



**City Council Workshop & Meeting  
August 19, 2019  
Agenda**

**5:30 P.M. City Council Workshop**

- A. Strategic Plan Presentation – Cliff Greim, Bob Stone, Dave Gonyea, and Rick Malinowski (20 minutes)
- B. CDBG Five-year plan update – Zachary Lenhert (15 minutes)
- C. Establishment of a Finance Committee – Andy Titus & Holly Lasagna (10 minutes)
- D. Mayor & City Council Compensation Increase Proposal – Andy Titus & Holly Lasagna (10 minutes)
- E. Zoning Map Amendment (965 Minot Avenue) – Eric Cousens (15 minutes)
- F. Executive Session – Personnel matter, pursuant to 1 MRSA Sec. 405 (6)(A).

***The executive session will be moved to the end of the meeting if there is insufficient time during the workshop.***

**7:00 P.M. City Council Meeting** - Roll call votes will begin with Councilor Gerry

**Pledge of Allegiance**

**I. Consent Items**

**1. Order 85-08192019**

Confirming Chief Moen's appointment of: William H. Soper as a Constable with firearm for the Auburn Police Department.

**II. Minutes**

- July 15, 2019 Regular Council Meeting

**III. Communications, Presentations and Recognitions**

- Mac Richardson - Lewiston Auburn Water Pollution Control Authority (LAWPCA) Update
- Jennifer Williams - ATRC's Metropolitan Transportation Plan Presentation

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

**V. Unfinished Business**

**1. Ordinance 10-07152019**

Amending the sign ordinance for Official business directory signs. Public hearing and second reading.

**2. Ordinance 09-05202019**

Adopting the proposed amendment to Chapter 60, Section 60-1038 - Odors. Public hearing and first reading.

**VI. New Business**

**3. Ordinance 11-08192019**

Adopting the proposed amendment to Chapter 60, Section 60-201(a)(1) Use Regulations, Permitted uses. Public hearing and first reading.

**4. Ordinance 12-08192019**

Adopting the proposed amendment to Chapter 60, Section 60-229(a)(1) Use Regulations, Permitted uses. Public hearing and first reading.

**5. Order 86-08192019**

Authorizing the City Manager to execute the Collective Bargaining Agreement with MSEA-SEIU.

**6. Order 87-08192019**

Authorizing the City Manager to execute the Collective Bargaining Agreement with IAFFA Local 797.

**7. Order 88-08192019**

Confirming the additional parking at the 48 Hampshire Street location.

**8. Order 89-08192019**

Appointing Celia McGuckian to the Auburn Housing Authority with a term expiration of 10/01/2023 as nominated by the Appointment Committee on 8/12/2019.

**9. Order 90-08192019**

Appointing Ron Spofford to the Auburn Housing Authority with a term expiration of 10/01/2022 as nominated by the Appointment Committee on 8/12/2019.

**10. Order 91-08192019**

Appointing Leroy Walker to the Cable TV Advisory Committee with a term expiration of 6/1/2021 as nominated by the Appointment Committee on 8/12/2019.

**11. Order 92-08192019**

Appointing Jane Costlow to the Conservation Commission with a term expiration of 06/01/2022 as nominated by the Appointment Committee on 8/12/2019.

**12. Order 93-08192019**

Appointing Michelle Melaragno to the Conservation Commission with a term expiration of 06/01/2022 as nominated by the Appointment Committee on 8/12/2019.

**13. Order 94-08192019**



Appointing Daniel Carroll to the Planning Board as a full member with a term expiration of 01/01/2021 as nominated by the Appointment Committee on 8/12/2019.

**14. Order 95-08192019**

Appointing Kyle Pepin to the Planning Board as Associate member with a term expiration of 01/01/2020 as nominated by the Appointment Committee on 8/12/2019.

**15. Order 96-08192019**

Appointing Sharon Benoit to the Recycling Ad-hoc Committee for a six-month term (which may be extended to 12 months) as nominated by the Appointment Committee on 8/12/2019.

**16. Order 97-08192019**

Appointing Ralph Harder to the Recycling Ad-hoc Committee for a six-month term (which may be extended to 12 months) as nominated by the Appointment Committee on 8/12/2019.

**17. Order 98-08192019**

Appointing Camille Parrish to the Recycling Ad-hoc Committee for a six-month term (which may be extended to 12 months) as nominated by the Appointment Committee on 8/12/2019.

**18. Order 99-08192019**

Appointing Silver Moore-Leamon to the Recycling Ad-hoc Committee for a six-month term (which may be extended to 12 months) as nominated by the Appointment Committee on 8/12/2019.

**19. Order 100-08192019**

Accepting the transfer of \$1,175.00 forfeiture assets in Rem in U.S. Currency to the Auburn Police Department (Unified Criminal Court Docket No. CR-18-4372 Shan Thompson).

**20. Order 101-08192019**

Accepting the transfer of \$1,213.75 forfeiture assets in Rem in U.S. Currency to the Auburn Police Department (Unified Criminal Court Docket No. CR-17-1753 Rasheem Johnson).

**VII. Reports**

- a. Mayor's Report**
- b. City Councilors' Reports**
- c. City Manager Report**
- d. Finance Director, Jill Eastman – June and July 2019 Monthly Finance Reports**

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

**IX. Executive Session**

**X. Adjournment**



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Author:** Peter Crichton, City Manager

**Subject:** City Council Acceptance of Strategic Plan

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**Information:** This is the presentation of the **Strategic Plan** that resulted from a nearly one-year process during which close to 100 residents, business leaders and community partners actively participated in conversations spanning 1,000 hours. This community-wide strategic planning process was designed to strengthen the City of Auburn's quality of life and enhance opportunities. The final recommendations within the report are the distillation of months of work by the Strategic Planning Committee and three Sub-Committees (Growth, Quality & Invest). The Strategic Planning Committee carefully crafted their final recommendations by analyzing strategies presented by the Sub-Committees and merging them with associated/complimentary strategies. Behind each recommendation are measured, supporting action steps that will assist with implementation.

The Strategic Plan contains not only the final recommendations but includes messages from the Committee and Sub-Committee Chairs, prioritization exercises & work product of the sub-committees and other supporting documentation.

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**City Budgetary Impacts:** N/A

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**Staff Recommended Action:** There is no action recommended at this time. City Council will consider acceptance of the document during first Council meeting in September.

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**Previous Meetings and History:** Annual City Council Retreat/City Council Meeting on August 6, 2018/City Council Meeting on August 20, 2018/City Council Workshop on September 10, 2018/City Council Resolve passed on September 17, 2018.

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**City Manager Comments:**

Signature: 

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**Attachments:** Strategic Plan PDF

# STRATEGIC PLAN

For the City of  
Auburn, Maine



**AUGUST 2019**

## CITY COUNCIL

2018-2019

Mayor | Jason J. Levesque  
Ward 1 | Holly C. Lasagna  
Ward 2 | Robert P. Hayes  
Ward 3 | Andrew D. Titus  
Ward 4 | Alfreda M. Fournier  
Ward 5 | Leroy G. Walker, Sr.  
At-Large | Belinda A. Gerry  
At-Large | David C. Young

City Manager  
Peter Crichton

Assistant City Manager  
Phillip L. Crowell, Jr.



## COUNCIL RESOLVE

#12-09172018

“Whereas, the City of Auburn has a Comprehensive Plan that is well underway; Whereas, the City of Auburn remains committed to the progress and completion of the Comprehensive Plan; Whereas, the City of Auburn is committed to safe, sustainable, and livable neighborhoods; Whereas, we are a unique small city that offers a quality education and bold economic, recreation, and housing opportunities; Whereas, the Comprehensive Plan states that it is the primary responsibility of the City Manager to implement the Plan; Whereas, the Strategic Plan is a management tool for the implementation of the Plan and other challenges facing the City; Whereas, the Council will vote on each committee and its membership, the charge for each committee, and receive a report back from each committee; Now, therefore, be it resolved that the City Council supports the creation of a Strategic Plan; Be it further resolved that the strategic planning process shall utilize three committees with Growth, Quality of Life, and Investment; And be it further resolved that under the direction and approval of the City Council, the City Manager shall move forward with the strategic planning process.”

PASSED BY UNANIMOUS VOTE: 7-0  
AUBURN, MAINE | SEPTEMBER 17, 2018

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*“This Strategic Plan will help position Auburn to become one of the best small cities in America.”*

Peter Crichton, Auburn City Manager

# A NOTE FROM THE CHAIR

Clifton Greim, P.E. President & CEO, Harriman



Dear Mayor, Councilors, community and contributors;

Successful achievement of goals in any organization, municipality or region begins with an inclusive and clear planning process. The City of Auburn's efforts to attract and retain residents, businesses, and community investment have helped me realize the value of developing a Strategic Plan. A Plan to provide clarity in our community's vision, and priorities and strategies for evolving and reaching our goals and objectives. Most importantly, a Plan that can be shared, measured, marketed, and communicated clearly and consistently.

A well-developed strategic plan speaks to a community that has aspirations and is invested in measured results; a community that has focus, is organized and is a great place to live and work. This is essential in today's competitive market.

With this Strategic Plan in place, the City of Auburn's administration will have a roadmap to follow and the Plan will offer the ability to mark and report on progress. As citizens, we will also be able to see the advancement of the envisioned results. This Strategic Plan will inform the Comprehensive planning process, and land use, zoning and facilities will benefit from the clarity and priorities established through this Plan.

I want to acknowledge the support, trust and participation from Auburn's Mayor and the City Council. Their leadership has brought this planning to reality. I also want to thank the many community citizens for their commitment and hours of valuable insight, wisdom and aspirations. We are lucky to live in a community that has such citizen response.

Special thanks to the three chairs of our sub-committees: Rick Malinowski, Chair of the Growth Sub-Committee; Dave Gonyea, Chair of the Quality Sub-Committee; and Bob Stone, Chair of the Invest Sub-Committee. Great leadership.

My personal thanks to Auburn's incredible City administration. Our City is fortunate to have such a high-performing and skilled staff! City Manager Peter Crichton and Assistant City Manager Phil Crowell provided direction and leadership throughout this process. Communications and Compliance Manager Liz Allen has been nothing short of amazing in her day-to-day engagement. Thanks, as well to Jody Durisko, Executive Assistant, for her creative scheduling and participation.

Lastly, my thanks to Harriman's Director of Planning, Emily Keys Innes. Her engagement and perspective provided alignment and great benchmarking measures.

I have been proud and honored to be part of this process and to participate with such a fantastic group of contributors. My level of confidence and excitement for this community's future has never been higher.

Congratulations, thank you...and onward and upward!

Clif Greim  
President, Harriman



# A NOTE FROM THE MANAGER

Peter Crichton, Auburn City Manager

Dear Mayor, Councilors, and Community;

As you can probably imagine, running a city can be a challenging and exciting adventure! We truly have a great team who are making things happen every day. But, of course, there are always more priorities than there are personnel and fiscal resources available to address the many demands and needs that a community our size faces. The City's loss of \$18.3 million in municipal revenue sharing to the state of Maine since 2010 has made it particularly challenging and difficult to accomplish everything that elected officials, citizens, and groups would like to see done.

So, what can be done? How can we best move the city forward with so many competing demands and needs? The answer is a dynamic and transformative Strategic Plan! This is a plan that will help guide the City's leaders on the multitude of investments that we could be making, and which of these investments should be a high priority as we strive to be one of the *best small cities in America*. This report is the result of many, many hours of conversations that, through a consensus decision making process, recommends what we hope you will agree should be considered the highest priorities for the City in the next 3-5 years.

This is not an updated Comprehensive Plan for the City. That update is coming in the not too-distant-future. Instead, this is a blueprint for strategic decisions – that with the support and approval of the City Council – will enable the City to be more highly successful and position us for even greater economic success. The Plan addresses issues concerning growth, quality, and investment and as you will read, sets a clear path for the City to follow.

I have tremendous admiration and appreciation for the volunteers and city staff who participated in this process. We were very fortunate to have Clif Greim, CEO of Harriman, as the Chair of the Strategic Planning Committee, together with an outstanding group of individuals who served on the committee. Our three Sub-committee Chairs were: Rick Malinowski for Growth, Dave Gonyea for Quality, and Bob Stone for Investments. Thank you to everyone who stepped up to play a role on the Strategic Planning Committee and Sub-committees (see Appendix 1).

