several companies and he has at least 3 who he is working with execute some signage sales. Not much time has been spent on advertising and marketing since the scheduling and operations are our top priority at this point.

Question #11- Where are costs for mowing, sand and salt, etc.?

The costs for mowing, sanding and salting with plowing of the Norway Savings Bank Arena is not included in the Utilities budget line item. It is clearly a cost we need to account for.

Going forward we will separate this into its own line.

Question #12- Cost or budget to create external marketing to attract business from outside of Maine.

If the City Council wants to solicit bids to create external marketing campaign we can do that with a majority vote of the City Council. Thus far we have NO cost or budget seeking this agreed important item.

Question #13- Detail the per hour cost increase to \$235

The per hour cost increase adjustment reflects an increase in expenses for utilities, insurances, insurance premiums, capital expenses, repair costs, etc.

Question #14- Increase revenue for more tournaments? Maybe just fully detail expected tournament revenue?

The more tournaments we host and sponsor will increase our revenues. Again we have to host and sponsor the events vs. selling ice time for tournaments.

We have budgeted for USA Hockey to sponsor regional tournaments and festivals as well as the Great Falls Shootout and various other revenue generators that are NOT tournaments.

I suggest we hire a marketing consultant that can seek tournaments from teams and organizations from New England and Canada. This will recruit and explore options that otherwise will be untapped.

Question #14- Mayor appointed workgroup.

This is a workgroup that is appointed by the Mayor for information gathering purposes and to make suggestions to the City Manager for consideration.

Question #15- What is the capacity or goal of advertising for next year?

The capacity or goal for advertising for FY15 is to expand on what has been an incredible year in terms of advertising. No other facility in Maine can claim the success we have had in terms of generating advertising revenue without the assistance of a world-wide firm such as Global Spectrum for the Cross Center in Bangor. Even with the cost associated with their contract we have had better success with less available resources.

Please let Clint or me know if you have any questions.

Thank you.



City of Auburn

Norway Savings Arena Summary

Fiscal Year 2015
Proposed 2.18.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

Norway Savings Bank Arena

| | FY14 | FY15 | Change | Dept. Request | Manager Proposed |
|-----------------------|------|--------------|-----------|---------------|------------------|
| Total Revenues | | \$ 1,221,935 | | | |
| Total Expenses | | \$ 1,208,500 | | | |
| Profit (Loss) | \$ - | \$ 13,435 | \$ 13,435 | \$ - | \$ - |

| | Principal | Interest | Dept. Request | Manager Proposed |
|--------------|-----------|----------|---------------|------------------|
| Debt Service | | | \$ - | |
| | | | \$ - | |
| | \$ - | \$ - | \$ - | \$ - |

| | FY14 | FY15 | Change | Dept. Request | Manager Proposed |
|----------------------------------------|------|--------------|--------|---------------|------------------|
| Ingersoll Arena Revenue Summary | | | | | |
| <u>Revenues</u> | | | | | |
| Ice Rental Income | | \$ 753,260 | | | |
| Sign Advertisements | | \$ 233,225 | | | |
| Programs/Tournaments | | \$ 172,450 | | | |
| Subleased Space | | \$ 38,500 | | | |
| Events/Facility Rentals | | \$ 24,500 | | | |
| | \$ - | \$ 1,221,935 | \$ - | \$ - | \$ - |

Line Item Narrative

Projected Revenues and Expenses:



City of Auburn

Norway Savings Arena Summary

Fiscal Year 2015
Proposed 2.18.2014

| Line Items | Proposed | Projected | Last Year | Dept. Request | Manager Request |
|----------------------------------------|---------------|-----------------|---------------|----------------------|-----------------------------|
| Norway Savings Bank Arena | | | | | |
| Ingersoll Arena Expense Summary | <i>FY14</i> | <i>FY15</i> | <i>Change</i> | Dept. Request | Manager Proposed |
| <u>Expenses</u> | | | | | |
| Full Time Employee (Salary and Fringe) | \$ 316,572.00 | \$ 277,446.00 | \$ (39,126) | \$ 277,446 | |
| Part-time Salaries | | \$ 41,000.00 | \$ 41,000 | \$ 41,000 | |
| Insurance Premiums | \$ 7,500.00 | \$ 25,000.00 | \$ 17,500 | \$ 25,000 | |
| Rent Payment | \$ - | \$ 528,408.00 | \$ 528,408 | \$ 528,408 | |
| Advertising | \$ 10,000.00 | \$ 12,000.00 | \$ 2,000 | \$ 12,000 | |
| Professional Services | \$ 2,500.00 | \$ 3,500.00 | \$ 1,000 | \$ 3,500 | |
| Utilities-Total | | \$ 209,146.00 | | | |
| Repairs - Buildings | \$ 2,500.00 | \$ 5,000.00 | \$ 2,500 | \$ 5,000 | |
| Repairs -Vehicles | \$ 1,000.00 | \$ 1,500.00 | \$ 500 | \$ 1,500 | |
| Repairs - Equipment | \$ 5,000.00 | \$ 7,500.00 | \$ 2,500 | \$ 7,500 | |
| Repairs - Maintenance Contracts | \$ 2,824.00 | \$ 3,500.00 | \$ 676 | \$ 3,500 | |
| Training & Tuition | \$ 2,500.00 | \$ 2,500.00 | \$ - | \$ 2,500 | |
| Travel - Mileage Reimbursement | \$ 1,500.00 | \$ 1,000.00 | \$ (500) | \$ 1,000 | |
| Travel - Seminar Costs | \$ - | \$ - | \$ - | \$ - | |
| Subscriptions & Dues | \$ 2,850.00 | \$ 2,500.00 | \$ (350) | \$ 2,500 | |
| Office Supplies | \$ 1,500.00 | \$ 1,500.00 | \$ - | \$ 1,500 | |
| Other Supplies - Operating | \$ 6,250.00 | \$ 5,000.00 | \$ (1,250) | \$ 5,000 | |
| Other Supplies - Safety | \$ 250.00 | \$ 500.00 | \$ 250 | \$ 500 | |
| Other Supplies - Concessions | \$ 22,750.00 | \$ - | \$ (22,750) | \$ - | |
| Other Supplies - Pro Shop | \$ - | \$ - | \$ - | \$ - | |
| Other Supplies - Programs | \$ 500.00 | \$ 1,500.00 | \$ 1,000 | \$ 1,500 | |
| Capital - General | \$ - | \$ 25,000.00 | \$ 25,000 | \$ 25,000 | |
| Capital Blg Improv. | \$ - | \$ 35,000.00 | \$ 35,000 | \$ 35,000 | |
| Capital - Small Tools | \$ - | \$ 5,000.00 | \$ 5,000 | \$ 5,000 | |
| Machinery and Equipment | \$ 15,000.00 | \$ 15,000.00 | \$ - | \$ 15,000 | |
| | \$400,996.00 | \$ 1,208,500.00 | \$ 598,358.00 | \$ 999,354.00 | |



City of Auburn

Norway Savings Arena Ice Revenue

Fiscal Year 2015
Proposed 1.10.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

| Norway Savings Bank Arena | FY14 | FY15 | Change | Dept. Request | Manager Proposed |
|--------------------------------|------|-------------------|--------|-------------------|---------------------|
| Ice Revenue Detail | | \$ 964,210 | | | |
| Ice Rental Income | | \$ 753,260 | | \$ 753,260 | |
| Youth Hockey | | \$ 387,750 | | \$ 387,750 | |
| High School Teams | | \$ 162,150 | | \$ 162,150 | |
| L/A Seniors-Adult | | \$ 67,680 | | \$ 67,680 | |
| Private Rentals | | \$ 32,900 | | \$ 32,900 | |
| Rousseau Clinics | | \$ 28,905 | | \$ 28,905 | |
| Boston Kremes | | \$ 22,560 | | \$ 22,560 | |
| MHD Womens League/rentals | | \$ 9,400 | | \$ 9,400 | |
| Summer Camp Rentals | | \$ 11,250 | | \$ 11,250 | |
| Middle School Hockey League | | \$ 10,575 | | \$ 10,575 | |
| Stride Envy | | \$ 6,450 | | \$ 6,450 | |
| Grahame Townsend | | \$ 5,640 | | \$ 5,640 | |
| Pro Ambitions Sports Camp | | \$ 4,000 | | \$ 4,000 | |
| Youth Activities | | \$ 4,000 | | \$ 4,000 | |
| Programs/Tournaments | | \$ 172,450 | | \$ 172,450 | |
| USA Hockey-Festivals | | \$ 7,050 | | \$ 7,050 | |
| USA Hockey- Regionals | | \$ 6,110 | | \$ 6,110 | |
| Great Falls Shootout | | \$ 90,240 | | \$ 90,240 | |
| Public Skate | | \$ 32,500 | | \$ 32,500 | |
| Shinny/Stick and Puck Hockey | | \$ 18,500 | | \$ 18,500 | |
| Skating Instruction | | \$ 11,000 | | \$ 11,000 | |
| Birthday Parties | | \$ 7,050 | | \$ 7,050 | |
| | | | | \$ - | |
| Subleased Rental Space | | \$ 38,500 | | \$ 38,500 | |
| Concession/Conference | | \$ 30,000 | | \$ 30,000 | |
| Pro Shop | | \$ 8,500 | | \$ 8,500 | |
| | | | | \$ - | |
| Events/Facility Rentals | | \$ 24,500 | | \$ 24,500 | |
| Graduation | | \$ 7,000 | | \$ 7,000 | |
| Dance Recital | | \$ 3,500 | | \$ 3,500 | |
| Room Rental | | \$ 4,000 | | \$ 4,000 | |
| Concert/Shows | | \$ 10,000 | | \$ 10,000 | |
| Line Item Narrative | | | | \$ - | |

Projected Revenues and Expenses:



City of Auburn

Norway Savings Arena Addtl Rev

Fiscal Year 2015
Proposed 1.10.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

| Norway Savings Bank Arena | FY14 | FY15 | Change | Dept. Request | Manager Proposed |
|-------------------------------------------------|-------------------|-------------------|--------|------------------|---------------------|
| Norway Savings Bank Arena Revenue Detail | | | | | |
| Advertising Revenue | \$ 174,275 | \$ 233,225 | | | |
| Naming Rights - Norway Savings Bank | \$ 50,000 | \$ 80,000 | | | |
| Concessions License - Pepsi | \$ 10,000 | \$ 5,000 | | | |
| Concessions License -Tim Hortons | \$ 8,000 | \$ 10,000 | | | |
| Corporate Marketing and Ad Space | \$ 106,275 | \$ 138,225 | | | |

Projected Revenues and Expenses:



City of Auburn

Norway Savings Arena HR

Fiscal Year 2015
Proposed 1.10.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

Norway Savings Bank Arena

| Line Items | FY 14 | FY 15 | Last Year | Dept. | Manager Proposed |
|----------------------------------------------------------------------|-----------|-----------|------------|----------|------------------|
| Norway Savings Bank Arena | Proposed | Projected | Change | | |
| Human Resource Expenses | \$278,218 | \$277,446 | (\$772) | | |
| <u>Full Time Salaries: by Position</u> | | | | | |
| General Manager | \$ 61,500 | \$ 62,500 | \$ 1,000 | | |
| Director of Operations | \$ 54,639 | \$ 54,639 | \$ - | | |
| Administrative | \$ 35,802 | \$ 35,802 | \$ - | | |
| Maintenance Supervisor | \$ 24,907 | \$ 24,907 | \$ - | | |
| Olympia Operator | \$ 22,064 | \$ 22,064 | \$ - | | |
| <u>FICA (6.2%) by Position</u> | | | | | |
| General Manager | \$ 3,813 | \$ 3,875 | \$ 62 | | |
| Director of Operations | \$ 3,388 | \$ 3,388 | \$ - | | |
| Administrative | \$ 2,220 | \$ 2,220 | \$ - | | |
| Maintenance Supervisor | \$ 1,544 | \$ 1,544 | \$ - | | |
| Olympia Operator | \$ 1,368 | \$ 1,368 | \$ - | | |
| <u>Medicare (1.45%) by Position</u> | | | | | |
| General Manager | \$ 892 | \$ 906 | \$ 15 | | |
| Director of Operations | \$ 792 | \$ 792 | \$ - | | |
| Administrative | \$ 519 | \$ 519 | \$ - | | |
| Maintenance Supervisor | \$ 361 | \$ 361 | \$ - | | |
| Olympia Operator | \$ 320 | \$ 320 | \$ - | | |
| <u>Health Insurance Coverage by Position (individual selections)</u> | | | | | |
| General Manager (waived) | \$ 3,776 | \$ 3,776 | \$ - | | |
| Director of Operations | \$ 12,838 | \$ 12,838 | \$ - | | |
| Administrative | \$ 12,838 | \$ 12,838 | \$ - | | |
| Maintenance Supervisor | \$ 5,724 | \$ 5,724 | \$ - | | |
| Olympia Operator | \$ 5,724 | \$ 5,724 | \$ - | | |
| <u>Cafeteria Plan by Position (individual selections)</u> | | | | | |
| General Manager | \$ 950 | \$ 950 | \$ - | | |
| Director of Operations | \$ 950 | \$ 950 | \$ - | | |
| Administrative | \$ 950 | \$ 950 | \$ - | | |
| Maintenance Supervisor | \$ 950 | \$ 950 | \$ - | | |
| Olympia Operator | \$ 950 | \$ 950 | \$ - | | |
| <u>Retirement Plan by Position (individual selections)</u> | | | | | |
| General Manager MPERS 6.50% | \$ 3,998 | \$ 4,063 | \$ 65 | | |
| Director of Operations None 0% | \$ - | \$ - | \$ - | | |
| Administrative 6.00% | \$ 2,148 | \$ 2,148 | \$ - | | |
| Maintenance Supervisor 6.50% | \$ 1,619 | \$ 1,619 | \$ - | | |
| Olympia Operator 6.50% | \$ 1,434 | \$ 1,434 | \$ - | | |
| MSEA Uniform Allowance | \$ 1,050 | \$ 1,050 | \$ - | \$ 1,050 | |
| Overtime Salaries | \$ 7,176 | \$ 5,500 | \$ (1,676) | \$ 5,500 | |
| Overtime Benefits 14.15% | \$ 1,015 | \$ 778 | \$ (237) | | |



City of Auburn

Norway Savings Utilities

Fiscal Year 2015
Proposed 1.10.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

| Norway Savings Bank Arena | <i>FY14 Proposed</i> | <i>FY15 Proposed</i> | <i>Change</i> | <i>Dept. Request</i> | <i>Manager Proposed</i> |
|------------------------------------------|--------------------------|--------------------------|---------------|----------------------|-----------------------------|
| Norway Savings Bank Arena Expense Detail | \$ 224,615 | \$ 209,146 | | | |
| <u>Expenses</u> | | | | | |
| Utilities - Water & Sewer | \$ 12,000 | \$ 11,750 | \$ (250) | \$ 11,750 | |
| Utilities - Electricity | \$ 156,000 | \$ 142,200 | \$ (13,800) | \$ 142,200 | |
| Utilities - Natural Gas | \$ 46,115 | \$ 36,600 | \$ (9,515) | \$ 36,600 | |
| Utilites - Propane (AmeriGas) | \$ 9,000 | \$ 6,200 | \$ (2,800) | \$ 6,200 | |
| Utilities - Security Monitoring | \$ 1,500 | \$ 1,500 | \$ - | \$ 1,500 | |
| Utilities - Communications | | \$ 8,596 | \$ 8,596 | \$ 8,596 | |
| Utilities - Waste Disposal | | \$ 2,300 | \$ 2,300 | \$ 2,300 | |



City of Auburn Norway Savings Utilities

Fiscal Year 2015
Proposed 1.10.2014

DESCRIPTION:

Norway Saving Bank Arena is an Enterprise Fund of the City of Auburn, Maine. It operates financially as the Ice Arena Enterprise Fund dba Norway Savings Bank Arena, and is responsible for the coordination, direction and implementation of a profit center for the City of Auburn. The General Manager of the Enterprise reports directly to the City Manager and oversees the operation, maintenance, fiscal oversight (specifically budget creation and capital improvements) and long range planning of the Enterprise.

MISSION:

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

VISION/PURPOSE: “Serving Our Community through Skating”

In the spirit of community; through teamwork, safety, and sportsmanship, we shall seek a high quality level of programming and facilities to teach and support the sports of ice hockey, figure skating and other ice related activities for people of all ages.

The Arena shall provide safe, stable and reliable recreational skating opportunities to area residents, with regularly scheduled recreational skating, shinny hockey and “stick & puck” time that is open to all.

In addition to its commitment to the community, the arena shall support multiple local user groups including the Twin City Titans Youth Hockey Association, Maine Gladiators Youth Hockey, Edward Little High School Hockey, St. Dominics Academy Hockey, Poland-Gray/New Gloucester High School Hockey, Leavitt Area High School Hockey, Southern Maine Middle School Hockey League, and Community based recreational opportunities with multiple other local, regional and national user groups. Norway Savings Bank Arena shall operate as a year round facility. Marketing, promotions and the scheduling of ice time and other programming shall be scheduled to maximize the directive of the mission statement, provide financial stability and provide a balance among the many regional skating and viewing interests. The Arena shall strive to be the premier ice surfaces in the state and New England.

PROGRAMS

1. OPERATIONS:

Oversight of all events, activities, and related programming of the Enterprise to ensure proper staffing, goals, objectives, and coordination for the operation of a multipurpose, multi-use ice skating facility. Management of staff which includes a Director of Operations and Scheduling, Olympia Drivers and all part time staff. Coordinating the Activities include but are not limited to: scheduling of events, activities, negotiate, maintain and evaluate third party contracts for leased/contracted space. Provide a clean, safe and friendly environment for patrons in accordance with all facility policies and procedures. Operations consist of the bulk of staff time, preparing, maintaining and post event activities.

2. FINANCE AND ADMINISTRATION:

Provide financial oversight and administration of all activities of the facility. Together, the General Manager and the Administrative Assistant monitor budgets, accounts payable and receivable in conjunction with the municipal finance department to maintain the economic viability and fiscal responsibility of the Arena. Developing a budget and fee based structure that provides excellent services at a minimal cost. Reports consistently to City Manager and City Council financial budgeting quarterly, and cooperates monthly with financial health of the Enterprise in the monthly financial reports as presented by the Finance Department. Consistently review the value of the long term economic impact on the facility on the community.

3. MARKETING AND ADVERTISING:

The Marketing and Advertising within the facility is the responsibility of the General Manager with assistance from the Administrative Assistant. By building and managing local, regional and national marketing and advertising partnerships, the GM is responsible for the overall economic viability and fiscal responsibility of the Arena. Annual advertising and marketing of these partnerships within the facility and for special events, activities the local and regional participation provide for unlimited exposure and additional resources for the facility. Website development and promotion provide for electronic media growth and additional avenues for promoting the facility. Through programming and development of tournaments, and other regional events and activities, the Arena works to serve as an Economic Development opportunity for the community; bringing people from outside of the region supporting local businesses and community as a whole.

GOALS AND OBJECTIVES

- Provide a premier safe, affordable, entertainment experience for customers, participants and spectators. Instituting procedures and a culture to engage and welcome the community.
- Develop an internal programming and rental base that provide consistent revenue stream to properly maintain the facility and grow economic opportunities in the region
- Provide clean and quality services throughout the facility.
- Build staffing levels to maximize efficiency and operation of the facility.
- Operate 100% as an Enterprise Fund, using a budget model based on using zero community tax based revenue.
- Develop a fee based structure that is commensurate to the operation, minimizing expenditures, maintaining a high quality delivery of services.
- Monitor and coordinate Utility expenses to remain on budget
- Maintain a positive social and electronic media interface to interact and communicate with our users, including updated website and point of sale.
- Develop and implement a Marketing strategy for branding Arena activities, events and rental uses.

PERFORMANCE MEASURES

| PERFORMANCE MEASURES | | | |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------|
| MEASURE | GOALS | FY 2013 | FY 2014 |
| Achieve 100% Enterprise Sustainability | Develop financial budgets and policies intended on operating without municipal tax assistance, while maintaining fees commensurate to the operation/market demand. | N/A | Unknown |
| Ice Commitments | Maximize prime time ice rental, achieving 85-90% of all primetime ice rental filled, generating ice/facility rental income of \$800,000 | N/A | Monitoring |
| Advertising Revenue | To attain 95%-100% revenue renewal rate from advertising partnerships equivalent to or greater than \$185,000 annually | N/A | At Least \$188,350 |
| Utilities and Services | Monitor and coordinate utility expenses to maintain a strong level of customer satisfaction, while remaining on budget. Finding new ways to reduce utility expenses. | N/A | N/A |
| Tournament Play/ Economic Development | Provide a minimum of 5 stay and play tournament opportunities, generating a minimum of \$40,000 in annual income, and 350 hotel nights within the community. | N/A | Monitoring |

BUDGET DRIVERS

- 1. Rent:** The triple net lease with Slapshot LLC, (\$528,408), represents 44% of the overall budget for the facility. The largest financial commitment of the facility is a fixed expense and shall remain in place through the entirety of the lease agreement.
- 2. Utilities:** Utilities are a function of operation and time. Efforts are made to monitor and reduce utility costs, and are currently based upon projections of current use and trends. Fluctuations in commodity pricing create vulnerability in the budget process and are a significant portion of the remaining 56% of budget expenditures. (17% or \$209,146)
- 3. Regular Salaries/ Additional Labor:** Staffing levels are maintained at a minimum to provide the level of service and maintenance to the facility. Efforts are made to reduce overtime, maximize the skills of the staff, but consist of approximately 26% (\$318,446) of the overall budget.

| PROGRAM BUDGET-Operations | | | | |
|---------------------------|-----|------------------|----------------|------------------|
| Full Time Equivalent | 4.5 | Budgeted FY 2014 | Actual FY 2014 | Budgeted FY 2015 |
| Revenue | | | | \$988,710 |
| Salaries | | | | \$155,199 |
| Contracted Services | | | | \$24,500 |
| Operations | | | | \$850,554 |

| PROGRAM BUDGET-Finance and Administration | | | | |
|-------------------------------------------|------|------------------|----------------|------------------|
| Full Time Equivalent | 1.05 | Budgeted FY 2014 | Actual FY 2014 | Budgeted FY 2015 |
| Revenue | | | | \$0 |
| Salaries | | | | \$63,922 |
| Contracted Services | | | | \$500 |
| Operations | | | | \$1000 |

| PROGRAM BUDGET-Marketing and Advertising | | | | |
|------------------------------------------|------|------------------|----------------|------------------|
| Full Time Equivalent | 0.85 | Budgeted FY 2014 | Actual FY 2014 | Budgeted FY 2015 |
| Revenue | | | | \$237,225 |
| Salaries | | | | \$59,748 |
| Contracted Services | | | | \$13,500 |
| Operations | | | | \$2,844 |



City of Auburn

Master List

Fiscal Year 2015
Proposed 3.18.2014

| Account Title | FY 2013 Actual | FY 2014 Approved | FY 2014 Projected | FY 2015 Dept. Request | FY 2015 Manager Proposed | Increase/ Decrease | % |
|--------------------------|-------------------|---------------------|----------------------|-----------------------------|--------------------------------|-----------------------|--------------|
| 0110 City Manager | | | | | | | |
| Regular Salaries | 297,136 | 202,948 | 202,948 | 228,790 | 0 | 25,842 | 12.7% |
| PS - General | 1,851 | 700 | 800 | 50,700 | 0 | 50,000 | 7142.9% |
| Office Supplies | 766 | 700 | 685 | 700 | 0 | 0 | 0% |
| Comm - Telephone | 1,395 | 1,680 | 1,680 | 1,680 | 0 | 0 | 0% |
| Special Events | 1,359 | 20,000 | 20,000 | 2,000 | 0 | (18,000) | -90% |
| Training & Tuition | 1,860 | 5,275 | 5,000 | 7,975 | 0 | 2,700 | 51% |
| Travel-Mileage | 3,746 | 5,600 | 5,500 | 5,600 | 0 | 0 | 0% |
| Dues & Subscriptions | 1,762 | 2,000 | 2,000 | 2,060 | 0 | 60 | 3% |
| TOTAL | 309,875 | 238,903 | 238,613 | 299,505 | - | 60,602 | 25.4% |



City of Auburn

City Manager

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|------------------|-------|--------------|------------------|---------------------|
| Regular Salaries | Total | 235,783 | 228,790 | - |
| PS - General | Total | 450 | 50,700 | - |
| Office Supplies | Total | 700 | 700 | - |

Estimated Detail of Regular Salaries

Actual expenses may vary according to changing circumstances

| | Dept. Request | Manager Proposed |
|------------------------------------|-------------------|---------------------|
| Regular Salaries | | |
| City Manager (non-union) | \$ 99,000 | |
| Assistant City Manager (non-union) | \$ 85,000 | |
| Executive Assistant (non-union) | \$ 44,790 | |
| | \$ 228,790 | \$ - |
| TIF Offset | 25% | \$ 24,750 |
| Net Cost | | \$ 204,040 |

Note: 25% of the City Manager's wages are paid for by TIF Revenues.

Estimated Detail of PS - General

Actual expenses may vary according to changing circumstances

| | Dept. Request | Manager Proposed |
|--------------------|------------------|---------------------|
| PS - General | | |
| Purchased Services | \$ 50,700 | |
| | \$ 50,700 | \$ - |

Estimated Detail of Office Supplies

Actual expenses may vary according to changing circumstances

| | Dept. Request | Manager Proposed |
|-------------------------|------------------|---------------------|
| Office Supplies | | |
| General Office Supplies | \$ 700 | |
| | \$ 700 | \$ - |

Line Item Narrative

Regular Wages: This line item has decreased due to the transfer of the Economic Development Department being shown in a separate budget and 20% of the City Manager being funded by TIF revenue.

Purchased Services- General: This line item includes printing, business lunches, training, etc. The increase in this line item is to fund a consultant to assist the City in immediate development of a priority based budget.

Office Supplies: This account is used for general office supplies, signs, etc.



City of Auburn

City Manager

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|------------------|-------|--------------|------------------|---------------------|
| Comm - Telephone | Total | 1,974 | 1,680 | - |
| Special Events | Total | 20,000 | 2,000 | - |

Estimated Detail of Comm - Telephone

Actual expenses may vary according to changing circumstances

| | Cost / Month | Dept. Request | Manager Proposed |
|------------------------|--------------|------------------|---------------------|
| Comm - Telephone | | | |
| City Manager | \$ 70.00 | \$ 840 | |
| Assistant City Manager | \$ 70.00 | \$ 840 | |
| | | \$ 1,680 | \$ - |

Estimated Detail of Special Events

Actual expenses may vary according to changing circumstances

| | Dept. Request | Manager Proposed |
|----------------|------------------|---------------------|
| Special Events | | |
| Special Events | \$ 2,000 | |
| | \$ 2,000 | \$ - |

Line Item Narrative

Communications: Cell phone usage and one replacement phone, if necessary.

Special Events: This account funds for special events and supplies, such as Christmas tree lighting, Holiday Luncheon, plaques, etc.



City of Auburn

City Manager

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|--------------------|-------|--------------|------------------|---------------------|
| Training & Tuition | Total | 5,275 | 7,975 | - |
| Travel-Mileage | Total | 5,600 | 5,600 | - |

Estimated Detail of Training & Tuition

Actual expenses may vary according to changing circumstances

| | Dept. Request | Manager Proposed |
|----------------------------------------------------------|------------------|---------------------|
| Training & Tuition | | |
| ABA Monthly Meetings | \$ 200 | |
| Chamber Awards Dinner | \$ 100 | |
| Chamber Breakfast | \$ 275 | |
| ICMA Conference | \$ 3,000 | |
| National League of Cities | \$ 2,500 | |
| LAEGC Awards Dinner - Staff Table & Awards Winners Table | \$ 200 | |
| MMA Convention | \$ 200 | |
| MTCMA Conference | \$ 1,000 | |
| Other Events | \$ 500 | |
| | \$ 7,975 | \$ - |

Estimated Detail of Travel-Mileage

Actual expenses may vary according to changing circumstances

| | Dept. Request | Manager Proposed |
|-------------------------------------------|------------------|---------------------|
| Travel-Mileage | | |
| City Manager Vehicle Stipend per contract | \$ 4,800 | |
| Miscellaneous Department Mileage | \$ 800 | |
| | \$ 5,600 | \$ - |

Line Item Narrative

Training & Tuition: This account funds the training needs for the City Manager's office.

Travel & Mileage: The City Manager's Employment Contract calls for a vehicle stipend of \$400 per month.



City of Auburn

City Manager

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | Last Year | Dept. Request | Manager Proposed |
|----------------------|-----------|---------------|------------------|
| Dues & Subscriptions | Total | 2,200 | 2,060 - |

Estimated Detail of Dues & Subscriptions

Actual expenses may vary according to changing circumstances

| Dues & Subscriptions | Dept. Request | Manager Proposed |
|-----------------------------------|-----------------|------------------|
| Auburn Business Association (ABA) | \$ 60 | \$ - |
| ICMA Dues | \$ 1,600 | |
| Maine Biz | \$ 100 | |
| MTCMA Dues | \$ 300 | |
| | \$ 2,060 | \$ - |

Line Item Narrative

Dues & Subscriptions: This account funds the dues for the City Manager, and Assistant City Manager.



City of Auburn

Master List

Fiscal Year 2015
Proposed 3.18.2014

| Account Title | FY 2013 Actual | FY 2014 Approved | FY 2014 Projected | FY 2015 Dept. Request | FY 2015 Manager Proposed | Increase/ Decrease | % |
|-------------------------------|-------------------|---------------------|----------------------|-----------------------------|--------------------------------|-----------------------|-------------|
| <i>0110 County Tax</i> | | | | | | | |
| County Tax | 2,006,244 | 2,029,513 | 2,029,513 | 2,046,880 | 0 | 17,367 | 1% |
| TOTAL | 2,006,244 | 2,029,513 | 2,029,513 | 2,046,880 | - | 17,367 | 0.9% |



City of Auburn

County Tax

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|------------|-------|-----------|---------------|------------------|
| County Tax | Total | 2,029,513 | 2,046,880 | - |

Estimated Detail of County Tax

Actual expenses may vary according to changing circumstances

| County Tax | Dept. Request | Manager Proposed |
|------------|---------------|------------------|
| | \$ - | \$ - |
| | \$ - | \$ - |

Line Item Narrative

County Tax:



City of Auburn

Master List

Fiscal Year 2015
Proposed 3.18.2014

| Account Title | FY 2013 Actual | FY 2014 Approved | FY 2014 Projected | FY 2015 Dept. Request | FY 2015 Manager Proposed | Increase/ Decrease | % |
|------------------------------------|-------------------|---------------------|----------------------|-----------------------------|--------------------------------|-----------------------|--------------|
| <i>0320 Fringe Benefits</i> | | | | | | | |
| Health Insurance | 2,418,389 | 2,468,124 | | 2,465,840 | 0 | (2,284) | 0% |
| FICA/Medicare | 495,193 | 568,909 | | 566,499 | 0 | (2,410) | 0% |
| MSRS Retirement | 746,431 | 733,643 | | 967,803 | 0 | 234,160 | 32% |
| ICMA Retirement | 151,960 | 192,774 | | 162,000 | 0 | (30,774) | -16% |
| City Pension | 155,683 | 170,000 | | 160,000 | 0 | (10,000) | -6% |
| Cafeteria Plan | 165,465 | 187,000 | | 175,550 | 0 | (11,450) | -6% |
| Life Ins(Retirees) | 23,175 | 23,175 | | 23,175 | 0 | 0 | 0% |
| Salary Reserves | 42,084 | 53,960 | | 250,000 | 0 | 196,040 | 363% |
| Health Reimbursement Accour | 0 | 0 | | 174,250 | 0 | 174,250 | 0% |
| TOTAL | 4,198,380 | 4,397,585 | - | 4,945,117 | - | 547,532 | 12.5% |



City of Auburn

Fringe Benefits

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|------------------|-------|--------------|------------------|---------------------|
| Health Insurance | Total | 2,468,124 | 2,465,840 | - |
| FICA/Medicare | Total | 568,909 | 566,499 | - |

Estimated Detail of Health Insurance

Actual expenses may vary according to changing circumstances

| Health Insurance | Rate | City Share | Employee Share | Health Ins. | Waivers | Dept. Request | Manager Proposed |
|----------------------|------|------------|-------------------|-------------|------------|---------------------|---------------------|
| Non Union | ↓ | ↓ | ↓ | \$ 304,596 | \$ 57,132 | \$ 361,728 | - |
| MSEA | ↓ | ↓ | ↓ | \$ 395,506 | \$ 33,552 | \$ 429,058 | - |
| Police | ↓ | ↓ | ↓ | \$ 416,087 | \$ 58,413 | \$ 474,500 | - |
| Fire | ↓ | ↓ | ↓ | \$ 480,337 | \$ 153,108 | \$ 633,445 | - |
| Public Works | ↓ | ↓ | ↓ | \$ 467,289 | \$ 44,820 | \$ 512,109 | - |
| OMC Wellness Program | ↓ | ↓ | ↓ | | | \$ 55,000 | - |
| | | | | | | \$ 2,465,840 | \$ - |

| Rates - PPO 500 | 85% | | 15% | |
|-----------------|----------|----------|--------|--|
| Single | \$ 561 | \$ 477 | \$ 84 | |
| Employee/Child | \$ 916 | \$ 779 | \$ 137 | |
| Family | \$ 1,259 | \$ 1,070 | \$ 189 | |

Note: The City's premium is based upon two pools; 50% our own pool, and the other 50% with all other Maine Municipal Association participants. Our premiums increased 2% for calendar year 2014.

Estimated Detail of FICA/Medicare

Actual expenses may vary according to changing circumstances

| FICA/Medicare | FICA | FICA OT | Medicare | Medicare OT | Dept. Request | Manager Proposed | |
|---------------------|------------|-----------|-----------|----------------|---------------|---------------------|------------------|
| Non Union | \$ 120,482 | | \$ 31,971 | | | - | |
| MSEA | \$ 95,381 | \$ 12,000 | \$ 22,307 | \$ 6,000 | | - | |
| Police | \$ - | | \$ 40,035 | \$ 12,000 | | - | |
| Fire | \$ - | | \$ 40,391 | \$ 18,000 | | - | |
| Public Works | \$ 110,687 | \$ 26,000 | \$ 24,245 | \$ 7,000 | | - | |
| | | | | | | \$ 326,550 | \$ 38,000 |
| FICA Percentage | 6.20% | | | | \$ 364,550 | - | |
| Medicare Percentage | 1.45% | | | | \$ 201,949 | - | |
| | | | | | | \$ 566,499 | \$ - |

Line Item Narrative

Health Insurance: Our health provider is the Maine Municipal Association. In order to participate, the City must be a participating member, hence the membership fee in the Mayor & Council Budget. Employees who participate in the Health Promotion Plan pay 15% of the monthly insurance premiums. The City offers to pay a waiver to employees who opt out of the program in lieu of receiving a 3 month premium cashout. There are about 187 out of about 226 employees who participate.