My personal thanks to Assistant City Manager Phil Crowell for quarterbacking this process in outstanding fashion on a day-to-day basis and to our Compliance & Communications Manager Liz Allen, and Jody Durisko, Executive Assistant for the City Manager's Office for their exceptional assistance. Thanks also to Emily Keys Innes from Harriman, who helped assist us with this process.

Special thanks to the City Council and Mayor for their support and trust in this process. This is an important initiative by the City of Auburn. I look forward to seeing this report's strategies and recommendations placed before the City Council. Challenges and opportunities are all around us and with these decisions come financial commitments that will have to be made. The implementation of the report is an important step forward. Only by working together can we improve the future of the City.

Respectfully,  
Peter J. Crichton, City Manager



# STRATEGIC PLANNING: BY THE NUMBERS

Through visioning, brainstorming, and prioritization, participants in Auburn’s Strategic Planning process captured what they felt were the most pressing issues, developed transformative strategies to address them, and made recommendations that lay the foundation for the work of the City moving forward. The image below represents the process “by the numbers.”





# THE PLAN: FINAL RECOMMENDATIONS

The final recommendations below are the distillation of months of work by the Sub-Committees and Strategic Planning Committee. The SP Committee carefully crafted their recommendations by analyzing the **24 strategies** presented by the Sub-Committees and merging them with associated/complimentary strategies. These recommendations are not listed in order of priority, but according to the sub-group from which they emerged. Behind each recommendation are measured, supporting action steps that will assist with implementation. Refer to Appendix 3 to learn more.

**Work to protect and fully enjoy Auburn's natural resources**

FROM  
GROWTH 1

**Prioritize transportation by using transit to connect people with communities, employment & services**

FROM  
QUALITY 1  
& GROWTH 4

**Protect Lake Auburn and all other bodies of water**

FROM  
GROWTH 1

**Improve image of schools and increase commitment to and value of education**

FROM  
QUALITY 2  
& GROWTH 3

**Develop a downtown management district focusing on Great Falls Plaza, downtown & the Androscoggin River**

FROM  
GROWTH 2

**Study and plan to increase pedestrian environment, to include connectivity**

FROM  
QUALITY 3  
& GROWTH 4

**Define and promote industry clusters**

FROM  
GROWTH 2

**Establish a city-wide communications plan**

FROM  
QUALITY 4

**Address identified public service and infrastructure needs**

FROM  
GROWTH 4

**Invest in arts, history, culture, recreation, and entertainment**

FROM  
QUALITY 5

**Define neighborhoods; support rehabilitation and beautification**

FROM  
GROWTH 5

# One Vision. One Plan. One Voice.

The City of Auburn embarked upon this strategic planning process with the desire for **one vision, one plan, one voice.**

## ONE VISION

The City’s vision - as established by the Comprehensive Plan and City Council priorities - remains clear:

“Auburn will be a community that balances urban & rural living, with safe, sustainable, livable neighborhoods that are well-connected; a community to be proud of, with a vibrant workforce and resources that are preserved and protected; a unique small city that offers quality education and bold economic, recreation, and housing opportunities.”

## ONE PLAN

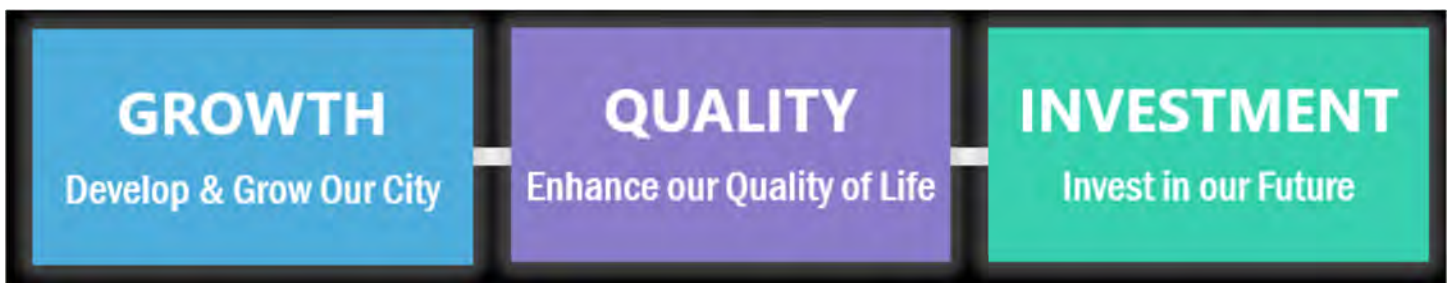
Auburn’s **Comprehensive Plan** serves as a guide for decisions the City must make about growth, development, redevelopment and changes. The Comp Plan established **207** ongoing, short- and long-term strategies for the City. While action has been taken on 89% of these strategies, a well-defined plan for the implementation of the Comprehensive Plan - a multi-year *Strategic Plan* with annual updates - will be instrumental as the City works to implement the remaining strategies and prepares for the next Comprehensive Plan update.



## ONE VOICE

Based on the City’s vision, three focus areas were identified: GROWTH [develop & grow our city], QUALITY [enhance our quality of life], and INVEST [invest in our future]. These three focus areas aligned perfectly with the vision and evolved into the Strategic Planning Sub-committees, which included members of Auburn’s business, non-profit, residential, and education communities. In addition, each sub-committee had representatives from city departments.

Each group was tasked with setting goals, creating solutions, prioritizing, and coming up with action steps to implement them. The groups were led by a chairperson and a facilitator who helped direct large and small group work.



“ Auburn will be a community that balances urban & rural living, with safe, sustainable, livable neighborhoods that are well-connected; a community to be proud of, with a vibrant workforce and resources that are preserved and protected; a unique small city that offers quality education and bold economic, recreation, and housing opportunities. ”



# COLLABORATION

## Quality Sub-Committee

DAVID GONYEA, CHAIR | Central Maine Community College

**I was pleased to chair the Quality Sub-Committee as part of the City of Auburn's strategic planning process.** The sub-committee benefited from the input of a cross section of our fellow Auburn neighbors who shared their own vision and goals for the city. The process was deliberate and thoughtful, and allowed the opportunity for committee members to provide input and opinions on how to best move Auburn forward.

On behalf of the members of my sub-committee, I am proud of our work and thankful that city officials value our input. We understand that this is only the beginning and will work diligently in the future to follow the blueprint set forth.

*David Gonyea, Central Maine Community College  
Quality Sub-Committee Chair*

The goal of the Quality Sub-committee was to develop and grow the city so Auburn will be... *a community to be proud of, with a vibrant workforce and resources that are preserved and well protected.*

Quality sub-committee members worked toward goals that would help the city achieve their vision.

## Growth Sub-Committee

RICK MALINOWSKI, CHAIR | Procter & Gamble Co.

The Growth Sub-Committee accepted the challenge of developing strategy recommendations to support the development and growth of Auburn, while maintaining the balance of urban and rural living. We put a great deal of emphasis on the character of different neighborhoods and the downtown. We talked about how to leverage the uniqueness of each area in a way that promotes growth but maintains the most desirable aspects of that area. The team was enabled to develop real, actionable recommendations through a combination of an outstanding process lead by the City leadership and a team comprised of people who live, work and believe in the City of Auburn.

The vision of the Growth Sub-committee was to develop and grow the city so Auburn will be... *a community that balances urban and rural living, with safe, sustainable, livable neighborhoods that are well connected.*

Sub-committee members developed several goals that would help the city achieve this vision.

**I believe the recommendations made by the Strategic Planning Committee put forth a road map that can deliver real measurable positive change.** The future of the City of Auburn is a bright one.

*Rick Malinowski, Tambrands Inc., A Procter & Gamble Co.  
Growth Sub-Committee Chair*

# GOAL STATEMENTS

During their first meeting, the Quality and Growth Sub-committees enhanced the focus areas identified at the Launch Event. The goal statements evolved into work-groups within the Sub-committees, and participants expanded on the goal statements, forming solutions, action steps and tasks for each.

\*Note: the Growth 3 and Quality 2 work groups were blended, resulting in 9 overall goal statements.

## **GROWTH 1 - RECREATION/NATURAL**

**RESOURCES:** Create, support and market an accessible, connected, and diverse network of recreation and natural resources that provides both destinations and pathways for residents and visitors.

## **QUALITY 1 - EMPLOYMENT OPPORTUNITIES:**

Attract quality businesses by creating an environment where business can succeed. Collaborate with existing partners to ensure and foster a sustainable and satisfying lifestyle.

## **GROWTH 2 - DOWNTOWN & BUSINESS PARK:**

Develop clear identities for Auburn's downtown and industrial park that considers scale, connectivity, use (including mixed) and integrity to maximize their appeal.

**QUALITY 2 - EDUCATION:** Continue to improve access to training programs designed to address workforce gaps; provide diverse, well-rounded education by partnering with available resources and businesses. Protect funding and support for educators, facilities, and accessibility.

**GROWTH 3 - EDUCATION:** Develop education strategies for all stages of life that are dynamic, innovative, and collaborative to develop a foundation for economic and personal development.

**QUALITY 3 - COMMUNITY CONNECTIONS:** Support all residents by fostering a sense of unity while honoring diversity & coordinating community resources and assets to provide wraparound support to all residents.

## **GROWTH 4 - DIRECTED PUBLIC INFRASTRUCTURE:**

Invest in and maintain the infrastructure necessary to provide a sustainable, safe and livable environment.

## **QUALITY 4 - PR, IMAGE & BRANDING:**

Dedicate resources to define our image and identity to build a sense of community.

## **GROWTH 5 - HOUSING:**

Efficiently utilize current housing stock and sustainable targeted residential development that supports and attracts growth, residents and workforce.

## **QUALITY 5 - ENTERTAINMENT/CULTURAL OPPORTUNITIES & HISTORIC PRESERVATION:**

Recognize the value of historic, cultural, and artistic assets and activities in enriching people's lives and promoting community life. Support the development of future opportunities in culture and the arts.





# “SMARTER” GOALS EXERCISE



**“Smarter” goals help clarify ideas and focus efforts.** The Strategic Planning Committee encouraged Quality and Growth Sub-committee members to apply this “filter” to help with motivation and clarity and lead to a well-constructed Strategic Plan for Auburn.

Each group’s **initial solutions and steps** were run through the filters of **S, M, A and R** (the Strategic Planning Committee worked on T, E , R). If an item was found to NOT be specific, measurable, attainable, and realistic, members worked to build consensus and improve upon the goal.

The SMARTER exercise produced effective, impactful goal statements and solutions, which led to the next step in the process: PRIORITIZATION.