FICA/ Medicare: See Above.



City of Auburn

Fringe Benefits

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|-----------------|-------|--------------|------------------|---------------------|
| MSRS Retirement | Total | 733,643 | 967,803 | - |
| ICMA Retirement | Total | 192,774 | 162,000 | - |

Estimated Detail of MSRS Retirement

Actual expenses may vary according to changing circumstances

| | <i>Debt</i> | <i>MSRS</i> | <i>OT & Other</i> | Dept. Request | Manager Proposed |
|--------------------|-------------|-------------|-----------------------|-------------------|---------------------|
| MSRS Retirement | | | | | |
| Non Union | | \$ 110,105 | | \$ 110,105 | |
| MSEA | | \$ 68,806 | \$ 9,000 | \$ 77,806 | |
| Police | | \$ 229,168 | \$ 30,000 | \$ 259,168 | |
| Fire | | \$ 335,103 | \$ 55,000 | \$ 390,103 | |
| Public Works | | \$ 39,527 | \$ 15,000 | \$ 54,527 | |
| Pension Obligation | \$ 126,094 | | | \$ 76,094 | |
| | | | | \$ 967,803 | \$ - |

Estimated Detail of ICMA Retirement

Actual expenses may vary according to changing circumstances

| | <i>Retirement</i> | <i>Overtime</i> | Dept. Request | Manager Proposed |
|-----------------------|-------------------|-----------------|-------------------|---------------------|
| ICMA Retirement | | | | |
| Non Union | \$ 51,500 | \$ - | | |
| MSEA | \$ 39,500 | | | |
| Public Works | \$ 65,000 | \$ 6,000 | | |
| Employer Contribution | \$ 156,000 | \$ 6,000 | \$ 162,000 | |
| | | | \$ 162,000 | \$ - |

Line Item Narrative

MSRS: Maine State Retirement increased the employer's contribution from 6.5% to 7.3% for non-public safety employees and 7.9% to 8.3% for public safety employees.

ICMA Retirement: Employee contributions are generally matched equally by the City. This is in addition to Social Security.



City of Auburn

Fringe Benefits

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|----------------|-------|--------------|------------------|---------------------|
| City Pension | Total | 170,000 | 160,000 | - |
| Cafeteria Plan | Total | 187,000 | 175,550 | - |

Estimated Detail of City Pension

Actual expenses may vary according to changing circumstances

| City Pension | | Dept. Request | Manager Proposed |
|--------------|--|-------------------|---------------------|
| Participants | | \$ 160,000 | |
| | | \$ 160,000 | \$ - |

Estimated Detail of Cafeteria Plan

Actual expenses may vary according to changing circumstances

| Cafeteria Plan | | Dept. Request | Manager Proposed |
|----------------|--|-------------------|---------------------|
| Non Union | | \$ 34,200 | |
| MSEA | | \$ 37,600 | |
| Police | | \$ 41,600 | |
| Fire | | \$ 39,650 | |
| Public Works | | \$ 22,500 | |
| | | \$ 175,550 | \$ - |

Line Item Narrative

City Pension: This is a pre-existing retirement plan with 14 remaining participants. Nine spouses are paid \$1,200 per year for a total of \$10,800. Five employees are paid an average of \$11,600 per month with an additional increase as paid to current employees.

Cafeteria Plan: The City contributes between \$400 and \$950 annually, depending upon the bargaining unit to a bonafide IRS Cafeteria Benefit Plan. Employees contribute \$150 through payroll deduction.



City of Auburn

Fringe Benefits

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|------------------------------|-------|--------------|------------------|---------------------|
| Life Ins(Retirees) | Total | 23,175 | 23,175 | - |
| Salary Reserves | Total | 53,960 | 250,000 | - |
| Health Reimbursement Account | Total | - | 174,250 | - |

Estimated Detail of Life Ins(Retirees)

Actual expenses may vary according to changing circumstances

| Life Ins(Retirees) | Dept. Request | Manager Proposed |
|--------------------|------------------|---------------------|
| See Below. | \$ 23,175 | - |
| | \$ 23,175 | \$ - |

Estimated Detail of Salary Reserves

Actual expenses may vary according to changing circumstances

| Salary Reserves | Dept. Request | Manager Proposed |
|-----------------|-------------------|---------------------|
| | \$ 250,000 | - |
| | \$ 250,000 | \$ - |

Estimated Detail of Health Reimbursement Account

Actual expenses may vary according to changing circumstances

| Health Reimbursement Account | Dept. Request | Manager Proposed |
|------------------------------|-------------------|---------------------|
| | \$ 174,250 | - |
| | \$ 174,250 | \$ - |

Line Item Narrative

Life Insurance: Life Insurance is the annual payment on a term policy purchased for retirees. The final payment will be in FY 2014

Salary Reserves: This line item is used to allow the City to cash out employees upon retirement or resignation. It also funds the cost of what Cola or Performance allowance the City Council approves of and related benefit increases.



City of Auburn

Master List

Fiscal Year 2015
Proposed 3.18.2014

| Account Title | FY 2013 Actual | FY 2014 Approved | FY 2014 Projected | FY 2015 Dept. Request | FY 2015 Manager Proposed | Increase/ Decrease | % |
|-----------------------------------|-------------------|---------------------|----------------------|-----------------------------|--------------------------------|-----------------------|---------------|
| <i>0140 Legal Services</i> | | | | | | | |
| PS-Legal | 46,460 | 100,000 | 35,200 | 85,000 | 0 | (15,000) | -15% |
| TOTAL | 46,460 | 100,000 | 35,200 | 85,000 | - | (15,000) | -15.0% |



City of Auburn

Legal

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|------------|-------|--------------|------------------|---------------------|
| PS-Legal | Total | 100,000 | 85,000 | - |

Estimated Detail of PS-Legal

Actual expenses may vary according to changing circumstances

| PS-Legal | Dept. Request | Manager Proposed |
|-----------------------------|------------------|---------------------|
| Legal Services | \$ 42,500 | - |
| Legal Services-Reserve Fund | \$ 42,500 | - |
| | \$ 85,000 | \$ - |

Line Item Narrative

Legal: Legal representation resulting from claims made upon the city is determined by the insurance companies. When the City hires legal representation, it's largely based upon the type of legal representation required. For example, it may be land use, personnel, board of appeals, real estate, general, etc.



City of Auburn

Master List

Fiscal Year 2015
Proposed 3.18.2014

| Account Title | FY 2013 Actual | FY 2014 Approved | FY 2014 Projected | FY 2015 Dept. Request | FY 2015 Manager Proposed | Increase/ Decrease | % |
|--------------------------------------|-------------------|---------------------|----------------------|-----------------------------|--------------------------------|-----------------------|--------------|
| <i>0105 Mayor and Council</i> | | | | | | | |
| Regular Salaries | 16,600 | 16,600 | 16,600 | 16,600 | 0 | 0 | 0.0% |
| PS - General | 22,380 | 32,000 | 32,000 | 35,500 | 0 | 3,500 | 10.9% |
| Office Supplies | 495 | 0 | 0 | 500 | 0 | 500 | 0.0% |
| Travel-Mileage | 0 | 200 | 200 | 200 | 0 | 0 | 0.0% |
| Dues & Subscriptions | 49,793 | 22,279 | 22,279 | 25,732 | 0 | 3,453 | 15.5% |
| Communication - Tel | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Joint Services | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| TOTAL | 89,268 | 71,079 | 71,079 | 78,532 | - | 7,453 | 10.5% |



City of Auburn

Mayor & Council

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|------------------|-------|--------------|------------------|---------------------|
| Regular Salaries | Total | 16,600 | 16,600 | - |
| PS - General | Total | 32,000 | 35,500 | - |
| Office Supplies | Total | - | 500 | - |

Estimated Detail of Regular Salaries

Actual expenses may vary according to changing circumstances

| | | Dept. Request | Manager Proposed |
|------------------|-----------|------------------|---------------------|
| Regular Salaries | | | |
| Mayor | Mayor | \$ 4,000 | |
| City Councilors | Wards 1-5 | \$ 12,600 | |
| | | \$ 16,600 | \$ - |

Estimated Detail of PS - General

Actual expenses may vary according to changing circumstances

| | | Dept. Request | Manager Proposed |
|----------------------------------------------------|--|------------------|---------------------|
| PS - General | | | |
| Community Event Registration (LAEGC, Chamber, ABA) | | \$ 2,000 | |
| Annual City Audit | | \$ 26,500 | |
| Community/Employee Recognition | | \$ 3,500 | |
| Council Dinners, Chamber Breakfasts, Water, etc. | | \$ 3,500 | |
| | | \$ 35,500 | \$ - |

Estimated Detail of Office Supplies

Actual expenses may vary according to changing circumstances

| | | Dept. Request | Manager Proposed |
|-------------------------|--|------------------|---------------------|
| Office Supplies | | | |
| General Office Supplies | | \$ 500 | \$ - |
| | | \$ 500 | \$ - |

Line Item Narrative

Regular Salaries: Established by Charter.

Purchases Services General: This account includes the cost of the annual audit and for the Mayor and Council to attend community events, give community and employee recognition, send flowers, cards, and certificates, etc.



City of Auburn

Mayor & Council

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | | Last Year | Dept. Request | Manager Proposed |
|----------------------|-------|--------------|------------------|---------------------|
| Travel-Mileage | Total | 200 | 200 | - |
| Dues & Subscriptions | Total | 22,279 | 25,732 | - |
| Joint Services | Total | - | - | - |

Estimated Detail of Travel-Mileage

Actual expenses may vary according to changing circumstances

| Travel-Mileage | | Dept. Request | Manager Proposed |
|------------------------------------------------|--|------------------|---------------------|
| Mileage Reimbursement for Mayor and Councilors | | \$ 200 | |
| | | \$ 200 | \$ - |

Estimated Detail of Dues & Subscriptions

Actual expenses may vary according to changing circumstances

| Dues & Subscriptions | | Dept. Request | Manager Proposed |
|--------------------------------|--|------------------|---------------------|
| Maine Development Foundation | | \$ 350 | |
| Maine Service Center Coalition | | \$ 2,767 | |
| Mayor's Coalition | | \$ 1,000 | |
| Maine Municipal Association | | \$ 21,615 | |
| | | \$ 25,732 | \$ - |

Estimated Detail of Joint Services

Actual expenses may vary according to changing circumstances

| Joint Services | | Dept. Request | Manager Proposed |
|-------------------------------------|--|------------------|---------------------|
| Public Safety Department Task Force | | \$ - | \$ - |
| | | \$ - | \$ - |

Line Item Narrative

Travel & Mileage: This account is used for mileage reimbursement.

Dues & Subscriptions: These organizations are support services to our City, whether it be transportation, business, lobbying, resources, training, or representation.

Joint Services: This account was used to fund the Public Safety Department Task Force Study.



City of Auburn

Master List

Fiscal Year 2015
Proposed 3.18.2014

| Account Title | FY 2013 Actual | FY 2014 Approved | FY 2014 Projected | FY 2015 Dept. Request | FY 2015 Manager Proposed | Increase/ Decrease | % |
|-----------------------------------------|-------------------|---------------------|----------------------|-----------------------------|--------------------------------|-----------------------|-------------|
| <i>0315 Workers Compensation</i> | | | | | | | |
| WC Operating Transfer | 415,000 | 431,446 | 415,000 | 468,081 | 0 | 36,635 | 8% |
| TOTAL | 415,000 | 431,446 | 415,000 | 468,081 | - | 36,635 | 8.5% |



City of Auburn

Workers Compensation

Fiscal Year 2015
Proposed 3.18.2014

| Line Items | Last Year | Dept. Request | Manager Proposed | |
|-----------------------|--------------|------------------|---------------------|---|
| WC Operating Transfer | Total | 431,446 | 468,081 | - |

Estimated Detail of WC Operating Transfer

Actual expenses may vary according to changing circumstances

| WC Operating Transfer | Dept. Request | Manager Proposed |
|-------------------------------------------|-------------------|---------------------|
| <u>Expenses</u> | | |
| Salaries | \$ 32,396 | |
| Operating Supplies | \$ 300 | |
| Training and Tuition | \$ 200 | |
| Mileage | \$ 100 | |
| Purchased Services: | | |
| Annual Actuarial | \$ 6,950 | |
| Third Party Admin - Willis | \$ 28,685 | |
| Loss Control Services - Willis | \$ 8,640 | |
| Dues and Subscriptions: | | |
| State Admin Assessment for Self Insurance | \$ 25,000 | |
| Fee to operate State W/C Board | \$ 3,410 | |
| Renewal application fee | \$ 400 | |
| State Supplemental Benefits Fund | \$ 4,000 | |
| Claims | \$ 300,000 | |
| Insurance | \$ 58,000 | |
| Capital Costs | \$ - | |
| Total | \$ 468,081 | \$ - |

Line Item Narrative

Workers Compensation: The City is self-insured and therefore the management of this program must follow and be in accordance with Maine State Title 39-A. According to 39-A MRSA 154 (4), every self-insured employer must pay an assessment on aggregate benefits paid, which is called the State Admin Assessment for Self Insurance. Due to years of underfunding, the City of Auburn has a Workers Compensation deficit of \$887,289.53, that has drawn on the City's Undesignated Fund Balance to create the necessary and statutory self-insured reserve balance.



City of Auburn Recreation Programs

Fiscal Year 2015
Proposed 3.18.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

Recreation Programs

Youth Programs

| | Revenues | Expenses | Variance |
|----------------------------------|------------|------------|------------|
| Fishing Derby | \$ 1,550 | \$ 1,181 | \$ 369 |
| Football (3rd-6th grade) | \$ 8,050 | \$ 6,100 | \$ 1,950 |
| Football Camp | \$ 525 | \$ 260 | \$ 265 |
| Football (Flag, 1st-2nd) | \$ 1,220 | \$ 782 | \$ 438 |
| Football (7th-8th) | \$ 5,200 | \$ 8,074 | \$ (2,874) |
| Golf Lessons | \$ 540 | \$ 461 | \$ 79 |
| Indoor Soccer | \$ 2,600 | \$ 2,277 | \$ 323 |
| Lacrosse (1st-2nd grade) | \$ 520 | \$ 361 | \$ 159 |
| Lacrosse (3rd-4th grade) | \$ 1,340 | \$ 1,400 | \$ (60) |
| Lacrosse (5th-6th grade) | \$ 2,340 | \$ 1,552 | \$ 788 |
| Lacrosse (Middle school) | \$ 2,850 | \$ 1,992 | \$ 858 |
| Soccer Camp (Spring) | \$ 1,165 | \$ 897 | \$ 268 |
| Soccer Camp (Summer) | \$ 740 | \$ 570 | \$ 170 |
| Soccer (Peewee) | \$ 2,500 | \$ 2,290 | \$ 210 |
| Pillo Hockey | \$ 1,020 | \$ 325 | \$ 695 |
| Recess Warriors | \$ 600 | \$ 132 | \$ 468 |
| Softball Pitching 101 | \$ 750 | \$ 515 | \$ 235 |
| Running Club | \$ 380 | \$ 248 | \$ 132 |
| Summer Camp | \$ 138,450 | \$ 104,830 | \$ 33,620 |
| Spring Soccer | \$ 4,705 | \$ 4,080 | \$ 625 |
| T-Ball | \$ 1,820 | \$ 1,537 | \$ 283 |
| Track and Field | \$ 10,950 | \$ 8,849 | \$ 2,101 |
| Skills & Drills Basketball Camp | \$ 770 | \$ 235 | \$ 535 |
| Pre-K/K Instructional Basketball | \$ 675 | \$ 210 | \$ 465 |
| Youth Basketball | \$ 12,500 | \$ 11,548 | \$ 952 |
| Skating Instruction I | \$ 2,925 | \$ 3,420 | \$ (495) |
| Skating Instruction II | \$ 4,470 | \$ 3,420 | \$ 1,050 |
| Skating Instruction III | \$ 2,425 | \$ 3,420 | \$ (995) |

Youth Programs Subtotal

\$ 213,580 \$ 170,966 \$ 42,614

Adult Programs

| | Revenues | Expenses | Variance |
|--------------------------|-----------|-----------|-----------|
| Dodgeball | \$ 1,200 | \$ 530 | \$ 670 |
| Mens Basketball A League | \$ 6,200 | \$ 5,124 | \$ 1,076 |
| Mens Basketball B League | \$ 6,525 | \$ 5,691 | \$ 834 |
| Mens Basketball C League | \$ 4,350 | \$ 3,724 | |
| Co-ed Softball | \$ 12,880 | \$ 8,046 | \$ 4,834 |
| Men's Softball | \$ 25,600 | \$ 13,823 | \$ 11,777 |
| Womens Basketball | \$ 5,800 | \$ 4,292 | \$ 1,508 |

Adult Programs Subtotal

\$ 62,555 \$ 41,230 \$ 21,325



City of Auburn Recreation Programs

Fiscal Year 2015
Proposed 3.18.2014

Special Events

- Fright Fest
- Hot Shot Competition
- Spring Celebration
- Family Fun Day
- Wednesdays in the Park
- Box Car Drive-in Movie
- Valentines Day
- Holiday Celebration
- Winter Festival

Special Event Subtotal

Grand Totals

| Revenues | Expenses | Variance |
|-------------------|-------------------|------------------|
| \$ 500 | \$ 500 | \$ - |
| \$ - | \$ 150 | \$ (150) |
| \$ 400 | \$ 400 | \$ - |
| \$ 600 | \$ 600 | \$ - |
| \$ 2,250 | \$ 2,250 | \$ - |
| \$ 250 | \$ 250 | \$ - |
| \$ 1,600 | \$ 780 | \$ 820 |
| \$ 1,300 | \$ 1,300 | \$ - |
| \$ 3,000 | \$ 3,000 | \$ - |
| \$ 9,900 | \$ 9,230 | \$ 670 |
| \$ 286,035 | \$ 221,426 | \$ 64,609 |

Line Item Narrative

Projected Revenues and Expenses: Revenues are calculated by registration fees, concession sales, and sponsorships or donations. Expenses include equipment, day camp employees, coaching stipends, part time employees, shirts/jerseys, concession inventory, league fees, referees/umpires, awards, prizes, school rental fees, and portable toilets.