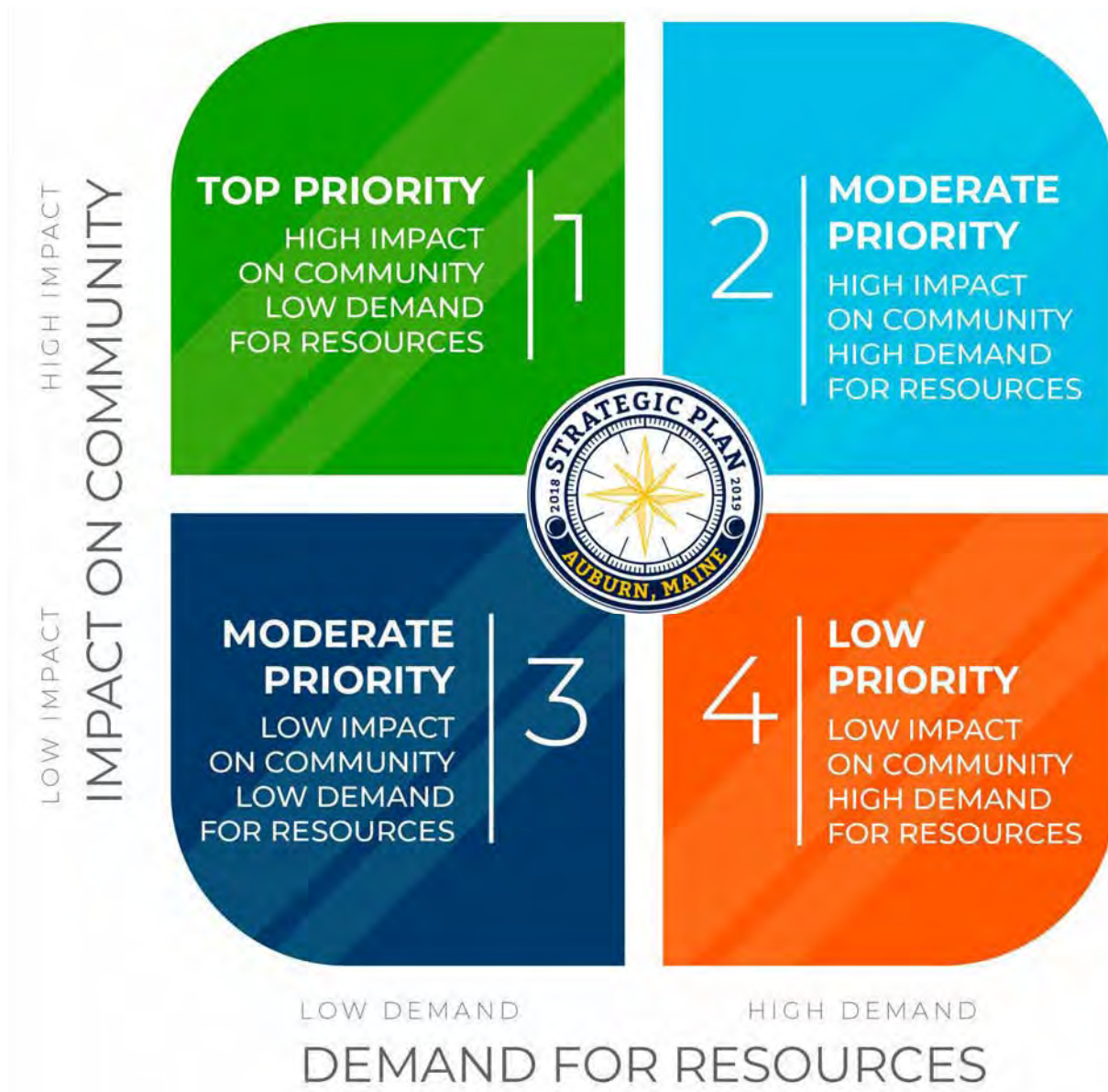
*See Appendix 3 for the solutions and steps that evolved from the SMARTER exercise.*

# PRIORITIZATION MATRIX

**One of the most important components of Auburn’s Strategic Planning process: vision.**

Members of the Committee developed a prioritization matrix through which sub-committee goal statements would be “filtered.” Goals that would be likely to produce the highest impact and put the least demand on community resources were ranked as a 1. Those that would be likely to have a high impact, but put a high demand on resources were given a 2. If they would only make a low impact, even if they required few resources, they were given a 3. And, those that would make a low impact, but demand significant resources were given a 4.

*Ranking results can be found in Appendix 3 of this report.*



# COLLABORATION

## Invest Sub-Committee

ROBERT STONE, CHAIR

The Invest Sub-Committee was charged with discussing and developing a number of strategies generated by the Growth and Quality Sub-Committees. The community-wide planning exercise yielded a large number of ideas pertaining to the city's growth and quality of life. The exciting ideas were, because of the sheer numbers, run through a prioritization process to establish a workable scope of work for the Invest Sub-Committee.

Twenty-four strategies were presented to the Invest Sub-Committee. The committee was organized into sub-groups and the strategies randomly assigned to the sub-groups. The sub-groups convened for the purpose of further defining and detailing the strategies for inclusion in the final report to be presented to the Auburn City Council.

**The entire Strategic Planning exercise was a stimulating and positive experience which surely will be of value to the City Council and City Staff as we move forward into the 2020's in the great community of Auburn.**

*Robert Stone, Invest Sub-Committee Chair*

The goal of the **Invest Sub-committee** was to develop and grow the city so Auburn will be *a unique small city that offers quality education and bold economic, recreation, and housing opportunities.*

The Invest committee began their work after the Growth and Quality Sub-committees completed and reported out on their work. Their task was to take the work and look at the scale and scope of the resources that would be required.

The Invest Sub-committee explored what, if any, programs and services were already contributing to these goals while considering resources that may be available beyond city revenues. The analysis and work of this sub-committee evolved into the **final recommendations** presented by the Strategic Planning Committee.



# STRATEGIC PLANNING:

## Concept to Plan

### An Executive Summary

During the past 150 years, Auburn has developed a rich heritage, a strong economic base, and significant community pride. City staff seek to deliver high-quality services to the community in a way that upholds the vision and values that make Auburn the thriving community it is today.

This Strategic Plan is a blueprint to help guide the City’s day-to-day operations and its capital improvement and revitalization programs. This Plan is formulated into three focus areas: Growth, Quality and Invest.

Auburn’s City Council appointed community leaders, elected officials, and school and city staff to make up the team of engaged individuals to chart the plan to develop and **GROW** our city, enhance the **QUALITY OF LIFE** of our residents, and **INVEST** in our future. Members were assigned to the Strategic Planning Committee and three Sub-Committees.

The Growth and Quality Sub-Committees identified **Strategic Goals**, along with corresponding priorities for each. These were presented to the Invest Sub-committee, which identified action steps necessary for implementation.

Through visioning, brainstorming, and prioritization exercises, participants captured what they felt were the most pressing issues, developed transformative strategies to address them, and made recommendations to help the City of Auburn move forward. Auburn’s Strategic Planning process blended citizen involvement with staff experience and as depicted in the timeline below, in an impressive effort that lasted just short of a year, this Strategic Plan was built with care, with enthusiasm and with devotion to a great city.



# FINAL THOUGHTS: A strategic plan to take Auburn into the next 150 years



Auburn, Maine is an outstanding small city whose geographic location and scale, natural resources, population diversity, long-standing economic initiative, and commitment to a high quality of life make it an appealing place to live and work, play and visit.

It is also a city determined to continue improving. That is why for the past six months, nearly 100 people have actively participated in conversations spanning 1,000 hours, all as a part of a community-wide strategic planning process designed to strengthen the city's quality and enhance its opportunities.

As this work unfolded, a number of core values emerged which became the guiding “north star” for the process. Together, these values speak not only to the mission that come to defining the planning process but also, more importantly, to the character of Auburn itself:

**Auburn is committed to the importance of a dynamic downtown and strong neighborhoods that, together with a well-protected environment, offer healthy and sustainable living and make ours a welcoming, inclusive community. We believe Auburn is most successful when people feel engaged, connected and empowered here and when they see themselves and this community as economically resilient.**

*~Auburn's Strategic Planning Committee*

“

“Every citizen of Auburn should read this Strategic Plan. Everyone in the *region* should read it. This is a living-breathing document. Thanks to a collaborative, positive process, the path forward is here.” Clif Greim, Strategic Planning Committee Chair

“This document will be referred back to, and often. It will become part of the lexicon of this organization - everything you do will tie back to it.” Dave Gonyea, Quality Sub-Committee Chair

“A strategic plan is a bedrock principle of any good organization. I have faith in this plan, and with the proper commitment, it will lead to success. Don't just put it on a shelf.”

Bob Stone, Invest Sub-Committee Chair

”

# APPENDICES

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| Appendix 3 - Scope of Work with Prioritization Results..... | Page 21 |
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| Appendix 5 - Strategies Presented to Invest .....           | Page 32 |

# Appendix 1

## PARTICIPANTS

A plan built for the community, by the community.

Auburn’s strategic planning process was expertly and thoughtfully steered by the **Strategic Planning Committee** and the components were built by three sub-committees.

Members of Auburn’s business, non-profit, residential, and education communities participated at both the committee and sub-committee level, and every single member was critically important to the success of the project.

City staff supported, complimented and facilitated the process.

### Strategic Planning Committee

**Clifton Greim, Chair**

**Rick Malinowski, Growth Sub-Committee Chair**

**David Gonyea, Quality Sub-Committee Chair**

**Robert Stone, Invest Sub-Committee Chair**

Mayor Jason Levesque

Councilor Holly

Lasagna

Councilor Leroy Walker

Peter Crichton

Phil Crowell

Katy Grondin

Michael Chammings

Fatuma Hussein

Emily Keys Innes

Adam Lee

Stephen Milks

Jan Phillips

Jodi Redmun

Mary Sylvester

### Auburn City Council

**Mayor | Jason J. Levesque**

Ward 1 | Holly C. Lasagna

Ward 2 | Robert P. Hayes

Ward 3 | Andrew D. Titus

Ward 4 | Alfreda M. Fournier

Ward 5 | Leroy G. Walker, Sr.

At-Large | Belinda A. Gerry

At-Large | David C. Young

## SUB-COMMITTEE MEMBERS\*

Maureen Aube  
Jeanette August  
Darcie Beaudin  
Sharon Benoit  
Scott Berry  
Katie Boss  
Sam Boss  
Robert Boyer  
Brian Carrier  
John Cleveland  
Rachel Desgrosseilliers  
Olga Dolgicer  
Jessica Donovan

Misty Edgecomb  
Lena Hann  
Bonnie Hayes  
Sid Hazelton  
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## WORD ART: WHY DO YOU SERVE?

[illegible]

# Appendix 3

## SCOPE OF WORK DOCUMENTS WITH PRIORITIZATION MATRIX RESULTS



### GROWTH Goal 1

**Goal Statement: Recreation/Natural Resources** – Create, support and market an accessible, connected, and diverse network of recreation and natural resources that provides both destinations and pathways for residents and visitors

#### Solutions:

1. Protect and provide access to Lake Auburn & Bodies of Water
  - a. Natural Resources
    - i. Drinking Water: Develop a plan to implement a filtration system for drinkable water out of Lake Auburn **2**
    - ii. Inventory list of all bodies of water access points and develop baseline testing **1**
  - b. Recreational Opportunities
    - i. Swimming and access to water activities: Conduct a “swimability” assessment with recommendations on how to create swimming locations and safe standards in Auburn. **1**
    - ii. Events and Programs: Establish a year-round events/program guide for opportunities to do: Boating, Kayaking, Canoeing, Fishing, Ice Fishing, Snowmobile access in wintertime, swimming, etc. **3**
2. Identity, Map, & List Recreational Properties
  - a. Natural Resources
    - i. Compile an Inventory List and breakdown of uses for all recreational properties city and non-city owned. (Trails, Open Spaces, River, Mt. Apatite); Establish a GIS Map with the different layers of uses for this inventory list; and perform a needs assessment to Identify missing venues and access for natural recreational areas (Open spaces, trails, connectivity) **1**
  - b. Recreational Opportunities
    - i. Compile an inventory list and breakdown of uses for all rentable sports and organized recreational programs. (Gyms, Fields, Indoor Turf, Ice Rink, Gathering Areas, Age Friendly Centers) **2**
3. Community Partnerships
  - a. Natural Resources
    - i. Promote thru educational pamphlets, maps, and websites; agreements with already established organizations and businesses that provide public access to natural resource locations; YMCA Trails, ALT, Lake Auburn Watershed Protection. **3**
  - b. Recreational Opportunities
    - i. Develop and implement a Joint Use Agreement with the School dept. on the new fields, gyms, and auditorium to ensure public access outside of school related functions. **2**
4. Future Development and Funding
  - a. Natural Resources
    - i. Explore Grant opportunities with local partners for new trails and parks. **3**
    - ii. Update and Implement the Subdivision Ordinance that requires new developers to invest in open spaces, trails, and parks. **1**
    - iii. Develop incentives and other funding sources such as tax breaks and TIF’s to encourage local business and landowners to allow for public access and recreational opportunities. **4**
    - iv. Develop a plan and timeline for connecting all trails within Auburn while focusing on walkability. **1**

## b. Recreation Opportunities

- i. Develop an Outdoor Recreational Complex that includes multiple fields that are multi-sport adaptable, trails, and open spaces. **2**
- ii. Develop and maintain an inventory list of unused open spaces and allow for neighborhood access.
- iii. Finish renovating the New Age Friendly Center and develop a comprehensive list of programs and events, working with community partners. **1**

## GROWTH Goal 2

**Goal Statement: Downtown and Business Park** – Develop clear identities for Auburn’s downtown and industrial park that considers scale, connectivity, use (incl. mixed) and integrity to maximize their appeal.