CITY OF AUBURN
SPECIAL REVENUE FUNDS
As of June 30, 2014

(as of January 31, 2014)

| | 1901 Police Outside Jobs | 1902 Riverwatch | 1904 Great Falls School | 1905 Winter Festival | 1908 Mt Apatite | 1909 Kittyhawk Park | 1910 Community Service | 1911 Fire Prevention Trailer | 1912 EMS Billing | 1913 Police Fitness Equipment | 1914 Oak Hill Cemeteries | 1915 Fire Training Building | 1916 Ahrens Fox | 1917 Wellness Grant |
|-----------------------------|--------------------------------|------------------------|-------------------------------|----------------------------|-----------------------|---------------------------|------------------------------|------------------------------------|------------------------|-------------------------------------|--------------------------------|-----------------------------------|-----------------------|---------------------------|
| Fund Balance 7/1/13 | \$ 59,733.28 | \$ 1,119,140.60 | \$ (273,443.56) | \$ 5,320.98 | \$ 4,405.88 | \$ 599,895.98 | \$ 3,464.57 | \$ 4,544.65 | \$ (5,115.91) | \$ 5,960.03 | \$ 23,377.18 | \$ 2,257.69 | \$ 42.83 | \$ 7,782.53 |
| Revenues FY14 | | \$ 38,269.40 | \$ - | \$ 1,500.00 | \$ - | \$ - | \$ (203.17) | \$ - | \$ - | \$ - | \$ 600.00 | \$ - | \$ - | \$ 4,068.62 |
| Expenditures FY14 | \$ 20,000.00 | \$ 118,301.09 | | \$ 1,500.00 | \$ - | \$ 9,136.99 | \$ 282.90 | \$ - | \$ - | | \$ 59.90 | \$ - | \$ - | \$ 5,023.87 |
| Fund Balance 6/30/14 | \$ 39,733.28 | \$ 1,039,108.91 | \$ (273,443.56) | \$ 5,320.98 | \$ 4,405.88 | \$ 590,758.99 | \$ 2,978.50 | \$ 4,544.65 | \$ (5,115.91) | \$ 5,960.03 | \$ 23,977.18 | \$ 2,197.79 | \$ 42.83 | \$ 6,827.28 |

| | 1922 Walmart Risk/Homeless | 1924 Lucy Hood | 1927 Insurance Reimbursement | 1928 Vending | 1929 Fire Prevention | 1930 211 Fairview | 1931 Donations | 1932 PW Surplus | 1933 Police Vehicles | 1934 Fire Surplus | 2000 City | 2001 Donation |
|-----------------------------|----------------------------------|----------------------|------------------------------------|------------------|----------------------------|-------------------------|--------------------|-----------------------|----------------------------|-------------------------|-----------------------|------------------|
| Fund Balance 7/1/13 | \$ 3,361.04 | \$ 861.04 | \$ (5,083.26) | \$ 285.03 | \$ 6,094.56 | \$ (566,303.71) | \$ 4,409.06 | \$ 2,567.94 | \$ (101,792.88) | \$ 5,500.00 | \$ (45,318.15) | \$ 356.75 |
| Revenues FY14 | \$ 5,115.05 | \$ - | \$ 20,795.53 | \$ 433.48 | \$ - | \$ - | \$ - | \$ 1.47 | \$ - | \$ - | \$ 48.90 | \$ - |
| Expenditures FY14 | \$ 4,368.27 | \$ - | \$ 24,085.98 | \$ (50.04) | \$ 2,374.28 | \$ - | \$ 970.68 | \$ 396.36 | \$ - | \$ 5,500.00 | \$ - | \$ - |
| Fund Balance 6/30/14 | \$ 4,107.82 | \$ 861.04 | \$ (8,373.71) | \$ 768.55 | \$ 3,720.28 | \$ (566,303.71) | \$ 3,438.38 | \$ 2,173.05 | \$ (101,792.88) | \$ - | \$ (45,269.25) | \$ 356.75 |

| | 2002 FEMA | 2003 Byrne JAG | 2004 ATRC | 2005 MDOT | 2006 PEACE | 2007 Seatbelt Grant | 2008 Homeland Security | 2009 Thermal Imaging Camera | 2010 State Drug Money | 2013 OUI Grant | 2014 Speed Grant | 2015 Juvenile Firesetter | 2017 Drug Free Communities | 2018 Substance Abuse Prevention |
|-----------------------------|---------------------|----------------------|---------------------|--------------------------|---------------------|---------------------------|------------------------------|-----------------------------------|-----------------------------|----------------------|------------------------|--------------------------------|----------------------------------|---------------------------------------|
| Fund Balance 7/1/13 | \$ 61,388.95 | \$ (388.96) | \$ 64,198.91 | \$ (417,877.17) | \$ 11,109.40 | \$ 1,107.00 | \$ 131,208.25 | \$ 8,721.94 | \$ 24,398.18 | \$ 9,937.78 | \$ 2,944.00 | \$ 2,192.94 | \$ 1,763.82 | \$ 10,523.67 |
| Revenues FY14 | \$ - | \$ 19,421.79 | \$ - | \$ 150,000.00 | \$ - | \$ - | \$ 241.43 | \$ - | \$ 92,997.00 | \$ 4,739.97 | \$ 4,920.00 | \$ - | \$ 5,975.00 | \$ - |
| Expenditures FY14 | \$ - | \$ 13,392.77 | \$ - | \$ 1,273,980.91 | \$ - | \$ - | \$ 199,458.94 | \$ 250.00 | \$ 19,191.43 | \$ 4,706.95 | \$ 3,304.00 | \$ - | \$ 4,557.00 | \$ - |
| Fund Balance 6/30/14 | \$ 61,388.95 | \$ 5,640.06 | \$ 64,198.91 | \$ (1,541,858.08) | \$ 11,109.40 | \$ 1,107.00 | \$ (68,009.26) | \$ 8,471.94 | \$ 98,203.75 | \$ 9,970.80 | \$ 4,560.00 | \$ 2,192.94 | \$ 3,181.82 | \$ 10,523.67 |

| | 2019 Law Enforcement Training | 2020 CDBG | 2021 Brownfield Grant | 2023 Evidence Liquidation | 2025 Community Cords | 2028 Weed & Seed | 2029 Domestic Violence | 2030 Parking | 2031 Holiday Grant | 2032 HEAPP | 2033 Safe School/ Health | 2034 Enforcement Underage Drinking | 2035 ARRA | 2036 COPSAP | 2037 Bulletproof Vests |
|-----------------------------|-------------------------------------|------------------------|-----------------------------|---------------------------------|----------------------------|------------------------|------------------------------|---------------------|--------------------------|----------------------|--------------------------------|------------------------------------------|---------------------|---------------------|------------------------------|
| Fund Balance 7/1/13 | \$ 12,051.36 | \$ 4,496,408.43 | \$ (9,105.24) | \$ 1,881.54 | \$ 25,473.77 | \$ 4,318.49 | \$ 352.53 | \$ 79,059.96 | \$ 3,009.00 | \$ (1,782.50) | \$ (4,296.25) | \$ (10,076.38) | \$ 20,586.00 | \$ 32,151.86 | \$ (3,407.50) |
| Revenues FY14 | \$ 1,042.00 | \$ 275,851.24 | \$ - | \$ 73.72 | \$ 5,916.92 | \$ - | \$ - | \$ 66,631.07 | \$ - | \$ - | \$ 2,997.16 | \$ 3,112.50 | \$ - | \$ - | \$ 7,929.18 |
| Expenditures FY14 | \$ 11,006.45 | \$ 822,727.25 | \$ - | \$ - | \$ 7,113.20 | \$ - | \$ - | \$ 70,681.59 | \$ - | \$ 1,218.00 | \$ 1,729.00 | \$ 1,036.00 | \$ - | \$ - | \$ - |
| Fund Balance 6/30/14 | \$ 2,086.91 | \$ 3,949,532.42 | \$ (9,105.24) | \$ 1,955.26 | \$ 24,277.49 | \$ 4,318.49 | \$ 352.53 | \$ 75,009.44 | \$ 3,009.00 | \$ (3,000.50) | \$ (3,028.09) | \$ (7,999.88) | \$ 20,586.00 | \$ 32,151.86 | \$ 4,521.68 |

| | 2038 Community Action Team | 2039 Energy Grant Energygov | 2040 Great Falls TV | 2041 Blanche Stevens | 2042 High Visibility | 2044 Federal Drug Money | 2045 Forest Management | 2046 Joint Land Use Study | 2047 American FireFighters | 2048 Tree Days Grant | 2049 Teen Driver Safety | 2201 EDI Grant | 2500 Parks & Recreation | 2501 Recreation Donation |
|-----------------------------|----------------------------------|-----------------------------------|---------------------------|----------------------------|----------------------------|-------------------------------|------------------------------|---------------------------------|----------------------------------|----------------------------|-------------------------------|------------------------|-------------------------------|--------------------------------|
| Fund Balance 7/1/13 | \$ 2,117.66 | \$ (1,723.94) | \$ 133,574.16 | \$ 47,118.48 | \$ 3,528.71 | \$ 19,682.77 | \$ 4,865.15 | \$ (59,068.41) | \$ - | \$ - | \$ - | \$ - | \$ 257,087.43 | \$ 1,737.00 |
| Revenues FY14 | \$ 16,778.50 | \$ - | \$ 16,038.67 | \$ 3,460.00 | \$ - | \$ 15,967.74 | \$ - | \$ 41,080.00 | \$ - | \$ 10,520.00 | \$ - | \$ - | \$ 90,790.11 | \$ - |
| Expenditures FY14 | \$ 53,832.88 | \$ - | \$ 75,411.34 | \$ 2,285.98 | \$ - | \$ 23.95 | \$ - | \$ 18,764.30 | \$ 84,411.69 | \$ 10,095.90 | \$ - | \$ 296,803.11 | \$ 150,711.65 | \$ - |
| Fund Balance 6/30/14 | \$ (34,936.72) | \$ (1,723.94) | \$ 74,201.49 | \$ 48,292.50 | \$ 3,528.71 | \$ 35,626.56 | \$ 4,865.15 | \$ (36,752.71) | \$ (84,411.69) | \$ 424.10 | \$ - | \$ (296,803.11) | \$ 197,165.89 | \$ 1,737.00 |

| | 2600 TIFS | 2600 Tambrands TIF 4 | 2600 J Enterprises TIF 5 | 2600 Tambrands II TIF 6 | 2600 J & A Properties TIF 7 | 2600 Formed Fiber TIF 8 | 2600 Mall TIF 9 | 2600 Downtown TIF 10 | 2600 Safe Handling TIF 11 | 2600 Auburn Industria TIF 12 | 2600 Auburn Plaza TIF 13 | 2600 Auburn Plaza II TIF 14 | 2600 Webster School TIF 16 | 2600 Bedard Pharm TIF 17 | Total Special Revenues |
|-----------------------------|------------------------|----------------------------|--------------------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------|----------------------------|---------------------------------|------------------------------------|--------------------------------|-----------------------------------|----------------------------------|--------------------------------|------------------------------|
| Fund Balance 7/1/13 | \$ (663,883.50) | \$ (21,612.42) | \$ 3,928.48 | \$ 609,772.31 | \$ (24,740.50) | \$ 1,472.09 | \$ 1,140,114.02 | \$ 845,415.12 | \$ 7,151.46 | \$ (239,837.35) | \$ 388,355.96 | \$ (466,387.50) | \$ 360.36 | \$ 389.30 | \$ 7,409,574.77 |
| Revenues FY14 | \$ - | | | | \$ - | | | | | | | | | | \$ 907,113.28 |
| Expenditures FY14 | | | | | | | \$ 281,104.11 | \$ 356,802.29 | \$ - | \$ 124,281.26 | \$ 63,628.15 | \$ 510,852.15 | \$ 13,647.44 | | \$ 4,668,959.97 |
| Fund Balance 6/30/14 | \$ (663,883.50) | \$ (21,612.42) | \$ 3,928.48 | \$ 609,772.31 | \$ (24,740.50) | \$ 1,472.09 | \$ 859,009.91 | \$ 488,612.83 | \$ 7,151.46 | \$ (364,118.61) | \$ 324,727.81 | \$ (977,239.65) | \$ (13,287.08) | \$ 389.30 | \$ 3,647,728.08 |

CITY OF AUBURN
RECREATION SPECIAL REVENUE PROGRAMS
As of June 30, 2014

(as of January 31, 2014)

| | RA002 Auburn Community Band | RA003 Municipal Beach | RA004 Outdoor Education | RA005 Special Events | RA006 Recess Warriors | RA007 Spring Running | RA008 Pee Wee Soccer | RA009 Tee Ball | RA010 Summer Track & Field | RA011 Fishing Derby | RA012 Lacrosse | RA014 Tennis Lessons | RA015 Day Camp | RA017 MPS Soccer Camp | RA020 Football | RA022 Football Cheering | RA025 Pillo Hockey |
|-----------------------------|-----------------------------------|-----------------------------|-------------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|----------------------|----------------------------------|---------------------------|--------------------|----------------------------|----------------------|-----------------------------|--------------------|-------------------------------|--------------------------|
| Fund Balance 7/1/13 | \$ 4,186.34 | \$ 1,200.00 | \$ 432.90 | \$ 3,736.74 | \$ 466.62 | \$ 1,514.70 | \$ 2,046.45 | \$ 2,706.86 | \$ 5,444.75 | \$ 2,462.81 | \$ 9,549.12 | \$ 468.54 | \$ 62,860.04 | \$ (4,239.16) | \$ 8,105.65 | \$ 2,780.86 | \$ 552.33 |
| Revenues FY14 | \$ - | \$ - | \$ - | \$ 696.00 | \$ - | \$ - | \$ 2,370.91 | \$ 97.50 | \$ 1,914.91 | \$ - | \$ 236.98 | \$ - | \$ 15,418.85 | \$ 107.25 | \$ 11,759.23 | \$ - | \$ 987.79 |
| Expenditures FY14 | \$ 50.00 | \$ - | \$ - | \$ 712.54 | \$ - | \$ - | \$ 2,164.52 | \$ - | \$ 5,800.55 | \$ - | \$ 34.82 | \$ - | \$ 71,618.01 | \$ 110.00 | \$ 16,026.94 | \$ - | \$ 312.45 |
| Fund Balance 6/30/14 | \$ 4,136.34 | \$ 1,200.00 | \$ 432.90 | \$ 3,720.20 | \$ 466.62 | \$ 1,514.70 | \$ 2,252.84 | \$ 2,804.36 | \$ 1,559.11 | \$ 2,462.81 | \$ 9,751.28 | \$ 468.54 | \$ 6,660.88 | \$ (4,241.91) | \$ 3,837.94 | \$ 2,780.86 | \$ 1,227.67 |

| | RA026 Softball Pitching 101 | RA028 Youth Basketball Lg | RA030 Indoor Soccer | RA031 Spring Soccer | RA032 Golf Lessons | RA035 Adult Basketball Lg | RA037 Adult Softball | RA040 Open Gym | RA042 Seniors Meals | RA044 Seniors Cribbage/Trips | RA047 Excursions | RA048 Vending | RA049 Scholarships | RA050 Facility Rentals | RA053 Mad Science | RA054 Ticket Sales | RA055 Skating Instruction | Total Special Revenues |
|-----------------------------|-----------------------------------|---------------------------------|---------------------------|---------------------------|--------------------------|---------------------------------|----------------------------|----------------------|---------------------------|------------------------------------|---------------------|--------------------|-----------------------|------------------------------|-------------------------|--------------------------|---------------------------------|------------------------------|
| Fund Balance 7/1/13 | \$ 1,654.04 | \$ 25,959.52 | \$ 4,056.97 | \$ (336.76) | \$ 997.96 | \$ 42,098.70 | \$ 38,927.85 | \$ 1,201.30 | \$ (2,106.06) | \$ 2,191.95 | \$ 734.50 | \$ 8,841.65 | \$ (2,702.19) | \$ 38,447.63 | \$ (225.00) | \$ (6,930.18) | \$ - | \$ 257,087.43 |
| Revenues FY14 | \$ - | \$ 12,724.76 | \$ 1,844.91 | \$ 100.02 | \$ 398.46 | \$ 20,602.09 | \$ 285.23 | \$ - | \$ 2,599.29 | \$ 185.25 | \$ - | \$ 500.80 | \$ 10.00 | \$ 4,507.00 | \$ - | \$ 8,960.81 | \$ 4,482.07 | \$ 90,790.11 |
| Expenditures FY14 | \$ 629.06 | \$ 9,075.89 | \$ 337.50 | \$ - | \$ 550.00 | \$ 12,271.93 | \$ 14,033.41 | \$ 120.00 | \$ 2,066.38 | \$ 139.54 | \$ - | \$ 179.49 | \$ 1,495.00 | \$ 2,154.62 | \$ - | \$ 10,459.00 | \$ 370.00 | \$ 150,711.65 |
| Fund Balance 6/30/14 | \$ 1,024.98 | \$ 29,608.39 | \$ 5,564.38 | \$ (236.74) | \$ 846.42 | \$ 50,428.86 | \$ 25,179.67 | \$ 1,081.30 | \$ (1,573.15) | \$ 2,237.66 | \$ 734.50 | \$ 9,162.96 | \$ (4,187.19) | \$ 40,800.01 | \$ (225.00) | \$ (8,428.37) | \$ 4,112.07 | \$ 197,165.89 |

DESCRIPTION:

Norway Saving Bank Arena is an Enterprise Fund of the City of Auburn, Maine. It operates financially as the Ice Arena Enterprise Fund dba Norway Savings Bank Arena, and is responsible for the coordination, direction and implementation of a profit center for the City of Auburn. The General Manager of the Enterprise reports directly to the City Manager and oversees the operation, maintenance, fiscal oversight (specifically budget creation and capital improvements) and long range planning of the Enterprise.