### **Solutions:**

Goals, purposes and solutions for the downtown and industrial areas need to be defined separately, because they serve distinctly different city functions:

- A. The Downtown should be the focal point for culture, arts, events and entertainment necessary to attract and retain millennials & professionals – without a great downtown all other economic development and millennial retention and attraction activities will be challenged.
- B. Promote our large Industrial areas as the space for creating large scale sustainable industry clusters (i.e. solar & wind energy, Agri-biz, hydroponics, hemp, marijuana - processing & distribution)

### **Downtown Solutions – Four Transformational Actions**

1. A viable downtown is Walkable – Study & plan to increase “walkability.” While there are technically sidewalks in the downtown, it is not considered “walkable” due to the limited space provided, poor maintenance in winter, lack of lighting & ped space in Great Falls area, heavy volume and width of Court Street, and weak visual and spatial attention to cross walks. **2**
  - a. Expand sidewalk and crosswalk widths and remove sidewalk posts & signs that prohibit good winter maintenance
  - b. Narrow Court Street to two lanes with parking and sidewalks to slow traffic and reconnect the “center”
  - c. More outdoor seating and dining opportunities, with wider sidewalks (Main Street sidewalks are a great start) are needed throughout
2. Redevelop the Great Falls Area to achieve the critical mass needed for multiple destination, mixed-use activities. The adopted Form-based code allows up-to 8 stories in the Great Falls area, and up-to 6 in the city center areas, with 90 & 80% lot coverage, which calls for big redevelopment projects to create a shift in how the downtown functions **2**
  - a. Multi-use buildings that have higher-end housing, parking garages (instead of surface lots), ground floor food, retail, personal services & entertainment (2 screen theater) would provide new anchors, clean-up surface parking dead space, create higher income 24/7 residents & create destinations for city residents and visitors.
  - b. Needs a more diverse mixture of uses, “anchors” and more than one reason to be “downtown”
  - c. A mix of residential types, price-points and formats need to be part of the downtown composition
  - d. The current anchors, Gritty’s, the Hilton, the Court House, City Hall, Library, Hannaford & the YMCA, are single -purpose destinations and shopping & entertainment destinations are needed to keep people downtown
3. Establish a downtown management district and “coordinator” as a convener and manager to deconflict Great Falls, Library & Hotel event parking issues, program events, market space, mix of uses, and facilitate incentives. **1**
  - a. Manage mix of uses (like a Mall)- Shopping, ground floor retail, unique hh goods & furnishings need to be located in downtown (captive markets - professionals and hotel guests have nowhere to go for goods, browsing or entertainment)
  - b. Actively support (financial incentives to make pro-forma work) retail and housing entrepreneurs trying to bring uses downtown (don’t just support the big guys along Center, Minot and Hotel)
  - c. Create some meter parking to alert and constrain long-term parkers in turn-over locations like on-street near hotels, and library- funds to be dedicated to Downtown improvements and events programming
  - d. Install consistent lighting system in and around downtown that is easily maintained
4. Promote and create an identity for Downtown & New Auburn as the focal point for Arts and Entertainment **1**
  - a. Year-round event programming for the downtown (build on New Year’s Eve success) - Downtown should be **the** focal point for community events and a “place to go & spend a day or evening
  - b. Link with Quality Goal 5



### **Industrial Area(s)/Park Solutions – Four Transformational Actions**

1. Promote and define industry clusters - Push Agricultural processing and distribution opportunities of Auburns' large ag & industrial land areas and policies – the growth of hemp, mushroom and other ag production and processing could create another “industry cluster” **1**
  - a. Take advantage of Governor Mills Clean Energy initiative and create an industry cluster for Wind & Solar manufacture and distribution using highway, rail and air and central state location as selling points.
  - b. Map and define existing industry types, patterns and possible existing industry clusters to identify agglomeration economies, vertical expansions and complimentary chain partners
  - c. Court the State House on the sustainable energy cluster idea & “revision energy” on our central location, rail, air & highway hub
  - d. Program and invest in infrastructure and services that support identified and targeted industry clusters
2. Re-examine (possibly rezone) zoning patterns to support cohesive, unified long-term investment for both industry and high-end housing - More clearly define and separate residential and industrially zoned land & define complimentary uses (ie. Ag and industry?) – conflicting land uses have been emerging with more housing (Millions of \$ in housing development are occurring near 95 and industrial zoned land) and more industry developing side-by-side, ala Merrow Road. **2**
3. Develop linkages and connectivity between industrial activity and other areas of the city to promote functionality and development. Encourage complimentary or co-locations between workers, supply chains, service needs and other goods and services. Cut down on VMT & increase sales, production and distribution. **3**
  - a. Create a Business Board at the interchange and/or at central airport & “park” locations to list/advertise our businesses to keep visitors/investors/businesses engaged and knowledgeable about our economic activity
  - b. Advertise/create “tours” of manufacturing operations such as Thomas Moser, Side-by-Side brewery, Good Shepherd, Tambrands, World Harbor, etc.
  - c. Incorporate/support ABDC work and studies into solution based “cluster” marketing & speculative building development for turn-key occupation
  - d. Utilize and/or program transit, shuttles or van pools to high employee destinations
4. Define the desired look, feel, function of corridors & gateways. Re-examine land use and zoning of major corridors/gateways zoned or in industrial use **2**
  - a. Identify industry clusters and long-term vision for each economic corridor (Washington Street, Minot, Center)

### **GROWTH Goal 3/QUALITY Goal 2**

**Goal Statement: Education** – Develop education strategies for all stages of life that are dynamic, innovative, and collaborative to develop a foundation for economic and personal development.

**Goal Statement: Education Opportunities** – Continue to improve access to training programs designed to address workforce gaps and provide diverse and well-rounded education by partnering with available resources and businesses. Protect funding and support for educators, facilities, and accessibility.

#### **Solutions:**

1. Increase learning opportunities for all students.
2. Increase the community’s awareness and understanding of educational opportunities and programming.
3. Increase the community’s commitment to and value of education.
4. Improve the image of the school department.
5. Document the return on investment of school department programming.

#### **Steps:**

1. Solution: Increase Learning Opportunities for all students **2**
  - \* Increase the number of elective offerings provided by community (at elementary, middle, or high school)
  - \* Increase percent of children accessing early education (pre-K)
  - \* Increase early (pre-high school) college and career experiences
2. Solution: Increase the community’s awareness and understanding of educational opportunities and programming. **1**
  - \* Create a shared PR position (city/school) for the purpose of promoting city and school events and news via a wide variety of media outlets to target community members of a range of ages.
  - \* Increase the frequency of positive stories that showcase success of students
3. Solution: Increase the community’s commitment to and value of education. **2**

- \* Identify the barriers that families face in building aspirations
  - \* Develop and implement a model with strategies to address identified barriers
  - \* Connect youth with residents needing support/services
  - \* Increase the number of volunteers in schools
4. Solution: Improve the image of our schools in our community and beyond. **1**
- \* Monitor external “ratings” of school department and fight for corrected data when warranted.
  - \* Create marketing materials (including print) to be distributed for use in promoting the School Department
  - \* Create a plan for engaging with prospective residents, giving guided community tours (highlighting schools)
5. Document the return on investment of school department programming. **3**

## **GROWTH Goal 4**

**Goal Statement: Directed Public Infrastructure** – Invest in and maintain the infrastructure necessary to provide a sustainable, safe and livable environment.

### **Solutions:**

- Workshop which would include public input and council endorsement on existing long-range plans **1**
- New Public Safety Building **2**
- Sub Fire Station, South of Merrow Road for industrial growth needs, turnpike exit and airport **4**
- Define the desired pedestrian/trail network and future needs **3**
- Future space planning for City infrastructure, airport, housing **2**
- An efficient transit system that meets the needs of the public determined through ridership information and a survey of needs **4**
- Expand sewer/water service to accommodate future land use planning & space needs **4**
- Great Falls Masterplan Implementation **2**

### **Steps:**

- Plans – should be marketed; public information sessions; social media, directed online polls, mailings
- Space needs analysis – engineering study, cost, publicize information
- Pedestrian/Trail networks – a prioritization of existing trail wants and needs
- Future space planning – Council/staff identify existing plans /future needs, publicize, Comp Plan needs to incorporate newly-identified items
- Transit - Increase funding so that more frequent predictable service hits the hot spots
- Water/Sewer - determine location based on the Comp. Plan and where future growth areas (ag zone changes) are anticipated

## **GROWTH Goal 5**

**Goal Statement: Housing** – Efficiently utilize current housing stock and sustainable targeted residential development that supports and attracts [growth] residents and workforce.

### **Solutions:**

1. Rehabilitate and improve curb appeal of downtown neighborhoods
2. Create more pride in neighborhoods
3. Continue to support development of market value housing by a secondary Turnpike exit

### **Steps:**

1. Rehabilitate and improve curb appeal of residential neighborhoods **2**
  - a. Implement and enforce property maintenance codes to improve curb appeal of blighted areas by:
    - i. Creating policies that foster landlord associations and provide tax breaks for improvements that improve curb appeal
    - ii. Creating an assessment grace period to incentivize exterior property improvements (with a claw back policy in case a property owner does not follow through on approved changes) homeowners make to improve the aesthetic appearance & curb appeal of a property
    - iii. Amend refuse ordinance to remove debris from curb faster
    - iv. Hold landlords accountable who do not remove debris and/or do not comply with city ordinances.
    - iv. Budget for annual bulky waste removal for residents
      1. To offset cost, consider a curbside pickup program (such as Portland) where residents may request curbside pickup of up to 10 small bulky items at no charge, and large bulky items at a fee per item.

2. To offset cost and encourage recycling, consider a program requiring residents to purchase City of Auburn trash bags to dispose of waste. For households living in subsidized housing, provide bags free of charge and/or institute a waiver program.

3. To offset cost, consider creation of a drop off store/rummage sale location where donated, usable bulky/household items/furnishings can be resold at significant cost savings. For reference, Damariscotta has a program where they partner with a community organization and volunteers staff the rummage sale. This encourages reuse of usable quality items, keeping them out of landfills, provides low cost quality items to those in need, and creates a revenue stream that could be used to assist with neighborhood beautification, etc.

a. Goods not sold could be given to a community partner organization willing to provide these items for free to assist low income residents moving into housing without furniture or household goods.

b. Market available CDBG rehab programs by including specific program information/ relevant contact information for applying to eligible property owners when sending out tax bills. (What programs, who is eligible, how to apply)

2. Create more pride in neighborhoods **3**

a. Define the neighborhood geographically. City to facilitate by providing geographical boundaries (eg. Downtown, East Auburn, New Auburn, etc.)

b. Let residents name and brand their neighborhood. City to facilitate this process by coordinating neighborhood meetings and providing historical information, maps, and photos relevant to each neighborhood and/or properties within, for use in marketing and branding the neighborhood and highlighting the unique features.

c. Establish community/neighborhood watch groups for each neighborhood.

d. Hold neighborhood events. Include events targeted at increasing the number of young families participating. Use participation in community events, gatherings, and neighborhood watch groups as a measurement for pride in the neighborhood.

e. Establish groupings of adjoining neighborhoods to make up community associations that are either within a TIF district or can be established as a new TIF district if needed.

f. Use TIF funds to improve infrastructure in residential neighborhoods, such as sidewalks and lighting.

i. City employee to discuss with each community association that is eligible to receive TIF funds. City requests feedback from property owners within each association to best assess/prioritize the needs within the neighborhoods and prioritize TIF fund expenditure accordingly.

ii. Provide more incentives for residents to invest in their properties

3. Continue to support development of market value housing by a secondary Turnpike exit in Auburn **2**

a. As current zoning around the existing Turnpike exit is primarily industrial or agricultural, consider a secondary Turnpike exit in Auburn. Zoning around this new exit would be residential.

b. Increase stock of housing, especially in the \$200,000 - \$300,000 range, near the secondary turnpike exit, improving options for young professionals (and families) who may not have the time to revitalize older available housing stock and desire housing proximate to the turnpike.

c. Continue to work with developers to encourage new development of single-family homes in the \$200,000 - \$300,000 throughout Auburn

## **QUALITY Goal 1**

**Goal Statement: Employment Opportunities** – Attract quality businesses by creating an environment where business can succeed. Collaborate with existing partners to ensure and foster a sustainable, satisfying lifestyle.