MISSION:

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

VISION/PURPOSE: “Serving Our Community through Skating”

In the spirit of community; through teamwork, safety, and sportsmanship, we shall seek a high quality level of programming and facilities to teach and support the sports of ice hockey, figure skating and other ice related activities for people of all ages.

The Arena shall provide safe, stable and reliable recreational skating opportunities to area residents, with regularly scheduled recreational skating, shinny hockey and “stick & puck” time that is open to all.

In addition to its commitment to the community, the arena shall support multiple local user groups including the Twin City Titans Youth Hockey Association, Maine Gladiators Youth Hockey, Edward Little High School Hockey, St. Dominics Academy Hockey, Poland-Gray/New Gloucester High School Hockey, Leavitt Area High School Hockey, Southern Maine Middle School Hockey League, and Community based recreational opportunities with multiple other local, regional and national user groups. Norway Savings Bank Arena shall operate as a year round facility. Marketing, promotions and the scheduling of ice time and other programming shall be scheduled to maximize the directive of the mission statement, provide financial stability and provide a balance among the many regional skating and viewing interests. The Arena shall strive to be the premier ice surfaces in the state and New England.

PROGRAMS

1. OPERATIONS:

Oversight of all events, activities, and related programming of the Enterprise to ensure proper staffing, goals, objectives, and coordination for the operation of a multipurpose, multi-use ice skating facility. Management of staff which includes a Director of Operations and Scheduling, Olympia Drivers and all part time staff. Coordinating the Activities include but are not limited to: scheduling of events, activities, negotiate, maintain and evaluate third party contracts for leased/contracted space. Provide a clean, safe and friendly environment for patrons in accordance with all facility policies and procedures. Operations consist of the bulk of staff time, preparing, maintaining and post event activities.

2. FINANCE AND ADMINISTRATION:

Provide financial oversight and administration of all activities of the facility. Together, the General Manager and the Administrative Assistant monitor budgets, accounts payable and receivable in conjunction with the municipal finance department to maintain the economic viability and fiscal responsibility of the Arena. Developing a budget and fee based structure that provides excellent services at a minimal cost. Reports consistently to City Manager and City Council financial budgeting quarterly, and cooperates monthly with financial health of the Enterprise in the monthly financial reports as presented by the Finance Department. Consistently review the value of the long term economic impact on the facility on the community.

3. MARKETING AND ADVERTISING:

The Marketing and Advertising within the facility is the responsibility of the General Manager with assistance from the Administrative Assistant. By building and managing local, regional and national marketing and advertising partnerships, the GM is responsible for the overall economic viability and fiscal responsibility of the Arena. Annual advertising and marketing of these partnerships within the facility and for special events, activities the local and regional participation provide for unlimited exposure and additional resources for the facility. Website development and promotion provide for electronic media growth and additional avenues for promoting the facility. Through programming and development of tournaments, and other regional events and activities, the Arena works to serve as an Economic Development opportunity for the community; bringing people from outside of the region supporting local businesses and community as a whole.

GOALS AND OBJECTIVES

- Provide a premier safe, affordable, entertainment experience for customers, participants and spectators. Instituting procedures and a culture to engage and welcome the community.
- Develop an internal programming and rental base that provide consistent revenue stream to properly maintain the facility and grow economic opportunities in the region
- Provide clean and quality services throughout the facility.
- Build staffing levels to maximize efficiency and operation of the facility.
- Operate 100% as an Enterprise Fund, using a budget model based on using zero community tax based revenue.
- Develop a fee based structure that is commensurate to the operation, minimizing expenditures, maintaining a high quality delivery of services.
- Monitor and coordinate Utility expenses to remain on budget
- Maintain a positive social and electronic media interface to interact and communicate with our users, including updated website and point of sale.
- Develop and implement a Marketing strategy for branding Arena activities, events and rental uses.

PERFORMANCE MEASURES

| PERFORMANCE MEASURES | | | |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------|
| MEASURE | GOALS | FY 2013 | FY 2014 |
| Achieve 100% Enterprise Sustainability | Develop financial budgets and policies intended on operating without municipal tax assistance, while maintaining fees commensurate to the operation/market demand. | N/A | Unknown |
| Ice Commitments | Maximize prime time ice rental, achieving 85-90% of all primetime ice rental filled, generating ice/facility rental income of \$800,000 | N/A | Monitoring |
| Advertising Revenue | To attain 95%-100% revenue renewal rate from advertising partnerships equivalent to or greater than \$185,000 annually | N/A | At Least \$188,350 |
| Utilities and Services | Monitor and coordinate utility expenses to maintain a strong level of customer satisfaction, while remaining on budget. Finding new ways to reduce utility expenses. | N/A | N/A |
| Tournament Play/ Economic Development | Provide a minimum of 5 stay and play tournament opportunities, generating a minimum of \$40,000 in annual income, and 350 hotel nights within the community. | N/A | Monitoring |

BUDGET DRIVERS

- 1. Rent:** The triple net lease with Slapshot LLC, (\$528,408), represents 44% of the overall budget for the facility. The largest financial commitment of the facility is a fixed expense and shall remain in place through the entirety of the lease agreement.
- 2. Utilities:** Utilities are a function of operation and time. Efforts are made to monitor and reduce utility costs, and are currently based upon projections of current use and trends. Fluctuations in commodity pricing create vulnerability in the budget process and are a significant portion of the remaining 56% of budget expenditures. (17% or \$209,146)
- 3. Regular Salaries/ Additional Labor:** Staffing levels are maintained at a minimum to provide the level of service and maintenance to the facility. Efforts are made to reduce overtime, maximize the skills of the staff, but consist of approximately 26% (\$318,446) of the overall budget.

| PROGRAM BUDGET-Operations | | | | |
|---------------------------|-----|------------------|----------------|------------------|
| Full Time Equivalent | 4.5 | Budgeted FY 2014 | Actual FY 2014 | Budgeted FY 2015 |
| Revenue | | | | \$988,710 |
| Salaries | | | | \$155,199 |
| Contracted Services | | | | \$24,500 |
| Operations | | | | \$850,554 |

| PROGRAM BUDGET-Finance and Administration | | | | |
|-------------------------------------------|------|------------------|----------------|------------------|
| Full Time Equivalent | 1.05 | Budgeted FY 2014 | Actual FY 2014 | Budgeted FY 2015 |
| Revenue | | | | \$0 |
| Salaries | | | | \$63,922 |
| Contracted Services | | | | \$500 |
| Operations | | | | \$1000 |

| PROGRAM BUDGET-Marketing and Advertising | | | | |
|------------------------------------------|------|------------------|----------------|------------------|
| Full Time Equivalent | 0.85 | Budgeted FY 2014 | Actual FY 2014 | Budgeted FY 2015 |
| Revenue | | | | \$237,225 |
| Salaries | | | | \$59,748 |
| Contracted Services | | | | \$13,500 |
| Operations | | | | \$2,844 |



City of Auburn

Norway Savings Arena Summary

Fiscal Year 2015
Proposed 2.18.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

Norway Savings Bank Arena

| | <i>FY14</i> | <i>FY15</i> | <i>Change</i> | Dept. Request | Manager Proposed |
|-----------------------|-------------|--------------|---------------|----------------------|-------------------------|
| Total Revenues | | \$ 1,221,935 | | | |
| Total Expenses | | \$ 1,208,500 | | | |
| Profit (Loss) | \$ - | \$ 13,435 | \$ 13,435 | \$ - | \$ - |

| | <i>Principal</i> | <i>Interest</i> | Dept. Request | Manager Proposed |
|--------------|------------------|-----------------|----------------------|-------------------------|
| Debt Service | | | \$ - | |
| | | | \$ - | |
| | \$ - | \$ - | \$ - | \$ - |

| | <i>FY14</i> | <i>FY15</i> | <i>Change</i> | Dept. Request | Manager Proposed |
|----------------------------------------|-------------|--------------|---------------|----------------------|-------------------------|
| Ingersoll Arena Revenue Summary | | | | | |
| <u>Revenues</u> | | | | | |
| Ice Rental Income | | \$ 753,260 | | | |
| Sign Advertisements | | \$ 233,225 | | | |
| Programs/Tournaments | | \$ 172,450 | | | |
| Subleased Space | | \$ 38,500 | | | |
| Events/Facility Rentals | | \$ 24,500 | | | |
| | \$ - | \$ 1,221,935 | \$ - | \$ - | \$ - |

Line Item Narrative

Projected Revenues and Expenses:



City of Auburn

Norway Savings Arena Summary

Fiscal Year 2015
Proposed 2.18.2014

| Line Items | Proposed | Projected | Last Year | Dept. Request | Manager Request |
|----------------------------------------|---------------|-----------------|---------------|----------------------|-----------------------------|
| Norway Savings Bank Arena | | | | | |
| Ingersoll Arena Expense Summary | <i>FY14</i> | <i>FY15</i> | <i>Change</i> | Dept. Request | Manager Proposed |
| <u>Expenses</u> | | | | | |
| Full Time Employee (Salary and Fringe) | \$ 316,572.00 | \$ 277,446.00 | \$ (39,126) | \$ 277,446 | |
| Part-time Salaries | | \$ 41,000.00 | \$ 41,000 | \$ 41,000 | |
| Insurance Premiums | \$ 7,500.00 | \$ 25,000.00 | \$ 17,500 | \$ 25,000 | |
| Rent Payment | \$ - | \$ 528,408.00 | \$ 528,408 | \$ 528,408 | |
| Advertising | \$ 10,000.00 | \$ 12,000.00 | \$ 2,000 | \$ 12,000 | |
| Professional Services | \$ 2,500.00 | \$ 3,500.00 | \$ 1,000 | \$ 3,500 | |
| Utilities-Total | | \$ 209,146.00 | | | |
| Repairs - Buildings | \$ 2,500.00 | \$ 5,000.00 | \$ 2,500 | \$ 5,000 | |
| Repairs -Vehicles | \$ 1,000.00 | \$ 1,500.00 | \$ 500 | \$ 1,500 | |
| Repairs - Equipment | \$ 5,000.00 | \$ 7,500.00 | \$ 2,500 | \$ 7,500 | |
| Repairs - Maintenance Contracts | \$ 2,824.00 | \$ 3,500.00 | \$ 676 | \$ 3,500 | |
| Training & Tuition | \$ 2,500.00 | \$ 2,500.00 | \$ - | \$ 2,500 | |
| Travel - Mileage Reimbursement | \$ 1,500.00 | \$ 1,000.00 | \$ (500) | \$ 1,000 | |
| Travel - Seminar Costs | \$ - | \$ - | \$ - | \$ - | |
| Subscriptions & Dues | \$ 2,850.00 | \$ 2,500.00 | \$ (350) | \$ 2,500 | |
| Office Supplies | \$ 1,500.00 | \$ 1,500.00 | \$ - | \$ 1,500 | |
| Other Supplies - Operating | \$ 6,250.00 | \$ 5,000.00 | \$ (1,250) | \$ 5,000 | |
| Other Supplies - Safety | \$ 250.00 | \$ 500.00 | \$ 250 | \$ 500 | |
| Other Supplies - Concessions | \$ 22,750.00 | \$ - | \$ (22,750) | \$ - | |
| Other Supplies - Pro Shop | \$ - | \$ - | \$ - | \$ - | |
| Other Supplies - Programs | \$ 500.00 | \$ 1,500.00 | \$ 1,000 | \$ 1,500 | |
| Capital - General | \$ - | \$ 25,000.00 | \$ 25,000 | \$ 25,000 | |
| Capital Blg Improv. | \$ - | \$ 35,000.00 | \$ 35,000 | \$ 35,000 | |
| Capital - Small Tools | \$ - | \$ 5,000.00 | \$ 5,000 | \$ 5,000 | |
| Machinery and Equipment | \$ 15,000.00 | \$ 15,000.00 | \$ - | \$ 15,000 | |
| | \$400,996.00 | \$ 1,208,500.00 | \$ 598,358.00 | \$ 999,354.00 | |



City of Auburn

Norway Savings Arena Ice Revenue

Fiscal Year 2015
Proposed 1.10.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

| Norway Savings Bank Arena | FY14 | FY15 | Change | Dept. Request | Manager Proposed |
|--------------------------------|------|-------------------|--------|-------------------|---------------------|
| Ice Revenue Detail | | \$ 964,210 | | | |
| Ice Rental Income | | \$ 753,260 | | \$ 753,260 | |
| Youth Hockey | | \$ 387,750 | | \$ 387,750 | |
| High School Teams | | \$ 162,150 | | \$ 162,150 | |
| L/A Seniors-Adult | | \$ 67,680 | | \$ 67,680 | |
| Private Rentals | | \$ 32,900 | | \$ 32,900 | |
| Rousseau Clinics | | \$ 28,905 | | \$ 28,905 | |
| Boston Kremes | | \$ 22,560 | | \$ 22,560 | |
| MHD Womens League/rentals | | \$ 9,400 | | \$ 9,400 | |
| Summer Camp Rentals | | \$ 11,250 | | \$ 11,250 | |
| Middle School Hockey League | | \$ 10,575 | | \$ 10,575 | |
| Stride Envy | | \$ 6,450 | | \$ 6,450 | |
| Grahame Townsend | | \$ 5,640 | | \$ 5,640 | |
| Pro Ambitions Sports Camp | | \$ 4,000 | | \$ 4,000 | |
| Youth Activities | | \$ 4,000 | | \$ 4,000 | |
| Programs/Tournaments | | \$ 172,450 | | \$ 172,450 | |
| USA Hockey-Festivals | | \$ 7,050 | | \$ 7,050 | |
| USA Hockey- Regionals | | \$ 6,110 | | \$ 6,110 | |
| Great Falls Shootout | | \$ 90,240 | | \$ 90,240 | |
| Public Skate | | \$ 32,500 | | \$ 32,500 | |
| Shinny/Stick and Puck Hockey | | \$ 18,500 | | \$ 18,500 | |
| Skating Instruction | | \$ 11,000 | | \$ 11,000 | |
| Birthday Parties | | \$ 7,050 | | \$ 7,050 | |
| | | | | \$ - | |
| Subleased Rental Space | | \$ 38,500 | | \$ 38,500 | |
| Concession/Conference | | \$ 30,000 | | \$ 30,000 | |
| Pro Shop | | \$ 8,500 | | \$ 8,500 | |
| | | | | \$ - | |
| Events/Facility Rentals | | \$ 24,500 | | \$ 24,500 | |
| Graduation | | \$ 7,000 | | \$ 7,000 | |
| Dance Recital | | \$ 3,500 | | \$ 3,500 | |
| Room Rental | | \$ 4,000 | | \$ 4,000 | |
| Concert/Shows | | \$ 10,000 | | \$ 10,000 | |
| Line Item Narrative | | | | \$ - | |

Projected Revenues and Expenses:



City of Auburn

Norway Savings Arena Addtl Rev

Fiscal Year 2015
Proposed 1.10.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

| Norway Savings Bank Arena | FY14 | FY15 | Change | Dept. Request | Manager Proposed |
|-------------------------------------------------|-------------------|-------------------|--------|------------------|---------------------|
| Norway Savings Bank Arena Revenue Detail | | | | | |
| Advertising Revenue | \$ 174,275 | \$ 233,225 | | | |
| Naming Rights - Norway Savings Bank | \$ 50,000 | \$ 80,000 | | | |
| Concessions License - Pepsi | \$ 10,000 | \$ 5,000 | | | |
| Concessions License -Tim Hortons | \$ 8,000 | \$ 10,000 | | | |
| Corporate Marketing and Ad Space | \$ 106,275 | \$ 138,225 | | | |

Projected Revenues and Expenses:



City of Auburn

Norway Savings Arena HR

Fiscal Year 2015
Proposed 1.10.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

Norway Savings Bank Arena

| Line Items | FY 14 | FY 15 | Last Year | Dept. | Manager Proposed |
|----------------------------------------------------------------------|-----------|-----------|------------|----------|------------------|
| Norway Savings Bank Arena | Proposed | Projected | Change | | |
| Human Resource Expenses | \$278,218 | \$277,446 | (\$772) | | |
| <u>Full Time Salaries: by Position</u> | | | | | |
| General Manager | \$ 61,500 | \$ 62,500 | \$ 1,000 | | |
| Director of Operations | \$ 54,639 | \$ 54,639 | \$ - | | |
| Administrative | \$ 35,802 | \$ 35,802 | \$ - | | |
| Maintenance Supervisor | \$ 24,907 | \$ 24,907 | \$ - | | |
| Olympia Operator | \$ 22,064 | \$ 22,064 | \$ - | | |
| <u>FICA (6.2%) by Position</u> | | | | | |
| General Manager | \$ 3,813 | \$ 3,875 | \$ 62 | | |
| Director of Operations | \$ 3,388 | \$ 3,388 | \$ - | | |
| Administrative | \$ 2,220 | \$ 2,220 | \$ - | | |
| Maintenance Supervisor | \$ 1,544 | \$ 1,544 | \$ - | | |
| Olympia Operator | \$ 1,368 | \$ 1,368 | \$ - | | |
| <u>Medicare (1.45%) by Position</u> | | | | | |
| General Manager | \$ 892 | \$ 906 | \$ 15 | | |
| Director of Operations | \$ 792 | \$ 792 | \$ - | | |
| Administrative | \$ 519 | \$ 519 | \$ - | | |
| Maintenance Supervisor | \$ 361 | \$ 361 | \$ - | | |
| Olympia Operator | \$ 320 | \$ 320 | \$ - | | |
| <u>Health Insurance Coverage by Position (individual selections)</u> | | | | | |
| General Manager (waived) | \$ 3,776 | \$ 3,776 | \$ - | | |
| Director of Operations | \$ 12,838 | \$ 12,838 | \$ - | | |
| Administrative | \$ 12,838 | \$ 12,838 | \$ - | | |
| Maintenance Supervisor | \$ 5,724 | \$ 5,724 | \$ - | | |
| Olympia Operator | \$ 5,724 | \$ 5,724 | \$ - | | |
| <u>Cafeteria Plan by Position (individual selections)</u> | | | | | |
| General Manager | \$ 950 | \$ 950 | \$ - | | |
| Director of Operations | \$ 950 | \$ 950 | \$ - | | |
| Administrative | \$ 950 | \$ 950 | \$ - | | |
| Maintenance Supervisor | \$ 950 | \$ 950 | \$ - | | |
| Olympia Operator | \$ 950 | \$ 950 | \$ - | | |
| <u>Retirement Plan by Position (individual selections)</u> | | | | | |
| General Manager MPERS 6.50% | \$ 3,998 | \$ 4,063 | \$ 65 | | |
| Director of Operations None 0% | \$ - | \$ - | \$ - | | |
| Administrative 6.00% | \$ 2,148 | \$ 2,148 | \$ - | | |
| Maintenance Supervisor 6.50% | \$ 1,619 | \$ 1,619 | \$ - | | |
| Olympia Operator 6.50% | \$ 1,434 | \$ 1,434 | \$ - | | |
| MSEA Uniform Allowance | \$ 1,050 | \$ 1,050 | \$ - | \$ 1,050 | |
| Overtime Salaries | \$ 7,176 | \$ 5,500 | \$ (1,676) | \$ 5,500 | |
| Overtime Benefits 14.15% | \$ 1,015 | \$ 778 | \$ (237) | | |



City of Auburn

Norway Savings Utilities

Fiscal Year 2015
Proposed 1.10.2014

Projected Revenues and Expenses for FY15

Actual expenses may vary according to changing circumstances

| Norway Savings Bank Arena | <i>FY14 Proposed</i> | <i>FY15 Proposed</i> | <i>Change</i> | <i>Dept. Request</i> | <i>Manager Proposed</i> |
|------------------------------------------|--------------------------|--------------------------|---------------|----------------------|-----------------------------|
| Norway Savings Bank Arena Expense Detail | \$ 224,615 | \$ 209,146 | | | |
| <u>Expenses</u> | | | | | |
| Utilities - Water & Sewer | \$ 12,000 | \$ 11,750 | \$ (250) | \$ 11,750 | |
| Utilities - Electricity | \$ 156,000 | \$ 142,200 | \$ (13,800) | \$ 142,200 | |
| Utilities - Natural Gas | \$ 46,115 | \$ 36,600 | \$ (9,515) | \$ 36,600 | |
| Utilites - Propane (AmeriGas) | \$ 9,000 | \$ 6,200 | \$ (2,800) | \$ 6,200 | |
| Utilities - Security Monitoring | \$ 1,500 | \$ 1,500 | \$ - | \$ 1,500 | |
| Utilities - Communications | | \$ 8,596 | \$ 8,596 | \$ 8,596 | |
| Utilities - Waste Disposal | | \$ 2,300 | \$ 2,300 | \$ 2,300 | |

City of Auburn, Maine

"Maine's City of Opportunity"

City Manager Department

City Manager Department Program Budget FY15

DESCRIPTION

The Department of the City Manager is responsible for the coordination, direction and leadership of all administrative and operational functions of the City, except for the Department of Education. The City Manager works closely with the Mayor and City Council to advise and inform them and the community on key issues or policies within municipal government. The Department oversees operations, City Council policy directives, labor relations and employment matters, fiscal matters (specifically budget and capital improvement presentations) and strategic planning.

MISSION

The Auburn City Manager Department is committed to creating and maintaining a vibrant community environment and enhancing the quality of life for our residents, businesses, customers and partners. We accomplish this endeavor by providing exceptional facilities, programs and services that our citizens desire in a fiscally responsible manner.

VISION

The City Manager's Department is motivated to meet or exceed citizen expectations through accountability, transparency, ethical practices, excellence, and constant communication. The Department is committed to improving efficiencies in all departments and with each employee. The Department will continue to maintain and improve existing programs and services in a cost effective and efficient manner. As the Chief Administrative Officer I will ensure that the City of Auburn is prepared for new growth opportunities and creating relationships that will benefit and strengthen the City. I am committed to providing a positive work environment in which employees can share in the overall health, safety, and welfare of the community. Each employee is a member of the Auburn Team and will always strive to represent the City in a professional, courteous manner.

PROGRAMS

1. **Operations:** Oversight and management of all City Departments (with the exception of the Education Department) to ensure work plans are created and implemented, staffing is at an appropriate level that delivers services in accordance with my expectations, goals are achievable yet at the same time create opportunities to develop new skills and improve service levels, objectives that are in coordination with City initiatives and coordination with all departments. This program accounts for 45% of the total City Manager Department Budget.
2. **Policy Implementation:** Coordinate and implement the policies of the City Council. Provide staff with direction on Council policy objectives and report regularly to the Council on progress. This program accounts for 25% of the total City Manager Department Budget.
3. **Labor Relations and Employee Relations:** Annually evaluate Department Directors, evaluate department performance, negotiate with collective bargaining units, and advise Human Resources Department and the affected Department Director on employment matters that include but not limited to discipline, hiring, retention, corrective action, dismissal and recruitment. This program accounts for 10% of the total City Manager Department Budget.
4. **Fiscal Responsibility:** Regularly report to the City Council on the City's financial standing, draft, present, implement and oversee an annual budget and capital improvement plan consistent with the City Charter and all applicable state and federal laws. Coordinate with Department Directors on compliance with performance budgets. This program accounts for 10% of the total City Manager Department Budget.
5. **Strategic Planning:** Facilitate and coordinate with the City Council to formulate short and long term strategic goals. Implement these goals with staff. This program accounts for 5% of the total City Manager Department Budget.
6. **Coordination and Planning:** Serve as the lead coordinator of Planning and Development functions as part of the executive structure of the City. This program accounts for 5% of the total City Manager Department Budget.

PROGRAM BUDGET

| PROGRAM BUDGET - Operations (45%) | | | | | | |
|-----------------------------------------------------|------|-------------------|---------------------|---------------------|-----------------------|-----------|
| Description | FTE | FY 2013 Actual | FY 2014 Approved | FY 2015 Proposed | Increase/ Decrease | % Change |
| Salaries | 1.35 | | \$ 91,327 | \$ 102,956 | \$ 11,629 | 12.73% |
| Contracted Services | | | \$ 315 | \$ 315 | \$ - | 0.00% |
| Operations | | | \$ 15,865 | \$ 9,007 | \$ (6,858) | -43.23% |
| TIF Offset | | | \$ (12,375) | \$ (12,375) | | |
| General Fund | | \$ - | \$ 95,132 | \$ 99,903 | \$ 4,771 | 5.02% |
| PROGRAM BUDGET - Policy Implementation (25%) | | | | | | |
| Description | FTE | FY 2013 Actual | FY 2014 Approved | FY 2015 Proposed | Increase/ Decrease | % Change |
| Salaries | .75 | | \$ 50,737 | \$ 57,198 | \$ 6,461 | 12.73% |
| Contracted Services | | | \$ 175 | \$ 175 | \$ - | |
| Operations | | | \$ 8,814 | \$ 5,004 | \$ (3,810) | -43.23% |
| TIF Offset | | | \$ (7,425) | \$ (7,425) | | |
| General Fund | | \$ - | \$ 52,301 | \$ 54,952 | \$ 2,651 | 5.07% |
| PROGRAM BUDGET - Labor and Employee Relations (10%) | | | | | | |
| Description | FTE | FY 2013 Actual | FY 2014 Approved | FY 2015 Proposed | Increase/ Decrease | % Change |
| Salaries | .3 | | \$ 20,295 | \$ 22,879 | \$ 2,584 | 12.73% |
| Contracted Services | | | \$ 70 | \$ 70 | \$ - | 0.00% |
| Operations | | | \$ 3,526 | \$ 2,001 | \$ (1,525) | -43.25% |
| General Fund | | \$ - | \$ 23,891 | \$ 24,950 | \$ 1,059 | 4.43% |
| PROGRAM BUDGET - Fiscal Responsibility (10%) | | | | | | |
| Description | FTE | FY 2013 Actual | FY 2014 Approved | FY 2015 Proposed | Increase/ Decrease | % Change |
| Salaries | .3 | | \$ 20,295 | \$ 22,879 | \$ 2,584 | 12.73% |
| Contracted Services | | | \$ 70 | \$ 50,070 | \$ 50,000 | 71428.57% |
| Operations | | | \$ 3,525 | \$ 2,001 | \$ (1,524) | -43.23% |
| General Fund | | \$ - | \$ 23,890 | \$ 74,950 | \$ 51,060 | 213.73% |

| PROGRAM BUDGET - Strategic Planning (5%) | | | | | | |
|------------------------------------------|-----|----------------|------------------|------------------|-------------------|----------|
| Description | FTE | FY 2013 Actual | FY 2014 Approved | FY 2015 Proposed | Increase/Decrease | % Change |
| Salaries | .15 | | \$ 10,147 | \$ 11,439 | \$ 1,292 | 12.73% |
| Contracted Services | | | \$ 35 | \$ 35 | \$ - | |
| Operations | | | \$ 1,763 | \$ 1,001 | \$ (762) | -43.22% |
| TIF Offset | | | \$ (2,475) | \$ (2,475) | | |
| General Fund | | \$ - | \$ 9,470 | \$ 10,000 | \$ 530 | 5.60% |

| PROGRAM BUDGET - Coordination and Planning (5%) | | | | | | |
|-------------------------------------------------|-----|----------------|------------------|------------------|-------------------|----------|
| Description | FTE | FY 2013 Actual | FY 2014 Approved | FY 2015 Proposed | Increase/Decrease | % Change |
| Salaries | .15 | | \$ 10,147 | \$ 11,439 | \$ 1,292 | 12.73% |
| Contracted Services | | | \$ 35 | \$ 35 | \$ - | |
| Operations | | | \$ 1,763 | \$ 1,001 | \$ (762) | -43.22% |
| TIF Offset | | | \$ (2,475) | \$ (2,475) | | |
| General Fund | | \$ - | \$ 9,470 | \$ 10,000 | \$ 530 | 5.60% |

BUDGET DRIVERS

- PS General – Increase \$50,000, to allow City Manager to bid consultant services for help with Priority Based Budget complete implementation.
- Special Events- \$18,000 reduction
- Training and Tuition- \$2,500 for National League of Cities Convention in Washington D.C. and \$200 for ABA Monthly Meetings
- TIF Offset:

TIF Revenues offset City Manager budget by \$24,750 based upon the City Manager coordinating and cooperating with staff and agencies 20% of overall duties.

GOALS AND OBJECTIVES

- **Provide Professional leadership and integrity in the operational and administrative functions of the City; so as to instill confidence within the community.**
- **Develop complete, unbiased and timely information for the City Council to allow informed decisions in a transparent environment.**
- **Coordinate and foster a positive work environment to ensure the highest level of performance from add departments and employees.**
- **Institute procedures and structure to conform to the Charter to deliver fiscal stability to the City of Auburn and facilitate performance budgeting principles.**

- Engage the community and citizens by informing them of policy decisions and operational functions to foster collaborative approaches in community planning and education.
- 2013-2014 Council Directives to the City Manager from the Work Plan:
 - ✓ Create and implement a Community Economic Development Plan focused on Auburns
 - ✓ Assets
 - ✓ Develop a citizen engagement program to develop lines of communication with citizens.
 - ✓ Act on all necessary steps to a successful opening of a new arena.
 - ✓ Develop a program and implement a new Council Orientation Plan.
 - ✓ Improve communications and updates to Council on policies and projects.
 - ✓ Participate and assist during the Edward Little High School planning process.

Addendums:

- LA Community Forest Board Ordinance Review.
- Downtown Auburn Transportation Center
- Recreation/Fields Assessment
- Recycling Review
- Ward Redistricting
- Joint meetings with Lewiston
- Council tours of facilities/City
- Charter review discussion

PERFORMANCE MEASURES

| PERFORMANCE MEASURES | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------|-------------------|
| MEASURE | Goal | Actual FY 2013 | Actual FY 2014 |
| 1. Attend all City Council meetings. City Manager has the right to take part in all discussions but shall not vote. | 100% | Yes | |
| 2. Prepare and submit by the first day of May the annual budget and capital program for the ensuing fiscal year and an accompanying message to the City Council and implement the final budget approved by the City Council to achieve the goals of the City. | Prior to May 1st | Yes | Yes |
| 3. The City Manager and Superintendent of Schools shall jointly prepare and submit to a joint meeting of the City Council and School Committee a multi-year capital program no later than one (1) month before the final date for submission of the budget. | Prior to April 1st | Yes | Yes |
| 4. Submit to the City Council and make available to the public a complete report on the finances and administrative activities of the City as of the end of each fiscal year. Audit and CAFR | No later than Dec 15th | Yes | N/A |
| 5. Assist the City Council to develop long term goals for the City and strategies to implement these goals. | Annually | January | January |



City Council Workshop Information Sheet

City of Auburn

Council Workshop Date: March 31, 2014 Item C
Author: Reine Mynahan, Community Development Director

Item(s) checked below represent the subject matter related to this workshop item.

Comprehensive Plan Work Plan Budget Ordinance/Charter Other Business* Council Goals**

**If Council Goals please specify type: Safety Economic Development Citizen Engagement

Subject: FFY2014 Action Plan of Community Development Program

Information: Attached is a new budget for the Community Development Program budget for FFY2014. The Community Development Program has changes: The administrative portion of the budget has been rearranged to direct some of the administrative costs for Economic Development, Public Improvements, Acquisition & Demolition, and Public Services to the activity level. This will free up funds under our administrative cap to undertake a Youth Study at a budget of \$20,000 and \$5,000 for the planning grant for the Community Gardens project. The Consolidated Plan budget has been increased to a level for the consultant to conduct additional meetings to gain input from target areas residents. The Economic Development budget has increased by \$125,000 and the Housing Rehabilitation budget decreased to the level of income that is expected to be generated by that program in the next year. The Museum in the Streets project has been eliminated. The Acquisition/Demolition budget has been lowered. There are two new public improvement projects, modifications to the alley between the Main Street buildings that lead to Festival Plaza, and additional improvements to Edward Little Park to create the Auburn Heritage Sculpture Garden.

The Community Development Program requires a 30-day comment period plus at least one public hearing. The comment period will begin on April 1 and will conclude on April 30. The City Council will hold a public hearing on April 7, and adopt the budget on May 5.

Financial: Proposed Budget for FFY2014

Action Requested at this Meeting: Direction for budget activities

Previous Meetings and History: March 20, 2014

Attachments: Revised Community Development and HOME budgets.