**Solutions:**

• Reduce the number of people who see transportation as an obstacle to working by 50% **4**

o People: Bus and passenger rail. Getting to and from work is an obstacle for some. If the public bus system is not meeting a large employers (ERs) needs, could they contribute for expanded service to avoid liabilities of transporting their own employees (EEs). Have the conversation.

• Create a metric to measure cost competitiveness to do business in Auburn over time, and in comparison with other Maine communities; provide concise information to the public and business community on strengths. **1**

o Freight connection strengths – Promote rail, air and highway connections in Auburn to increase their use. Utilities (Water, sewer, gas, electricity), high speed internet, taxes, FTZ, TIF, continue list and spread the word.

- o Predictable and Timely Permitting Environment – Delegated Reviews (Traffic, Stormwater, Site Law), Local site plan reviews and trades permits. Perception: Get the information out to people that may not currently know about the benefits of the local process and may not have considered a site in Auburn yet. Market strengths.
- Increase formal relationships with business and community partners. Collaboration and communication with stakeholders/shared interest groups is important. Raise awareness among City officials, staff and stakeholders so they can advocate to businesses about programs and resources available in the community. These programs support new business to include work by the chamber of commerce, workforce development programs, career center programs and transportation programs. **2**

#### **Steps:**

- Predictable Permitting Environment
  - o Compare Auburn to other communities including site plan review, delegated reviews, other permit wait times
  - o Establish process with single point advocate for permitting large projects – don't send one project to various staff/departments for individual specialized approvals. Continue one stop shopping approach and enhance by assigning lead person for larger projects that remain the contact from idea to completion.
- Transportation
  - o ERs are struggling to find and retain qualified EEs. Creative solutions and collaboration are needed. Ex: Bridges out of Poverty Program where ER hires person to contact EE with poor attendance and help them access services or assistance to overcome the cause and succeed. Could be transportation, childcare, temporary life event, auto breakdown, substance abuse, other. EE will not often approach ER with problem but will just stop going to work. ER assistance builds relationship, loyalty and retains EE if done carefully. Part of this belongs in another group.
  - o Identify large employers and explore improved bus availability and connectivity to large ERs. Consider customizing service to partner and meet specific needs identified.
  - o Turnpike Access -Collect existing data and reports; Designate responsible party/group to make the case for and request additional access to Maine Turnpike. Continued engagement until accomplished.
  - o Collect existing data and reports; Designate responsible party/group to make the case for and request commuter passenger rail connectivity to other employment centers. Continued engagement until accomplished.
- Use Metric to measure and improve cost competitiveness to do business in Auburn to attract investment and employers.
  - o Develop and measure baseline and track over time.
  - o Develop and distribute single guide & social media communication process promoting above metric and incentives to invest here.
  - o Extend water and sewer to future growth areas.
  - o Public Education on economic development programs, specifically TIF. There aren't many other tools and they can be very advantageous to the community but suffer from a bad reputation as soon as you say the word. Use the tax shift value for infrastructure or needed incentives but don't provide more incentive than needed. Develop simple to view metric with TIF specific costs and benefits displayed graphically that can be used to measure community benefits/costs of individual TIF proposals. Include tax shift, infrastructure, jobs, wages, need (to attract or lose investment), short- and long-term tax benefits or avoided costs (during and beyond TIF term), other TBD.
  - o Increase Legislative advocacy both in Augusta and at home by working more closely with elected representatives.

### **QUALITY Goal 3**

**Goal Statement: Community Connections** – Support all residents by fostering a sense of unity while honoring diversity and coordinating community resources and assets to provide wraparound support to all residents.

#### **Solutions:**

- A. Neighborhoods
  - a. Identify and Define Neighborhoods
    - i. Define Neighborhoods by a combination between City Staff (GIS and Planning) and Neighborhood/Community Members. Create a Map with the defined neighborhoods. (NextDoor App defined neighborhoods). **3**
    - ii. Signs (Hampshire Street Neighborhood Sign), using combination of CDBG, CIP, and grant funding. Focusing on the Major Corridor entry points. **2**

- iii. Community Watch Groups; continue with the APD program and look to develop the areas not being met. Look to support this program and initiatives thru staffing, funding projects or initiatives, and resources. Use this program to allow individual neighborhoods to have a voice on specific needs/projects in their neighborhood. **2**
- iv. How do you communicate (House Bound); Use resources such as Sun Journal, Facebook, Auburn Highlights, NextDoor App, and mailers (specific to hit the house bound individuals), Community Bulletin/message boards. Also utilize the City and Regional, Schools, Civic Groups, Meals on Wheels. **2**
- v. Neighborhood Events (BBQ, Block Party Trailer idea, what events do they want?) **1**
  - 1. What assets are in the neighborhood, landmarks, what are the recreational wants; infrastructure.
  - 2. CDBG Funding
  - 3. Include Businesses
- B. Communication
  - a. Auburn Community Survey on wants and needs in various methods (email, mail, in person, door to door) **1**
  - b. Event Calendar; we have so many different calendars can we create one central location for event calendar. Who would be responsible for the calendar, maintain, update, how would it be publicized? **4**
  - c. Events (City Wide)
- C. Diverse Offerings; Add a Cultural diversification type event that is offered annually, Food around the world Festival, Arts Workshop that teaches variety types of Art, Local Brewery event, Ultra Marathon event, Triathlon (Canoe instead of swim). Work off already established events such as the Triple Crown Races, Local Agriculture Fair. **2**
  - a. Volunteer Opportunities, work with not only individuals but with organizations and civic groups. **4**
- D. Organizations/Civic Groups
  - a. Creating a 'Match Making' Organization; Age Friendly connects seniors to the different programs and organizations within the community. Can the School Dept. cross promote local interest such as the City, YMCA, CLT? Or the Chamber or ABA. AKA cross promote? **2**
  - b. Identify umbrellas – Look to group similar organizations and civic groups under a generic 'umbrella' for collaboration, communication, cross marketing, events; all Arts are under one umbrella board, Arts and Culture LA. Ex. Chamber Non-Profit Concept
  - c. Host an Auburn Open House to allow for all groups to share their offerings and programs. An annual meeting with one rep from each group to talk about upcoming year programs, events, goals etc. **4**
- E. Public Spaces
  - a. Identify within each neighborhood and map the meeting/gathering spaces within neighborhoods or City (coffee shop, park, trail). See above about How to Identity wants for new infrastructure within the neighborhood ie. Dog Park (wish list) **1**
- F. Transportation
  - a. All major event and recreational locations should be a public transportation stop; Schools, Rec, Festival Plaza, Municipal Beach, Mt. Apatite, CLT, CMCC, Mall, All residential areas. AND they need to be operating at the time of the event and after the event so people can get home. **2/4**
  - b. Needs assessment and inventory of all-season walkability within neighborhoods and city. Ex. walking your dog in the summer is very different than walking your dog in the winter. **4**

## QUALITY Goal 4

**Goal Statement: Better Public Relations, Image, and Branding** – Dedicate resources to define our image and identity to build a sense of community.

### Solutions:

Three (3) parts to defining better public relations, image and branding:

- 1. Dedicating resources
  - a. Money
  - b. Website
  - c. Social Media Channels and voice
  - d. Local partnerships and businesses
  - e. Staff
  - f. Volunteers
  - g. Local Organizations and non-profits (Ex. Neighborhood groups)
  - h. Natural resources
  - i. Historic buildings



2. Defining our image
  - a. Auburn is a bedroom community
  - b. Our city is passionate about are citizens, businesses and educational opportunities
  - c. Recreation and Outdoor activities
  - d. Auburn is a perfect mix of urban and rural
  - e. Provides a quality of life that is healthy and safe
  - f. Vitality and access
  - g. Professional
3. Identify to build a sense of community
  - a. In order to build a sense of community the City of Auburn must be able to reach and engage the following populations: Families (traditional & non-traditional), Businesses, Youth and young professionals, Aging population

#### **Steps:**

- Improve communication through technology and different media channels, while keeping in mind the audience shared in building a sense of community
- LIVE HERE! (Find ways to “bait” and educate individuals and businesses about the city of Auburn)
- Prioritize are key/target demographics
- Build image around the “psychographics” of our demographic (what people want /are passionate about)
- Auburn Passport (hard copy and digital); Include interactive maps of the city
- Conduct studies and surveys; Segmentation surveys & Focus Groups
- Information packets that are targeted to specific demographics
  - o Families; Ex. Affordable housing, employment, living communities
  - o Businesses; Ex. Revitalization efforts, building incentives, unique business categories, incubator spaces
  - o Youth and Young Professionals; EX Information on open spaces, parks, activities, education, employment
  - o Aging and Age Friendly Population

#### **Changes/Notes:**

1. Establish a communication plan that integrates the city website, signage and social media voice keeping in mind designated demographics while building a sense of community. **2**
2. Create “Live Here” informational and event packets to educate visiting individuals/businesses about the City. **1**
3. Prioritize attracting key/target demographics by creating a digital and printed passport. Interactive mapping out 12 months of releases through e-blasts/newsletters with a “Local Passport” (addressing local residents) and a “Visitor Passport” (addressing visitors to the city of Auburn). **3**
4. Conduct segmentation surveys to understand population/census gaps to understand where people live and determine targeted groups. **2**
5. Create two (2) focus groups. One specific targeted population and a random sample population providing what are the five (5) best assets in the city **3**
6. Relocation packets that are specific to families, businesses, young professionals and age-friendly populations. **2**
7. Institute a city “ambassadors” program to provide personal touch points and tours for individuals/businesses looking to relocate to Auburn. **1**

## **QUALITY Goal 5**

**Goal Statement: Entertainment/Cultural Opportunities & Historic Preservation** – Recognize the value of historic, cultural, and artistic assets and activities in enriching people’s lives and promoting community life. Support the development of future opportunities in culture and the arts.

#### **Solutions:**

The following solutions, steps, and tasks are extremely important and should be prioritized because it will build community, increase pride for citizens and enhance the image of Auburn to visitors. This in turn, will greatly contribute to economic development and tourism in the area.

- Recognize and support existing and new entertainment, cultural and historic preservation opportunities by making them a funding priority. **1**
- Make beautification and maintenance of public parks, downtown, Riverwalk, trails, downtown and any other areas where entertainment of historic, cultural, or artistic events and activities will take place. **2**
- Focus on the river as an asset by increasing activities and events along the Riverwalk and in the downtown area. **1**
- Enhance current activities by making them experiences and developing a marketing plan to attract tourism. **2**

## **Entertainment -**

### **Arts & Culture**

- o Build partnerships with local organizations who contribute to arts and culture in the Auburn/Lewiston Region. **1**
- o Diversify current events, activities and festivals by including art, cultural, and historical elements and making them “experiences”. **2**
- o Enhance and increase the number of events in festival plaza and on the Riverwalk. **2**
- o Increase the inclusion of arts/culture in new developments, projects, and activities especially in the downtown. **3**
- o Support funding the new school auditorium. Improve or move Community Little Theatre. **2**
- o Make sure events and venues are age- friendly and handicap accessible. **1**

### **Natural Resources**

- Promote connectivity to the community and draw people to parks, Riverwalk, trails, and green spaces. Update and enhance Riverwalk, Mt. Apatite, trails, and city-owned parks. **2**
- Promote and advocate the use of our natural resources by using them for entertainment with art, cultural and historic activities. **1**

### **Historic Preservation**

- Make City record preservation and storage a funding priority. **4**
- Make Auburns historic presence more prominent throughout the community. **1**
- Maintain and protect the cities historical buildings, monuments, and historical landmarks. **2**

## **Steps:**

### **Entertainment -**

#### **Arts & Culture**

- o Invite local partners Museum LA, Androscoggin Historical Society, Community Little Theatre, Women’s Literary Union, Auburn Public Library, Androscoggin Land Trust, Train Club, etc. to participate in the planning of events, activities and marketing strategies.
- o Diversify existing and new events, activities, and festivals by including areas for local artisans, crafters, historical exhibits, musicians, etc.
- o Hold more concerts, bring back Concerts in the Park in festival plaza including lunch hour and evening events and activities downtown. The concerts and events should contain cultural themes, drumming bands/acts, cultural dancing and local dance team performances, acapella groups, and local instrumentalists and singers and food trucks, local artisans, crafters, and any other event appropriate vendors.
- o Continue work on Museum in the Streets by extending the historical markers in the street up Main Street and add audio recordings to sites (some or all as part of tour- try to create a “Freedom Trail” type experience Auburn style.
- o Update art wall, it is recommended to use local artists for this project and to utilize the entire wall by painting the entire wall which will reduce graffiti on the wall. Art should encompass cultural diversity and Auburns rich history. Auburn should use this wall to help tell its story and enhance the “experiences” created through things like the Museum in the streets, Art walk, or the guided tours mentioned above.
- o Enhance Art Walk by expanding, soliciting additional local artisans including paintings, photos, pottery, sculptures, historical exhibits, etc. Include additional areas for crafters, local musicians, entertainers, art lessons, and food.
- o Where and when possible combine events into a larger more diverse event done well. In other words, doing one event well is better than having 10 separate smaller events that reach a smaller audience.
- o Incorporate accessibility into planning events and venues by making sure they are age-friendly, handicap accessible, and walkability and connectivity.
- o Support school auditorium and move Community Little Theatre there.
- o Promote and expand events at Community Little Theatre.