**Agenda items are not limited to these categories.*



City of Auburn
Community Development Block Grant
Federal Fiscal Year 2014

| | FY2013 | Proposed | Revised |
|---------------------------------------------------------|----------------------|-----------------------|----------------------|
| | <u>Budget</u> | <u>FY 2014</u> | <u>FY2014</u> |
| | | <u>Budget</u> | <u>Budget</u> |
| PLANNING AND ADMINISTRATION | | | |
| General Administration | \$105,000 | \$115,000 | \$85,000 |
| Project Delivery Costs/Housing | \$69,000 | \$70,000 | \$70,000 |
| Goods and Services | \$28,200 | \$28,200 | \$28,200 |
| Consolidated Plan | \$0 | \$18,000 | \$23,000 |
| At-Risk Youth Study | \$0 | \$0 | \$20,000 |
| Community Gardens | | | \$5,000 |
| Sub Total | \$202,200 | \$231,200 | \$231,200 |
| ECONOMIC DEVELOPMENT | | | |
| Curb Appeal/ Small Business/Commercial Loan Program | \$30,000 | \$100,000 | \$231,000 |
| Sub Total | \$30,000 | \$100,000 | \$231,000 |
| AFFORDABLE HOUSING | | | |
| Curb Appeal Program | \$140,000 | \$0 | 0 |
| Rehabilitation Loan Program | \$193,995 | \$325,000 | 230000 |
| Residential/Healthy Homes/Curb Appeal | | | |
| Lead Match (\$62,250 @ \$2,500) | | | |
| Lead Testing/Clearance/Training | \$5,000 | \$5,000 | \$5,000 |
| Community Concepts Weatherization | \$62,250 | \$41,500 | \$41,500 |
| Code Enforcement | \$80,000 | \$80,000 | \$80,000 |
| Sub Total | \$341,245 | \$451,500 | \$356,500 |
| PUBLIC IMPROVEMENTS | | | |
| Municipal Beach | \$62,500 | \$53,787 | \$53,787 |
| New Auburn River Trail/Parking Lot | \$177,835 | \$220,000 | \$222,000 |
| Edward Little Park | \$15,000 | \$0 | \$15,500 |
| Gateway to Festival Plaza | | \$0 | \$15,500 |
| Wi-Fi in Downtown Target Area | | \$30,000 | \$25,500 |
| Museum of the Streets | | \$5,000 | \$0 |
| Walton School Outdoor Learning Center | \$0 | \$9,150 | \$9,650 |
| Sub Total | \$255,335 | \$317,937 | \$341,937 |
| ACQUISITION & DEMOLITION | | | |
| Acquisition/Demolition of Deteriorated Buildings | \$65,000 | \$116,702 | \$63,123 |
| Sub Total | \$65,000 | \$116,702 | \$63,123 |
| PUBLIC SERVICES | | | |
| Androscoggin Head Start/Family Advocacy | \$7,000 | \$8,000 | \$8,500 |
| Auburn Recreation Department & Scholarships | \$25,000 | \$25,000 | \$25,500 |
| Literacy Volunteers of Androscoggin County/Adult Litera | \$8,000 | \$8,500 | \$9,000 |
| Safe Voices / Social Services | \$3,000 | \$5,500 | \$6,000 |
| Heating Assistance Loan Program | \$20,000 | \$20,000 | \$24,500 |
| Tedford Housing & Support Services for Homeless | \$5,000 | \$4,000 | \$4,500 |
| Good Neighbor Start-up | \$1,000 | \$4,000 | \$4,500 |
| Catholic Charities/Search | \$2,500 | \$2,500 | \$3,000 |
| Seniors Plus/Meals | \$3,500 | \$4,000 | \$4,500 |
| Fair Housing | \$2,000 | \$3,000 | \$5,000 |
| PAL/Youth Diversion | \$0 | \$20,000 | \$20,500 |
| CCI/Bridges out of Poverty | \$0 | \$0 | \$0 |
| Pathways, Inc./ELHS Transition Services | \$0 | \$0 | \$0 |
| Sub Total | \$77,000 | \$104,500 | \$115,500 |
| TOTAL BUDGET | \$970,780 | \$1,321,839 | \$1,339,260 |

City of Auburn
HOME Investment Partnerships Program
Fiscal Year 2014

| | FY2013 Budget | Director's Proposed FY2014 Budget | Revised FY2014 Budget |
|--------------------------------------------|--------------------------|------------------------------------------------------|--------------------------------------|
| PROGRAM ADMINISTRATION | | | |
| General Administration | 25,500 | 28,000 | 28000 |
| Project Delivery Costs | 41,000 | 42,000 | 42000 |
| Goods and Services | 2,500 | 2,500 | 2500 |
| Sub Total | \$ 69,000 | \$ 72,500 | 72500 |
| AFFORDABLE HOUSING | | | |
| Homebuyer Assistance | 70,000 | 80,000 | 80000 |
| Homebuyer/Youthbuild | 50,000 | 0 | 0 |
| Acquisition/Rehab/Homeownership | 115,000 | 115,000 | 115000 |
| Homeowner Rehabilitation | 301,748 | 232,280 | 226645 |
| Tenant Rental Assistance/Security Deposits | 11,511 | 15,655 | 15655 |
| Sub Total | \$ 548,259 | \$ 442,935 | 437300 |
| TOTAL BUDGET | \$ 617,259 | \$ 515,435 | \$ 509,800 |

LICENSE AGREEMENT

This License Agreement (“Agreement”) is made as of the 1st day of April, 2013 (the “Effective Date”), by and between the Auburn Police Activities League (hereinafter referred to as “PAL”) and the City of Auburn (hereinafter referred to as the “City”).

1. LICENSED PREMISES: In consideration of the mutual covenants in this Agreement, the City licenses to PAL the right to use a portion of the City’s building located at 24 Chestnut Street, Auburn, Maine, in common with the City, its tenants, agents, employees, and invitees, as noted in Exhibit A (the “Premises”).
2. TERM; TERMINATION: This Agreement shall commence as of the Effective Date and shall renew on a month-by-month basis. Each party shall have the right to terminate this Agreement by giving written notice to the other pursuant to Section 7 of this Agreement at least 30 days prior to the City’s desired date for resuming occupancy of the Premises or PAL’s desired date for vacating occupancy of the Premises.
3. RENTAL: In exchange for the City licensing the Premises to PAL, PAL shall pay all utilities beginning July 1, 2014, and shall manage general maintenance with regard to the Premises.
4. USE OF PREMISES: PAL shall use the Premises solely for purposes of conducting PAL activities. PAL shall comply with all applicable laws, regulations and requirements of governmental authorities relating to its use of the Premises.
5. QUIET ENJOYMENT: The City covenants and agrees with PAL that the City has good right to license use of the Premises in the manner stated in this Agreement and will keep PAL in quiet possession and enjoyment of the Premises during the term of this Agreement.
6. INSURANCE; TAXES: The City shall maintain all general liability and property insurance on the Premises at its sole cost. The City shall cause PAL to be named as an additional insured on such policy. The City shall pay all real estate taxes levied on the Premises.
7. NOTICES: Any and all notices required or permitted by this Agreement shall be sent in writing by United States Certified Mail, postage prepaid, addressed to the respective party as follows:

The City: City Manager
 City of Auburn
 Auburn Hall
 60 Court Street
 Auburn, Maine 04210

PAL: President
 Auburn Police Activities League
 24 Chestnut Street
 Auburn, Maine 04210

Such notices shall be deemed effective upon receipt or refusal. The above addresses may be changed at any time by the giving of written notice as provided.

8. **BINDING EFFECT; INTEGRATION:** This Agreement shall be binding upon the parties and their heirs, successors, and assigns. This Agreement constitutes the entire understanding of the parties with respect to its subject matter and supersedes all prior agreements, whether written or oral, regarding the Premises.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals the day and year first above written.

The City of Auburn

Auburn Police Activities League

By:
Its:

By:
Its:

EXHIBIT A

The Premises: PAL shall have possession of the entire building at 24 Chestnut Street except for that portion of the building that is used as a substation for the Auburn Police Department.

City of Auburn, Maine

"Maine's City of Opportunity"

Office of the City Manager

To: Mayor Gleason and the Auburn City Council
From: Glenn E. Aho, City Manager
Subject: Weekly Review
Date: July 30, 2010

ITEM 1. Residents are offered a view into the window of their government when they read online the City's Managerial Reports, which are written monthly. These monthly reports are the resident's invitation to become more involved with how their local government operates. Knowing what our challenges and successes are offers an opportunity for residents to become involved. Citizen involvement is more important now than ever as we attempt to financially navigate a new, post-great recession economy. Whereas it could be argued that the vocal minority, and not the silent majority, has greatly contributed escalation in governmental expenses, it will take a lot of citizen involvement to sift through our list of provided services to decide future services, and future service levels. If only we had a public barometer to help us identify public service benefit; but wait, we do—it's you. I invite you to read our Managerial Reports online and to become involved by volunteering or simply by offering your constructive comments or suggestions. I look forward to hearing from you. When someone is serious about creativity and innovation, there is no such thing as a bad idea, only ideas that might need more work. Regardless, we would love to hear more often from our residents.

ITEM 2. The idea behind proactive policing is crime prevention, where social and financial costs are minimized. Though proactive policing is very effective, it still doesn't work 100% of the time—if it did, there would be no crime. Despite efforts of proactive policing people will still speed and will still commit crime. The good news is that because of proactive policing fewer people engage in criminal activity.

Education is one example of proactive policing, but despite the millions of dollars spent on education, some people still don't buckle up; they still shoplift; they still drink and drive; they still speed; and, they still have unsecured loads. I would imagine it would make sense to most people to secure their load, but even so people try to slide by, especially on their way to MMWAC. The road to MMWAC is not paved with gold but with asphalt and oftentimes debris—debris that has fallen from unsecured loads.

The last time we had to deal with this issue was last summer, so it at least appears to be an annual event. Recently two mattresses fell from a truck and landed into the travel-way. If that

walking into a bar where on the radio is playing Garth Brooks' song, "*Friends in Low Places*." That is an example of how social controls influence behavior.

The New Auburn Master Plan takes into consideration many of these city planning techniques, from a renewal perspective. Financially it makes sense to start with improving the aesthetics in New Auburn so that people want to live there; they want to invest there. The infrastructure already exists, so it will take little investment on behalf of the city to take a leadership position in New Auburn's renewal. Today New Auburn suffers from urban decay, where the infrastructure is in disrepair and neglected, there is potential depopulation and high disproportionate crime; there is political disenfranchisement, property abandonment, and perhaps high unemployment. Since the infrastructure exists, it makes sense for the City to invest in New Auburn so that it again becomes a thriving neighborhood complete with an economic base, jobs, commerce, and residents can a good quality of life.

For the past two years the City has begun to invest in New Auburn—the key word is *invest* for there must be public investment to turn this neighborhood into its fullest potential. The Main Street Wall, Dunn Street Wall, new sidewalks and trees, etc are all representative of new investments. Today we're investing into the longer Main Street Wall; what some might call the Gateway to New Auburn. Whether by coincidence, or not, there is evidence of growing community spirit and even building improvements.

City planning usually takes a back seat to everything but it's one of the most important tools we have to control our future costs; whether it's future land use or even creating more social controls. As Auburn's government continues to identify what it means to manage in the new economy—the post Great Recession—new and greater focus will need to be placed upon city planning to produce more financial and economical results.

ITEM 4. The Vincent Square Park is almost underway. The project budget of \$35,000 is proposed to be shared with the Auburn Housing Authority. The project will include a new curb line, flag pole, landscaping, park furniture, pavers, and more. The project will also include a new blue spruce to replace the Christmas tree removed last November.

By creating this park, the City is demonstrating that it cares about what people think of Auburn, and that we care about how they feel. It is my fault the Christmas tree was taken down before Christmas, and not after. Replacing the Christmas tree is a demonstration that the City respects the neighborhood's tradition, heritage, and identity.

ITEM 5. Last June I asked the community its thoughts regarding the best use of 24 and 31 Chestnut Street. It's a city-owned, 10 acre facility complete with playground equipment. The building had been leased though is now vacant and although it's an asset of the city's, it's also a liability because the building is in need of TLC. What's more, now the facility is in need of a plan.

Residents who responded to my inquiry suggested a skate park, a dog park, to name a few. The best idea I received was from Chief Crowell and his team.

One of the best investment people can make is to invest in children; and most importantly investing time. Giving one's time to everyone is important, but to a child who has no one making that investment, the child can become emotionally bankrupt. Chief Crowell's idea includes forming an organization to help raise funds; to partner with existing City Departments such as Recreation, Community Development, as well as Auburn Police; and to invest in Chestnut Street to make it an integral part of the community.

The plan is to work with the Police Union's and Administration to create a Police Activities League (PAL). The League will help raise funding as well as tapping into our federal Community Development funding to renovate the building and for ongoing programming. PAL will work with the Recreation Department to coordinate programs, and even for PAL to sponsor programs for area youth. The program wouldn't be complete if it didn't include our police officers and they are very excited about the program and opportunity. Building renovations would include improvements to accommodate a police sub-station so police presence and supervision is heightened. More importantly, it will give the police officers another opportunity to create relationships and even become mentors.

I support the idea because recreational programs are the social development of children whereby through recreation activities children receive plenty of practice of being social which later gives them the necessary social confidence as adults. This proposed idea is also an investment in children and their neighborhood. If it were not for this program, the building would most likely continue to be vacant and still contributing to neighborhood blight.

I further support the idea because of all youth victims in Auburn, Chief Crowell reports 28% of them occurred in the neighborhood this new complex would serve. Of all crimes committed by youth offenders, 23% occurred in this neighborhood. Preventing crime is less expensive than simply responding to crime, and since this area does represent a large population of low-to-moderate income, and youth crimes, this idea of providing the youth greater opportunities to be constructive through recreation is a great investment! Chief Crowell and I will be asking the City Council its thoughts to see if this is a project they would like us to pursue. With Council support, we'll get to work right away on furthering the plan.

ITEM 6. How the City uses its website is about to change, though not before residents have an opportunity to get involved—after all, local government management is no longer a spectator sport.

The City needs your help. We need to know how and why you use the City's website and what would we need to do for you to use it even more. What would make it more convenient, more useful? Knowing the answers to these questions will help us efficiently tailor our services, offering people what they need and want rather than simply guessing what people need and want.

While we've been working on upgrading our website, Renee Bogart and I need to know, "*What do residents want and need from our website?*" The more we can direct people to our website, the fewer people will need to either call or visit Auburn Hall. We understand time is

Councilor Hayes, seconded by Councilor Gerry, moved to authorize the City Manager to proceed with preparing the public hearing for consolidation of polling places to a single location.

Councilor Samson, seconded by Councilor Young, moved to amend the motion to include consolidation of election results.

Vote: 5 Yeas - 1 Nay – Councilor Gerry. Motion carried 5-1.

Vote on main motion: 4 Yeas - 2 Nays – Councilor Gerry and Berube. Motion carried 4-2.

Open Session: None

FUTURE AGENDA/WORKSHOP ITEMS:

Fountain in Festival Plaza being used to bath. ADJOURNMENT:

Councilor Farrell, seconded by Councilor Hayes, moved to adjourn at 8:09 p.m.

Vote: 6 Yeas - 0 Nays Motion carried 6-0.

A true record Attested: Roberta L. Fogg, City Clerk

City of Auburn August 2, 2010 Council Minutes

Present: Mayor Richard D. Gleason, Councilors Belinda A. Gerry, Michael J. Farrell, Robert P. Hayes, Daniel R. Herrick, David C. Young, Raymond C. Berube, Eric C. Samson, City Manager Glenn Aho, Finance Director Tracy Roy and City Clerk Roberta Fogg.

The council conducted a workshop beginning at 5:30pm on the following items:

Consolidation of polling places, Auburn Sewerage District for the 2010 sewer separation and replacement projects, Mayor Committee's – Recycling and Energy Committee, Festival Plaza Fountain and Chestnut Street.

7:00 p.m. City Council Meeting

Mayor Gleason called the meeting to order at 7:10 p.m. in the Council Chambers of Auburn Hall and led the assembly in the salute to the flag.

Consent Items

Minutes – July 6, 2010 and July 19, 2010

Councilor Berube, seconded by Councilor Young, moved to accept the consent items – minutes of July 6, 2010 and July 19, 2010.

Vote: 7 Yeas - 0 Nays Motion carried 7-0.

Reports from the Mayor

Reports from City Councilors on various committee assignments.

David Young: School Committee, Cable TV Adv Board

Raymond Berube: Lewiston-Auburn Economic Growth Council, Sewer, Audit, USM-L/A

Belinda Gerry: LA Transit, Neighborhood Stabilization Program, L/A Public Health Committee,

Eric Samson: 9-1-1, Auburn Business Development Corp, Andros Valley Council of Gov

- Daniel Herrick: MMWAC, Auburn Housing

Report from the City Manager – reviewed the June monthly report stating it is posted on the web site at www.auburnmaine.org

Communications, Presentations and Recognitions: None

Open Session:

Councilor Gerry, seconded by Councilor Herrick, moved to suspend the rules and add the discussion of authorizing the Auburn Police Union and Administration to use 24 and 31 Chestnut Street property and create a Police Activities League (PAL).

Vote: 6 Yeas - 1 Nay – Councilor Young. Motion carried 6-1.

Councilor Farrell, seconded by Councilor Berube, moved to donate the remaining funds from the council meal funds, to the Police Activities League.

Vote: 6 Yeas – 1 Nay – Councilor Young. Motion carried 6-1.

Chief Crowell reminded everyone about the National Night Out activities 8/3/10 in Festival Plaza. Auburn City Council Minutes August 2, 2010 2

Norm McKeone, 227 Seventh Street, New Auburn spoke about problems with use of Walton Field. He demanded Council action.

Scott Davis, 234 Seventh Street problems at Walton Field and his inability to use his own property because of the situation.

Kathy Lare, 225 Seventh Street, and Norm's daughter, about walking track because of the problems at Walton Field.

Chief Crowell responded to comments and explained that the school department has authorized this group's use of the field.

AGREEMENT

CITY OF AUBURN COMMUNITY DEVELOPMENT DEPARTMENT AND AUBURN POLICE DEPARTMENT

AGREEMENT effective the 1st day of July, 2011 between Auburn Police Department (hereinafter the Agency) and the CITY OF AUBURN, a municipal corporation located at 60 Court Street, Auburn, Maine (hereinafter called "Auburn").

WHEREAS, Auburn has received a grant under Title I of the Housing and Community Development Act of 1974, a grant from the U. S. Department of Housing and Urban Development (hereinafter called "HUD");

WHEREAS, one of the objectives of this grant is to provide benefits to persons of low- and moderate-income;

WHEREAS, the Auburn Police Department through the Police Athletic League is willing to provide services which will be delivered at 24 Chestnut Street to persons/households who live in the neighborhood, most of whom are low- and moderate-income persons/households (hereinafter called "LMI");

WHEREAS, the Auburn Police Department has requested a grant to make improvements to the property at 24 Chestnut Street;

NOW, THEREFORE, in consideration of monies that Auburn provides, enabling the Auburn Police Department to make improvements to 24 Chestnut Street, Auburn and Auburn Police Department agree to be bound and abide by all the covenants, conditions, or stipulations of this Agreement (hereinafter called the "Agreement").

1. Term of Agreement

Performance of this Agreement shall commence as of the 1st day of July, 2011, and shall continue through and including the 30th of June, 2015, unless continued by Agreement of the parties in writing.

2. Auburn's Responsibilities

Auburn agrees to provide the services of the Community Development Director to assist in interpretation of federal requirements, to perform monitoring, to process payments, and to review reports. Auburn will also provide the services of a construction coordinator to assist with the construction decisions and supervision of the project.

3. Agency's Performance Responsibilities

(A) The Agency agrees to carry out this Agreement according to the description of the program or project goal and objectives described in its Proposal for Community Development Block Grant funds dated April 20, 2011. The proposal is hereby made a part of this Agreement and is found in Appendix A of this document.

(B) The Agency agrees to provide social programming from the 24 Chestnut Street property beginning in 2012 and continuing for a period of three years after completion of the construction.

(C) During the first year of offering services, the Agency agreed to collect the addresses of clients receiving services and report the list of addresses to Auburn.

(D) Annually thereafter, for a period of three years, the agency will provide an annual report as described in Appendix B.

(E) The Agency agrees that the services which it will offer, and participants who will receive a benefit are the same as identified by the Agency in its proposal, and established the basis from which monitoring will be conducted.

(F) The Agency understands that performance of Auburn's obligations under this Agreement is subject to Federal allocation of Community Development Block Grant funds.

(G) The Agency agrees to utilize funds available under this Agreement to supplement rather than replace funds otherwise available.

4. Grant Amount

It is expressly agreed and understood that the total amount to be paid by Auburn under this Agreement shall not exceed \$40,000. Drawdown for the payment of eligible expenses shall be made against the line item budget specified in the request for funding and in accordance with performance. Auburn may disallow all or part of the cost for an activity which is not in compliance with the requirements of this Agreement.

5. Recordkeeping Requirements.

A) Records shall be maintained with respect to all matters covered by this agreement for a period of three years after receipt of final payment for professional services and completion of the work on each loan.

(B) All costs shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other official documentation evidencing in proper detail the nature or propriety of the charges. All checks, payrolls, orders, invoices, contracts, vouchers or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.

(C) At any time during normal business hours and as often as Auburn or HUD may deem necessary, there shall be made available to Auburn or HUD for examination all of APD's records, accounting, reporting and internal control system with respect to all matters covered by this Agreement. Further APD will permit Auburn or HUD to audit, examine, photocopy and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment and other data relating to all matters covered by this Agreement and related sub-contracts and sub-grantees. Auburn reserves the right to require modifications or alterations to procedures, when in the sole opinion of Auburn, deficiencies exist. Failure on the part of APD to implement required changes may result in the holdback of Community Development funds.

(D) Auburn reserves the right to withhold final payment to APD or grant expenditures until the results of the APD final audit are complete and found to be satisfactory to Auburn.

6. Accounting Standards

(A) APD agrees to comply with Attachment F of OMB Circular A-110 and agrees to adhere to the accounting principles and procedures required therein, utilize adequate internal controls and maintain necessary source documentation for all costs incurred.

(B) APD will administer its program in conformance with OMB Circular A-122, Cost Principles for Non-Profit Organizations, as applicable. Cost principles shall be applied for all costs incurred whether charged on a direct or indirect basis.

(C) Auburn reserves the right to evaluate APD's accounting, reporting, and internal control systems, and to require changes when in the sole opinion of Auburn, deficiencies exist. Failure on the part of CCI to implement required changes may result in the holdback of grant funds.

(D) APD will secure a financial audit, in accordance with OMB Circular A-133. It shall be CCI's responsibility to ensure that the audit is provided to Auburn.

7. Termination of Agreement

(A) Termination of Agreement for Cause

If through any cause, APD shall fail to fulfill in a timely and proper manner its obligations under this Agreement; or, if APD shall violate any of the covenants, conditions or stipulations of this Agreement, Auburn shall thereupon have the right to terminate this Agreement by giving written notice to APD of

such termination and specify the effective date of such termination. In such event, all records, assets, property and documents of any nature, prepared or purchased by APD under this Agreement shall, at the option of Auburn, become its property and APD shall be entitled to receive just and equitable compensation for any work satisfactorily completed prior to the date of termination. Notwithstanding the above, APD shall not be relieved of liability to Auburn for damages sustained by Auburn by virtue of any breach of the Agreement by APD, and Auburn may withhold any payments to APD for the purpose of set-off until such time as the exact amount of damages to Auburn from APD is determined.

8. Indemnification

APD will indemnify and hold harmless Auburn from any and all losses, claims, costs, expenses including legal fees, actions, causes of action, damages and obligations caused by the negligent acts or omissions and/or any violations of applicable laws or regulations by APD, its officers, employees, agents, applicants or beneficiaries, excepting such losses, claims, expenses, actions, causes of action or the violations of applicable laws or regulations by Auburn, its officers, employees or agents. For purposes of this Agreement, any officers, employees, agents, applicants or beneficiaries of APD who act in an independent capacity are not officers or employees or agents of Auburn.

9. Insurance

(A) APD will obtain and maintain at all times during the term of this Agreement public liability/insurance in an amount of at least \$300,000 single limit liability protecting APD and Auburn from any and all claims for personal or bodily injury, death, and property damage arising out of the performance of this Agreement.

(B) APD will obtain and maintain Worker's Compensation Insurance coverage for all of its employees involved in the performance of the services under this Agreement.

10. Administrative Requirements

(A) APD understands and acknowledges that the funds are derived from a grant to the City of Auburn from the HUD and that Auburn, as recipient of such funds, and with the full assistance, cooperation and compliance of APD, is required, in making and administering said Loan Program, to meet and comply with all applicable federal laws, including applicable provisions of Title 24, Code of Federal Regulations, Section 570, which laws and regulations APD agrees to comply with as well as other requirements as applicable:

(1) OMB Circular A-87, "Principles for Determining Costs Applicable Grants and Contracts with State, Local and Federally recognized Indian Tribes and Governments";

(2) OMB Circular A-133, "Audits for Institutions of Higher Education and Other Non-Profit Institutions";

(3) 24 CFR Part 85 "Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments";

(4) OMB Circular A-122, "Costs Principles for Nonprofit Organizations";

(5) Section 3 "Compliance in the Provision of Training, Employment and Business Opportunities";

(6) Flood Disaster Protection Act of 1973;

(7) Executive Order 11246, entitled "Equal Employment Opportunity", as amended by Executive Order 11375 and as supplemented in Department of Labor regulations (41 CFR Part 60);

(8) Clean Air Act, as amended;

(9) Energy Policy and Conservation Act;

(10) Copeland Anti-Kickback Act;

(11) Contract Work Hours and Safety Standards Act;

(12) Davis-Bacon and Related Acts;

(13) Civil Rights:

(a) CCI will comply with Title VI of the Civil Rights Act of 1964, Title VIII of the Civil Rights Act of 1968 as amended in 1988, and Section 109 of the Housing and Community Development Act of 1974, and in accordance therewith, no person in the United States shall, on the ground of race, color, national origin, religion, handicap, familial status, age, or sex, be excluded from participation in, be denied the benefits, or be subjected to discrimination under any program or activity funded in whole or in part with Community Development funds or any other Federal financial assistance. CCI will immediately take any measures necessary to effectuate this requirement.

(b) CCI will comply with Section 3 of the Housing and Urban Development Act of 1968, as amended; and in accordance, in all work

made possible by or resulting from this Agreement, affirmative action will be taken to ensure that residents (preferably lower income) of the City of Auburn are given maximum opportunities for training and employment, and that business concerns located in or owned in substantial part by residents of the Auburn are to the greatest extent feasible, awarded contracts.

(14) National Environmental Policy Act of 1969;

(15) Uniform Relocation Assistance and Real Property Acquisition Regulations for Federal and Federally Assisted Programs; and

(16) Title X of the 1992 Housing and Community Development Act with respect to lead-based paint.

(B) APD also agrees that:

(1) **Conflict of Interest.** The subrecipient agrees to abide by the provisions of 24 CFR 84.42 and 570.611 which include the following:

- (a) The subrecipient shall maintain a written code or standards of conduct that shall govern the performance of its officers, employees or agents engaged in the award and administration of contracts supported by Federal funds.
- (b) No employee, office, or agent of the subrecipient shall participate in the selection, or in the award, or administration of, a contract supported by Federal funds if a conflict of interest, real or apparent, would be involved.
- (c) No covered persons who exercise or have exercised any functions or responsibilities with respect to Community Development-assisted activities, or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest in any contract, or have a financial interest in any contract, subcontract, or proceeds from the Community Development-assisted activity, or with respect to the proceeds from the Community Development-assisted activity, either for themselves or those with whom they have business or immediate family ties, during their tenure or for a period of one (1) year thereafter. For purposes of this paragraph, a "covered person" includes any person who is an employee, agent, consultant, officer, or elected or appointed official of the Grantee, the subrecipient, or any designated public agency.

(2) APD shall not employ or award contracts to, or otherwise encourage the services of any contractor during any period in which the contractor has been debarred, suspended or placed on an eligibility status by any federal agency;

(3) APD shall not provide funds to be used by primarily religious entities;

(4) APD shall enforce the Drug-Free Workplace Act and adopt a Drug-Free Workplace policy that is in compliance with the Act; and

5) Lobbying Prohibition

(a) No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person or entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

(b) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress, in connection with any federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.

(c) APD agrees that the language in paragraphs (a) and (b) of Section 10 (B)(5) of this Agreement shall be included in its documentation for loans to recipients of Community Development funds.

(6) Political Activity

Neither the Community Development funds provided under this contract, nor the Community Development funded personnel employed in the administration of this program shall be in any way or to any extent engaged in the conduct of political activities in contravention of Chapter 15 of Title 5, United States Code.

11. Promulgation of Laws and Regulations

APD agrees to comply in all respects with all of the duties, responsibilities and requirements imposed by this Agreement, and by Auburn, HUD, or other agencies of the United States which are not in existence or may, from time to time, be promulgated during the term of this Agreement or any extension thereof.

12. Entire Agreement

This Agreement constitutes the entire agreement between the parties and supersedes all prior representations and understandings of the parties. No modifications or amendments of this Agreement shall be binding unless executed in writing by the parties.

13. Waiver

No waiver of any of the provisions of this Agreement shall be deemed, or shall constitute, a waiver of any other provisions, whether or not similar nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the party making the waiver.

14 Successors

This Agreement shall be binding upon and shall inure to the benefit of, the parties, their respective personal representatives, heirs, successors and assigns.

15. Assignment

APD shall not have the right to assign this Agreement, or any rights hereunder, to any person or entity without the express written consent of Auburn.

16. Governing Law

This Agreement shall be governed by and construed in accordance with the laws of the State of Maine

17. Sub-contracts and Other Agreements.

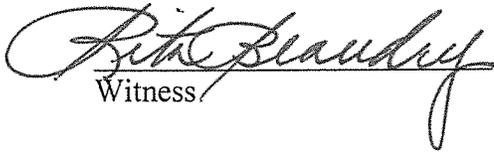
APD will not subcontract any portion of the services to be provided hereunder without the prior written consent of Auburn. Any subcontracts consultants' contracts shall be approved by Auburn. Any subcontracts must comply with applicable Federal, state and local laws and regulations. APD further agrees that prior to the execution of any contract or other legal instrument concerning the services to be provided hereunder, it will submit said contract to Auburn for its prior written approval.

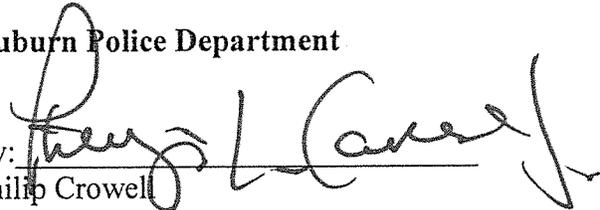
18. Default

APD will be in default of this Agreement if it fails or refuses to comply with any of the terms, conditions, provisions, or covenants of this Agreement, or its obligations hereunder, including its obligation to provide services according to Section 2 of this Agreement. In the event of a default, Auburn shall have the right to pursue any legal or equitable remedy and shall have a further right to pursue all remedies provided for under the Agreement.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

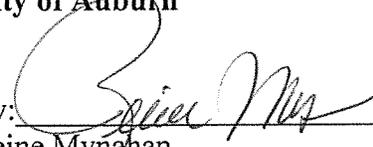
Auburn Police Department


Witness

By: 
Philip Crowell
Auburn Police Chief

City of Auburn


Witness

By: 
Reine Mynahan
Community Development Director

APPENDIX A

II. Organization Information

Organization: Auburn Police Department
Website Address: www.auburnpd.com
Contact Person: Phillip L. Crowell, Jr.
Title: Chief of Police
Telephone Number: 207-333-6650 x 2052
Mailing Address: Auburn Police Department
60 Court Street
Auburn, ME 04210
Email Address: pcrowell@auburnmaine.gov
Project Title: **PAL Police Activities League**
Funding Request: \$40,000
Project Synopsis: Utilize CDBG funding to renovate the former Pathways building at 24 Chestnut Street and maintain the "green space" to provide an afterschool program for low income children and families who live in this blighted area.
Date: April 20, 2011

There are NO conflicts of interest with respect to our application with any City of Auburn public officials who exercise decision-making function or responsibility in connection the Community Development Program.

This proposal DOES meet the minimum thresholds described on page 3.

III. Program Description

A.) Please describe the proposed program (no more than ½ page).

Auburn officers worked with our Crime Analyst/GIS Coordinator to accurately substantiate our previous theory that 28% of our calls for service came from one area. This area contains one of our six inner city elementary schools – Washburn School. This area, less than one square mile area of our community, has:

- The highest incidences of crimes committed by persons under the age of 20
- The highest incidences of victims of crimes under the age of 20
- 71% of all students receive free or reduced hot lunch
- An Increase in assaults and thefts.

Following a year of research into what could be done to reduce crime in this multi-cultural area, Chief Crowell appeared before the Auburn City Council to request that a vacant former "Pathways" building and athletic fields in the immediate area be turned over to the police department to create an "**Auburn PAL**". City Council overwhelmingly approved this project.

B.) Please describe how CDBG funds are important to the proposed program (no more than ½ page).

This neighborhood, considered to be a blighted area, had been a targeted area within our Community Development Block Grant Program. The building is in much disrepair and City Council awarded a \$40,000 CDGB grant to repair the building. All of this funding can only be used to repair the building or maintain "green space".

Our goal is to reduce the current statistics. Within the PAL Center, we will house a "Police Sub-Station" where one of our K-6 School Resource Officers will have an office. This Sub-Station will allow the officer(s) an opportunity to meet with children and families in an effort to create a safe and "true community".

Many retired Auburn teachers recognized the need for changes in this area and have joined our Board of Directors. PAL will provide after school activities and homework assistance coordinated by these retired teachers. The Auburn Public Library will provide books and facilitate authors coming to the PAL to encourage students to read. Our School Resource Officer Tom Poulin, formerly a Chef, will teach cooking skills and facilitate weekly "community dinners".

The renovation of our building, all work provided by volunteers, will not be ready for occupancy until the spring of 2012. Each time someone goes to the building to work, there are children coming out of the woodwork to see what is being done and when we will officially open. The need for our presence is growing.

IV. Program Beneficiaries

A. Please describe who will benefit from the proposed program (no more than ½ page).

Families living in the Washburn School area, as well as the former Webster and Franklin Schools, will be the immediate beneficiaries of the renovations of the PAL Center. The former Webster School is currently being renovated through HUD funding.

B. Please indicate how the applicant organization will document low income benefit.

*Document that 75% of clients reside in one of the following low income areas:

Census Tract 103 BG 1 and 2 CT 101 BG 1

*Documentation that clients are in one of several groups (generally presumed by HUD to consist of low income persons): abused children; battered spouses; elderly persons; handicapped persons; homeless persons; illiterate persons; and migrant farm workers.

C. Please indicate if there will be fees charged for participation in the proposed program. If yes, please state what amount?

At this time, there are no plans to charge families or children for participation at the PAL Center.

D. Please identify the unit of service for the proposed program (select one).

Program recipients will be both resident children as well as families. Once the building is renovated, we will provide after school programs for children as well provide at least one weekly meal for families in an effort to form a true community thus reducing calls for service. These families are in our most impoverished section of our inner city.

V. Proposed Program Budget

A. Please provide the overall proposed program budget by category and whether funding is CDBG or other.

B. Please provide more detail about the CDBG portion of the proposed program funding.

The \$40,000 of CDBG funding will be used to renovate the building (roof, windows, doors, siding, interior work, heating system, new electrical service, plumbing and fixtures, kitchen cabinets).

Since the building is in much disrepair, the \$40,000 allocation will not cover the immediate needs. We will utilize all of the funding for materials. We will enlist the assistance of contractors to provide free labor.

We have solicited bids from local building material stores for the above items. We will contract with a firm to get the best price for the needed materials.

APPENDIX B
ANNUAL REPORT

The Annual Report is due by July 15, 2013 and three years thereafter. Please indicate the reporting period and provide a narrative that includes the following:

1. Description of the persons served during this past year.
2. Goal/objective of the program.
3. How the program was evaluated.
4. Whether or not the program was effective in meeting the stated goal/objective.
5. What changes will you make as a result of what you have learned.
6. Date and sign.