#### **Natural Resources**

- Add Wi-Fi downtown and other green spaces/parks.
- Complete Riverwalk loop by acquiring necessary properties, drawing up design plan, and looking for grant opportunities for the project.
- Light the Falls to enhance river and Riverwalk to add to the experience of the Riverwalk.
- Create a play area and splash park in Anniversary Park.
- Trim along the river to optimize views from the Riverwalk.
- Increase maintenance of the Riverwalk to return it to its original state by fixing worn or damaged surface area, fix any fencing, curbs, retaining walls, benches, gardens, mulching, etc.

- Create an Adopt-a-Spot garden program for beautification. Soliciting sponsors for garden spots can significantly reduce the amount of funds needed to enhance the Riverwalk and other public parks and or green spaces throughout the City but specifically along the Riverwalk and in the downtown area.
- Add lighting to tunnel and path that leads to Moulton Park, trim trees to allow for more natural light, fix and improve skate park to make the park a desirable location. The skate park will add enrichment and diversity to the city's existing parks and utilize it as an asset to promote community life.
- Maintain and beautify existing parks and trails throughout the city.
- Make sure the cities natural resources are age-friendly and handicap accessible.
- Create inventory list of natural resources and activities to enrich people's lives such as: Mt. Apatite, trail by Sherwood Heights, YMCA Outdoor Education Park, Riverwalk, bike trails, other trails, snowshoeing, cross-country skiing, golf, Lost Valley, Norway Savings Bank Arena, and other outdoor activities. Create and design a brochure to use in the City's marketing plan.

### **Historic Preservation**

- Increase municipal funding for record preservation by increasing funding to \$25,000 per year for the next 4-5 years.
- Add history tab or link on city website – feature a highlight and update it regularly with new highlights.
- Take inventory of city-wide historical/cultural assets: historic buildings, monuments, landmarks, and organizations.
- Clearly identify historic buildings, monuments, and historic landmarks with plaques, signs etc.
- Plan historical plays, guided tours, and activities.
- Identify preservation projects in cemeteries for potential Eagle Scout projects, etc.
- Look for grant opportunities for preservation projects.
- Develop brochure to outline historical entertainment, cultural, and historic activities.
- Make sure historic events and/or activities are age-friendly and handicap accessible.


### **Tasks:**

- Create a committee to develop inventory lists of historical sites, buildings, and monuments, organizations and local talent ( Include representation from Auburn Public Library, Androscoggin Historical Society, Museum L/A, Community Little Theatre, Women's Literary Union, ELHS History teacher, Androscoggin Land Trust, L/A Arts, etc.).
  - o Develop list; Create brochure & Identify historical activities, events, etc. and send to committee developing inventory of events
- Create a committee to develop inventory of city-wide events, activities, festivals (Include representation from Recreation, Auburn Public Library, Androscoggin Historical Society, Museum L/A, Community Little Theatre, Women's Literary Union, Androscoggin Land Trust, L/A Arts, etc.).
  - o Develop list; Identify partnerships for events and activity planning to enhance and diversify; and Develop marketing plan, community calendar, other ways to publicize to our community and beyond
- Create a committee to develop inventory list of natural resources and activities to enrich people's lives such as: Mt. Apatite, trail by Sherwood Heights, YMCA Outdoor Education Park, Riverwalk, bike trails, other trails, snowshoeing, cross-country skiing, golf, Lost Valley, Norway Savings Bank Arena, and other outdoor activities. Create brochure/ map & marketing plan



# Appendix 4

## "DOTS" PRIORITIZATION EXERCISE RESULTS

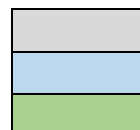
 Strategic Planning Committee and Sub-Committee members participated in exercises that asked members to prioritize goals established by the Sub-Committees. During the first round, members used "dots" - round stickers - to signify what they would prioritize "if money were no object," then again based upon which goals would be easiest to achieve. A second round of prioritization allowed each member to rank their preferred goals by high, medium, or low importance. Once tallied and ranked, this provided the Strategic Planning Committee with a narrower group of high priority goals.

| STRATEGY  | TOTAL | BLUE | GREEN |
|---|-------|------|-------|
| Establish a city-wide communications plan.  | 50    | 14   | 36    |
| Define the desired pedestrian/trail network and future needs/funding.   | 31    | 22   | 9     |
| Enhance formal relationships with business and community partners.  | 31    | 5    | 26    |
| Inspire neighborhood pride; rehabilitate and improve curb appeal.   | 29    | 13   | 16    |
| Identity, Map, & List Recreational Properties.  | 28    | 8    | 20    |
| Study & plan to increase "walkability."   | 21    | 10   | 11    |
| Arts & Culture.   | 16    | 9    | 7     |
| Implement Great Falls Master Plan.  | 13    | 12   | 1     |
| Strengthen community connections.   | 11    | 2    | 9     |
| Improve the image of our schools in our community and beyond and increase the community's awareness and understanding of educational opportunities and programming. | 10    | 2    | 8     |
| Protect and provide access to Lake Auburn & Bodies of Water.  | 10    | 9    | 1     |
| Create secondary Turnpike exit in Auburn.   | 9     | 7    | 2     |
| Document the return on investment of school department programming.   | 6     | 1    | 5     |
| Focus on the river as an asset.   | 6     | 3    | 3     |
| Increase the community's commitment to and value of education.  | 6     | 0    | 6     |
| Define the desired look, feel and function of corridors and gateways.   | 5     | 2    | 3     |
| Future space planning for City infrastructure, airport, housing.  | 5     | 5    | 0     |
| New Public Safety Building.   | 4     | 4    | 0     |
| Promote and define industry clusters.   | 4     | 4    | 0     |
| Establish a downtown management district.   | 3     | 2    | 1     |
| Increase Learning Opportunities for all students.   | 3     | 3    | 0     |
| Make historic and record preservation a funding priority.   | 3     | 2    | 1     |
| Prioritize transportation as community connector that can also enhance employment opportunities.  | 1     | 1    | 0     |
| Develop links and connectivity between industrial activity and other areas of the city to promote functionality and development.                                    | 0     | 0    | 0     |

Top 5 Highest Total Score - Most Dots Overall

Top 5 Highest Score - Blue Dots

Top 5 Highest Score - Green Dots



# Appendix 5

## STRATEGIES PRESENTED TO INVEST SUB-COMMITTEE

**This table contains the 24 strategies identified by the Quality and Growth Sub-Committees which were presented to the Invest Committee.** The work groups that created each item are referenced, as well as the section of Auburn’s Comprehensive Plan that connects with each strategy.

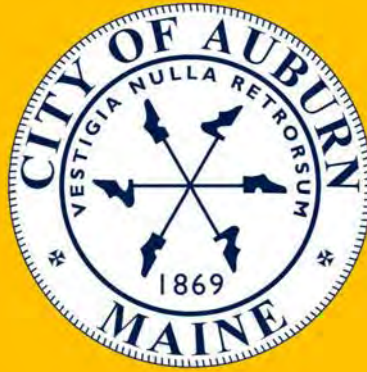
| STRATEGY  | Group              | Comp Plan              |
|---|--------------------|------------------------|
| <b>Establish a city-wide communications plan.</b> Integrate city website, signage and social media voice to build a sense of community. Create and distribute “Live Here” informational packets to educate visitors and businesses. Create a digital and printed passport program: a “local passport” and a “visitor passport” to highlight events, attractions, programs, etc. Fund and conduct segmentation surveys to understand population/census gaps and determine targeted groups. Create focus groups - one specific targeted population and one random sample population - to identify the five best assets in Auburn. Produce relocation packets specific to families, businesses, young professionals and age-friendly populations. Institute a “city ambassador” program to provide personal outreach/tours for individuals/businesses looking to relocate to Auburn. Measure cost competitiveness of doing business in Auburn and provide concise information to the public and business community on our strengths. Promote rail, air and highway connections, as well as utilities, high speed internet, taxes, FTZ, TIF. Encourage predictable and timely permitting environment and promote/share the benefits of the local process and market strengths. Conduct community survey on wants and needs. Consider one city-wide events calendar; delegate responsibility for maintenance, updates and publicity. Enhance current entertainment, cultural, and historical preservation activities by making them a funding priority to attract tourism. Gather public input and council endorsement on existing long-range infrastructure plans through public information sessions; social media, directed online polls, mailings. | Q4/Q1/Q3/<br>Q5/G4 | Ch. 1 - F              |
| <b>Define the desired pedestrian/trail network and future needs/funding.</b> Explore grant opportunities for new trails and parks. Update and implement the subdivision ordinance that requires new developers to invest in open spaces, trails, and parks. Develop incentives and other funding sources to encourage local business and land owners to allow for public access and recreational opportunities. Develop a plan and timeline for connecting all trails within Auburn while focusing on walkability. Develop an outdoor recreational complex that includes multiple fields that are multi-sport adaptable, trails, and open spaces. Develop and maintain an inventory list of unused open spaces and allow for neighborhood access. Work with community partners to develop a comprehensive list of age-friendly programs and events at the newly-renovated Senior Community Center. Make beautification and maintenance of trails, public parks, downtown, Riverwalk and other areas where entertainment or historic, cultural, or artistic events and activities will take place.   | G1 G4              | Ch. 1 - E              |
| <b>Enhance formal relationships with business and community partners.</b> Strong community partnerships are imperative to recreation/natural resources; employment; arts and culture; and overall success of the City and its residents. Solidify agreements with organizations and businesses that provide public access to natural resource locations. Develop and implement a Joint Use Agreement with the School Department for the new high school to ensure public access outside of school related functions. Advocate to businesses about programs and resources available in the community which support new business, including chamber of commerce, workforce development programs, career center programs and transportation programs. Host "partnership summit" to strengthen relationships and showcase partner resources, programming, and offerings. Facilitate 'match-making' to connect people with organizations.  | G1/Q1/Q3           | Ch. 1 - I<br>Ch. 3 - D |

|   |          |                        |
|---|----------|------------------------|
| <p><b>Inspire neighborhood pride; rehabilitate and improve curb appeal.</b> Implement and enforce property maintenance codes to improve curb appeal of blighted areas. Foster landlord associations and provide tax breaks for improvements. Create an assessment grace period to incentivize exterior property improvements. Amend ordinance to remove debris from curb faster and hold landlords accountable who do not comply. Budget for annual bulky waste removal for residents. Market available CDBG rehab programs. Define neighborhoods geographically. Let residents name and brand their neighborhood. Coordinate neighborhood meetings and provide historical information, maps, and photos relevant to each neighborhood. Establish community watch groups and hold neighborhood events. Use participation as a measurement for neighborhood pride. Establish groupings of adjoining neighborhoods to make up community associations and use TIF funds to improve infrastructure in residential neighborhoods, such as sidewalks and lighting.</p>  | G5       | Ch. 1 - H              |
| <p><b>Identity, Map, &amp; List Recreational Properties.</b> Compile an inventory list for all recreational properties city and non-city owned. Establish a GIS Map with the different layers of uses. Perform a needs assessment to identify gaps and access for natural recreational areas. Promote connectivity to the community and draw people to parks, Riverwalk, trails, and green spaces. Update and enhance Riverwalk, Mt. Apatite, trails, and city-owned parks. Promote and advocate the use of our natural resources by using them for entertainment with art, cultural and historic activities.</p>   | G1/Q5    | Ch. 1 - E              |
| <p><b>Study &amp; plan to increase “walkability.”</b> A viable downtown is Walkable. While there are technically sidewalks in the downtown, it is not considered “walkable” due to the limited space provided, poor maintenance in winter, lack of lighting &amp; ped space in Great Falls area, heavy volume and width of Court Street, and weak visual and spatial attention to cross walks. Expand sidewalk and cross-walk widths and remove sidewalk posts &amp; signs that prohibit good winter maintenance. Narrow Court Street to two lanes with parking and sidewalks to slow traffic and reconnect the “center.” More outdoor seating and dining opportunities, with wider sidewalks are needed throughout. Conduct city-wide needs assessment and inventory of all-season walkability.</p>  | G2/Q3    | Ch. 1 - G              |
| <p><b>Arts &amp; Culture.</b> Build partnerships with local organizations who contribute to arts and culture in the region. Enhance current events, activities and festivals by including culturally diverse art, cultural, and historical elements and making them “experiences.” Enhance and increase the number of events at Festival Plaza/Riverwalk. Increase the inclusion of arts and culture in new developments, projects, and activities especially downtown. Partner with individuals as well as organizations and civic groups. Support funding the new school auditorium. Improve or move Community Little Theatre. Make sure events and venues are age-friendly and handicap accessible. Promote and create an identity for Downtown &amp; New Auburn as the focal point for Arts and Entertainment. Year-round event programming for the downtown to make it the focal point for community events and a “place to go &amp; spend a day/evening.” Look to group similar organizations and civic groups under an ‘umbrella’ for collaboration, communication, cross marketing, events.</p> | Q5/G2/Q3 | Ch. 1 - E<br>Ch. 3 - B |
| <p><b>Implement Great Falls Master Plan</b> to allow for multiple destination, mixed-use activities. Form-based code allows for big redevelopment projects to create a shift in how the downtown functions. Multi-use buildings that have higher-end housing, parking garages, ground floor food, retail, personal services &amp; entertainment would provide new anchors, clean-up surface parking dead space, create higher income 24/7 residents &amp; create destinations for city residents and visitors. A more diverse mixture of uses, mixed residential types, price-points and formats, shopping &amp; entertainment destinations are needed to keep people downtown.</p>   | G2       | Ch. 1 - I              |
| <p><b>Strengthen community connections.</b> Identify and define neighborhoods through a partnership between City staff (GIS/Planning) and community members. Create a map with the defined neighborhoods. Use a combination of funding to install neighborhood-specific signage. Focusing on the major corridor entry points. Support and enhance the Auburn PD’s Neighborhood Watch program and look for gaps. Support program and initiatives through staffing, funding and other resources and allow neighborhoods to voice specific needs and projects. Use Sun Journal, social media, small local newspapers, NextDoor App, direct mail, community bulletin boards or message boards and more to communicate with residents. Encourage Neighborhood Events (BBQ, Block Party Trailer idea, what events do they want). Identify and map public gathering spaces within each neighborhood.</p>   | Q3       |                        |

|   |          |                           |
|---|----------|---------------------------|
| <b>Improve the image of our schools in our community and beyond and increase the community's awareness and understanding of educational opportunities and programming.</b> Monitor external "ratings" of school department and fight for corrected data when warranted. Create marketing materials to promote the School Department. Create a plan for engaging with prospective new residents & giving them guided community tours. Create a shared PR position (city/school) to promote city/school events and news via a wide variety of media outlets to target community members of a range of ages. Increase the frequency of positive stories that showcase student success. | G3/Q2    | Ch. 1 - C, F              |
| <b>Protect and provide access to Lake Auburn &amp; Bodies of Water.</b> Develop a plan on how to implement a filtration system for drinkable water out of Lake Auburn. Create inventory list of all bodies of water access points and develop baseline testing. Conduct a "Swimability" Assessment with recommendations on how to create swimming locations and safe standards in Auburn. Establish a year-round events/program guide for: boating, kayaking, canoeing, fishing, snowmobile access, etc.  | G1       | Ch. 1 - A, E              |
| <b>Create secondary Turnpike exit in Auburn.</b> As current zoning around the existing Turnpike exit is primarily industrial or agricultural, zoning around this new exit would be residential. Increase housing stock near the secondary turnpike exit, improving options for young professionals (and families). Work with developers to encourage new development of single-family homes throughout Auburn. Re-examine (rezone?) zoning patterns to support cohesive, unified long-term investment for industry and high-end housing. Add Fire Sub-station south of Merrow Road to support anticipated growth.   | G2/G4/G5 | Ch. 1 - G<br>Ch. 3 - C    |
| <b>Document the return on investment of school department programming.</b>  | G3/Q2    |                           |
| <b>Focus on the river as an asset.</b> Increase activities & events along the Riverwalk & downtown.   | Q5       | Ch. 1 - E<br>Ch. 3 - B    |
| <b>Increase the community's commitment to and value of education.</b> Identify the barriers that families face in building aspirations. Develop and implement a model with strategies to address identified barriers. Connect youth with residents needing support/services. Increase the number of volunteers in schools.  | G3/Q2    |                           |
| <b>Define the desired look, feel and function of corridors and gateways.</b> Re-examine land use and zoning of major corridors and gateways zoned or in industrial use. Identify industry clusters and long-term vision for each economic corridor.   | G2       |                           |
| <b>Future space planning for City infrastructure, airport, housing.</b> Space needs analysis – engineering study, cost, publicize information. Identify existing plans/future needs, publicize, and incorporate newly identified items in Comp. Plan. Expand sewer/water service to accommodate future land use planning & space needs. Determine location based on the Comp. Plan.   | G4       | Ch. 1 - C<br>Ch. 2 - FLUP |
| <b>New Public Safety Building</b>   | G4       | Ch. 1 - C<br>& 3 - A      |
| <b>Promote and define industry clusters.</b> Push Agricultural processing and distribution opportunities of Auburn's large ag & industrial land areas and policies. Take advantage of Clean Energy initiative and create an industry cluster for Wind & Solar manufacture and distribution highlighting highway, rail, air and central state location. Map and define existing industry types, patterns and possible existing industry clusters to identify agglomeration economies, vertical expansions and complimentary chain partners. Program and invest in infrastructure and services that support identified and targeted industry clusters.                                | G2       |                           |
| <b>Establish a downtown management district</b> and coordinator as a convener and manager to deconflict parking issues, program events, market space and mix of uses, and facilitate incentives. Manage mix of uses - shopping, ground floor retail, unique goods and furnishings need to be downtown. Actively support retail & housing entrepreneurs trying to bring uses downtown. Create metered parking. Install consistent lighting system in and around downtown that is easily maintained.  | G2       | Ch. 1 - I                 |
| <b>Increase Learning Opportunities for all students.</b> Increase the number of elective offerings provided by community members (at elementary, middle, or high school). Increase percent of children accessing early education (pre-K). Increase early (pre-high school) college and career experiences.  | G3/Q2    | Ch. 1 - C                 |

|  |          |           |
|--|----------|-----------|
| <b>Make historic and record preservation a funding priority.</b> Make Auburns historic presence more prominent throughout the community. Maintain and protect the cities historical buildings, monuments, and historical landmarks.  | Q5       | Ch. 1 - D |
| <b>Prioritize transportation as community connector that can also enhance employment opportunities.</b> Using bus and passenger rail, reduce obstacles for getting to and from work. Add all major event and recreational locations as public transportation stops. Expand operating hours to better align with events schedule. Support an efficient transit system that meets the needs of the public. Increase funding so that more frequent predictable service hits the hot spots.  | Q1/Q3/Q5 | Ch. 1 - G |
| <b>Develop links and connectivity between industrial activity and other areas of the city to promote functionality and development.</b> Encourage complimentary or co-locations between workers, supply chains, service needs and other goods and services. Create a Business Board at the interchange and/or at central airport & “park “locations to list and advertise our businesses to keep visitors, investors and other businesses engaged and knowledgeable about our economic activity. Advertise and/or create “Tours” of manufacturing operations. Incorporate and support ABDC work and studies into solution based “cluster” marketing and speculative building development for turn-key occupation. Utilize and/or program transit, shuttles or van pools to high employee destinations. | G2       | Ch. 1 - G |





*“A vision without a strategy remains an illusion.”*

*Lee Bolman*

## City of Auburn, Maine

60 COURT STREET | AUBURN, MAINE 04210  
WWW.AUBURNMAINE.GOV



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Author:** Zachary Lenhert

**Subject:** 5-Year Consolidated Plan

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**Information:** Community Development Staff has started the 5-year Consolidated Plan for submission to HUD in May 2020. This is an informational presentation to inform the Council on the process and requirements of HUD. The Plan will likely require future Council approval of various policies/plans (e.g. Citizen Participation Plan adopted in July 2019), and ultimately approval of the Consolidated Plan itself.

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**City Budgetary Impacts:** CDBG and HOME funds are used in multiple ways from rehabilitation of residential properties in the form of loans and grants to public infrastructure improvements such as sidewalks, lighting, and park improvements.

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**Staff Recommended Action:** None necessary at this time

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**Previous Meetings and History:** None

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**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Caudette", is written over a light blue rectangular background.

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**Attachments:** Consolidated Plan Presentation

# FIVE-YEAR CONSOLIDATED PLAN

COMMUNITY DEVELOPMENT PROGRAM

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## What is a Consolidated Plan (ConPlan)

- ▶ Formal plan is a condition of receiving federal funds
- ▶ Contents structured by HUD
- ▶ Prepared every 5 years
- ▶ Describes local conditions
  - housing, economic, inventory of housing resources
- ▶ Establishes funding priorities
- ▶ Identifies objectives and strategies
- ▶ Submitted with Year-1 Action Plan

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## Contents of a ConPlan

- ▶ Housing Needs Assessment
- ▶ Homeless Needs Assessment
- ▶ Lead-Based Paint Assessment
- ▶ Housing Market Analysis
- ▶ Inventory of Public and Assisted Housing
- ▶ Inventory of Homeless Facilities and Services
- ▶ Inventory of Supportive Housing/special needs
- ▶ Barriers to Affordable Housing

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### ConPlan Must:

- ▶ Describe rationale for allocating investment geographically
- ▶ Describe rationale for establishing priorities
- ▶ Complete affordable housing priority needs table
- ▶ Complete non-homeless special needs table
- ▶ Non-housing community development objectives
- ▶ Goals and programs for reducing poverty
- ▶ Describe institutional structure
- ▶ Describe enhanced coordination

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### Required Consultations

- ▶ Assisted housing providers (Auburn Housing)
- ▶ Health services (Hospitals, medical providers, etc.)
- ▶ Social services (local General Assistance, State of Maine)
- ▶ Fair housing services (legal services for elderly, Pine Tree Legal)
- ▶ State and local child welfare agencies on lead hazards (DHHS)
- ▶ Public housing

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### HUD Review and Approval of ConPlan

- ▶ Must be approved by HUD
- ▶ HUD will monitor against benchmarks

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### Citizen Engagement

- ▶ Citizen Participation Plan:
  - Builds upon a participatory process
  - Encourages participation by diverse representatives of special needs populations and non-profit institutions
  - CAC, Loan Committee, and Public Hearings
- Most recent plan adopted by City Council in May, 2019

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### Citizen's Advisory Committee

- ▶ Reviews community needs
- ▶ Determines priorities
- ▶ Establishes goals, objectives
- ▶ Monitors progress

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Community Development  
CDBG  
Three National Objectives

- ▶ Benefit to low-income households (70% of funds); or
- ▶ Elimination of blight; or
- ▶ Meet an urgent need threatening health or welfare.
  - ▶ For major catastrophe's such as floods or tornadoes
  - ▶ Rarely used

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Eligible Activities – Community  
Development

- Acquisition
- Relocation
- Demolition
- Public improvements
- Public services
- Rehabilitation
- Homeownership assistance
- Lead-based paint reduction
- Economic development
- Fair housing activities
- Planning
- General Management

\*City of Auburn received \$544,099 in CDBG funds from HUD for FFY2019

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Program Objectives  
HOME Investment Partnership  
Program: Housing

- ▶ Expand supply of decent, safe, sanitary and affordable housing.
- ▶ Strengthen public-private partnerships
- ▶ Development of rental housing

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## Auburn-Lewiston Consortium

- ▶ Formed in 2001
- ▶ Auburn Lead Agency
- ▶ Responsible for Planning, Reporting, and Monitoring
- ▶ Funds Split 50/50 after Auburn receives funds for administering consortium.

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## Eligible Activities – HOME

Housing, Housing, Housing

- ▶ Rehabilitation
- ▶ Rental housing
- ▶ Homebuyer assistance
- ▶ Tenant-based rental assistance

\*City of Auburn received \$232,042 in HOME funds from HUD for FFY2019

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## ConPlan Schedule

|                             |              |
|-----------------------------|--------------|
| CAC meetings begin          | August 2019  |
| City Council workshops      | March 2020   |
| City Council adoption       | May, 2020    |
| ConPlan submission deadline | May 15, 2020 |

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**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Author:** Sue Clements-Dallaire

**Subject:** Establishment of a Finance Committee

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**Information:** A request was submitted by Councilor Titus and is being supported by Councilor Lasagna to consider implementing a Council approved Finance or Budget Committee in order to have more eyes on the budget and to get a better understanding through the committee reporting. For details, please see the attached Agenda Request Form.

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**City Budgetary Impacts:** None

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**Staff Recommended Action:** Discussion

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**Previous Meetings and History:** None

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**City Manager Comments:**

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I concur with the recommendation. Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Cusick".

**Attachments:**

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**CITY COUNCIL  
AGENDA REQUEST FORM**

Requesting Councilor's Name: Andrew Titus. Ward 3

Supporting Councilor Name: Holly Lasagna AZ

**Summary of Issue:**

The council needs more information and research regarding budget issues. More time on a "year round" basis is needed to stay on top of all financial matters including bonding, CIP, TIF's, Audits and as well as monthly financial reports. The council may not always have the time to make this "deep dive" into the finances of our City

**Recommended Action for Consideration:**

We need a budget, or finance committee approved by council, for Council. This committee would review all budgets, CIP, CIP Bonding and any other finance matters directed by Council. This committee would meet at least once per month in the "off season" and as needed during budget season. This would also include the budget building process leading up to our Managers presentation. Council allowing the committee to be involved in staff's budget process.

By doing this, Council would have more eyes on the budget, and get a better understanding through the committee reporting.

*In order for a workshop item to be considered for an upcoming Auburn City Council Workshop agenda, please complete the above and present it at any time to the Mayor and City Manager. Our goal is to have items requested on a workshop agenda within 90 days of the date received.*

**DO NOT WRITE BELOW THIS LINE**

Date received by City Manager: \_\_\_\_\_

Date received by Mayor: 7-27-2019

Recommended Date for Workshop Discussion: Aug 19, 2019

Staff Assigned: \_\_\_\_\_



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Author:** Sue Clements-Dallaire

**Subject:** Proposal to increase the Mayor and City Council Compensation

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**Information:** A request was submitted by Councilor Titus and is being supported by Councilor Lasagna to consider increasing the Mayor and Council compensation taking the Mayor from \$4,000 annually to \$6,000 annually and the Council from \$1,800 annually to \$2,400 annually. For details, please see the attached Agenda Request Form.

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**City Budgetary Impacts:** None

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**Staff Recommended Action:** Discussion

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**Previous Meetings and History:** None

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**City Manager Comments:**

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I concur with the recommendation. Signature:

A handwritten signature in blue ink that reads "Peter J. Carithers".

**Attachments:**

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**CITY COUNCIL  
AGENDA REQUEST FORM**

Requesting Councilor's Name: Andrew Titus. Ward 3

Supporting Councilor Name: Holly Lasagna AJ

**Summary of Issue:**

The Mayor and City Council have been at the same rate of compensation since April 2013. Most if not all cities and towns in the county are at a much higher rate than Auburn. Even the County commissioners are at more than double Auburn Council. We are not in it for the money, and even an increase will not change that. However, we need to send the message that we appreciate the work the Mayor and Council does, reduce the number of uncontested elections and make a needed adjustment.

**Recommended Action for Consideration:**

Increase Council compensation to 2400.00 per year paid monthly and increase the Mayor's compensation to 6000.00 per year paid monthly. Keeping the expense part the same

Existing Policy References (Comp. Plan, etc):

Right now, the Council gets 1800.00 per year and the Mayor gets 4000.00 per year plus expenses related to city business.

*In order for a workshop item to be considered for an upcoming Auburn City Council Workshop agenda, please complete the above and present it at any time to the Mayor and City Manager. Our goal is to have items requested on a workshop agenda within 90 days of the date received.*

**DO NOT WRITE BELOW THIS LINE**

Date received by City Manager: \_\_\_\_\_

Date received by Mayor: 7-24-2011

Recommended Date for Workshop Discussion: Aug 19, 2011

Staff Assigned: \_\_\_\_\_



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Author:** Eric J. Cousens, Deputy Director and Michael Chammings, Director of Economic and Community Development

**Subject:** Proposed Zoning Map Amendment at 965 Minot Avenue

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**Information:** There are a few ways to initiate a zoning amendment. The ordinance states: Amendments to the zoning ordinance, including the zoning map, may be initiated by the planning board on its own initiative or upon request by the city council or by a petition signed by not less than 25 registered voters of the city.

We have been working with John Petrocelli to discuss a change that would expand the commercial zone at his business (attached), and he has chosen to collect more than enough signatures to show support and to ask the Council to formally initiate the change.

We received a request from CC Titus to place this on a CC Workshop, with a copy of a petition. We are asking the Council to provide feedback and if it seems that there is support to give this formal consideration we will schedule it for the next Council meeting. The Process from there would be for the Council to ask the Planning Board to hold a Public Hearing and then provide a recommendation to the Council. Next the Council would hold a workshop (if desired), 2 readings and a Public Hearing for final adoption or denial.

Staff believes this change will provide an opportunity for expanding the business and could allow for safer vehicular and delivery access on Garfield Road.

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**City Budgetary Impacts:** None.

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**Staff Recommended Action:** Consider the proposal and tell staff to schedule for a vote to initiate consideration of the proposed zoning amendment.

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**Previous Meetings and History:** None

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**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Cousens", is written over a horizontal line.

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**Attachments:** Petition and Council Agenda Request Form.

**CITY COUNCIL  
AGENDA REQUEST FORM**

Requesting Councilor's Name: Andrew Titus. Ward 3

Supporting Councilor Name: \_\_\_\_\_

*Belinda Perry, At Large*

**Summary of Issue:**

Petro's Ace Hardware and owner John Petrocelli Jr. is asking that a section of the land they own behind their business at 965 Minot Ave, be re-zoned to General Business II. This land borders Garfield Rd. (100ft frontage). The plan is to build an "exit" road for delivery trucks to leave his property via Garfield Rd.

**Recommended Action for Consideration:**

Because this section of Minot Ave. in front of his store is very busy, this change would allow delivery trucks leaving his business to turn onto Garfield Rd. The trucks would then use the traffic stop sign on Garfield Rd. to enter Minot Ave. This will make it safer for traffic on Minot Ave, as well as the truck drivers leaving the business's yard behind Petro's Ace Hardware.

*In order for a workshop item to be considered for an upcoming Auburn City Council Workshop agenda, please complete the above and present it at any time to the Mayor and City Manager. Our goal is to have items requested on a workshop agenda within 90 days of the date received.*

**DO NOT WRITE BELOW THIS LINE**

\_\_\_\_\_

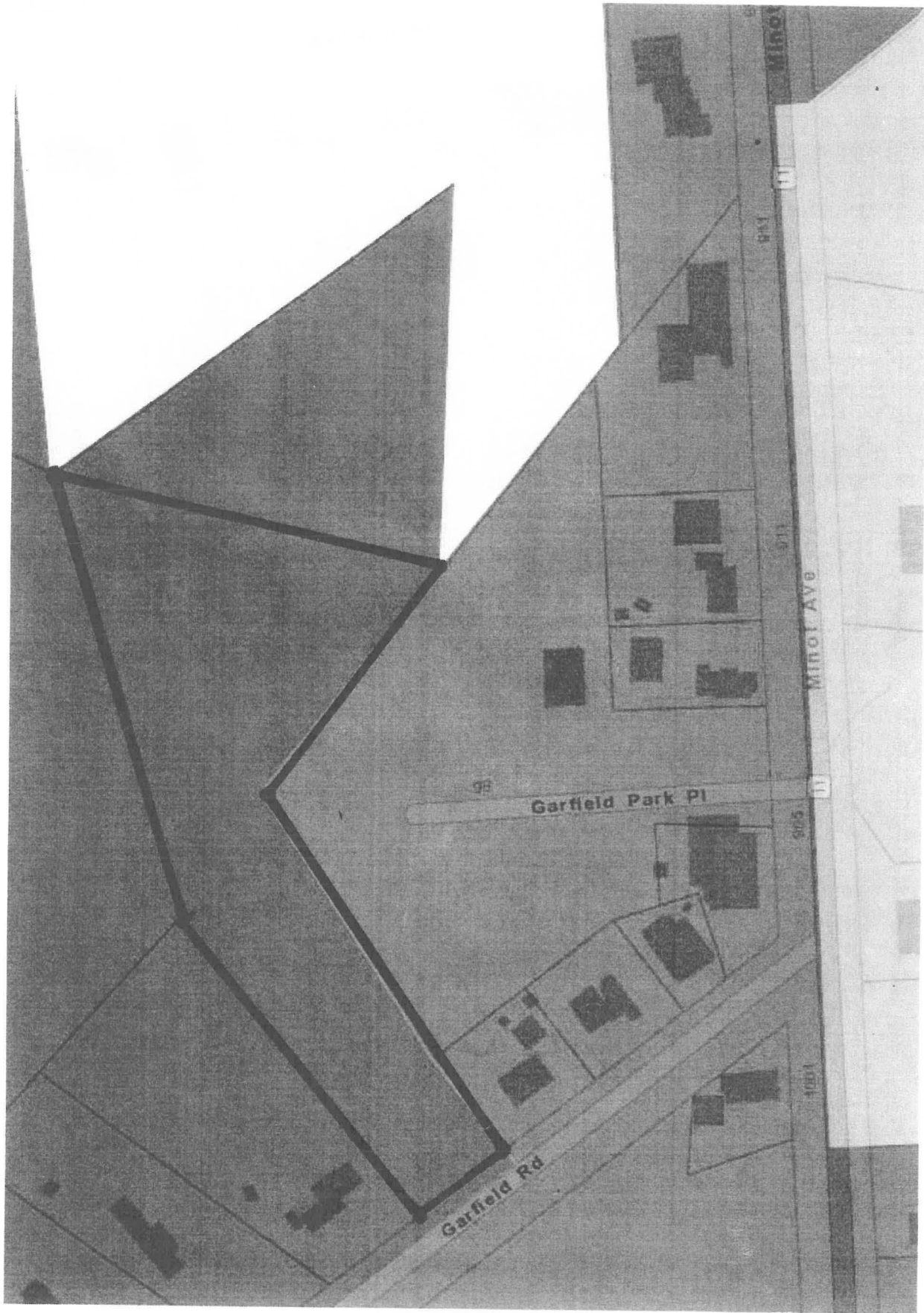
Date received by City Manager: \_\_\_\_\_

Date received by Mayor: \_\_\_\_\_

Recommended Date for Workshop Discussion: \_\_\_\_\_

Staff Assigned: \_\_\_\_\_

Proposed Minot Avenue and Garfield Road Zoning Map Amendment – Petro's Ace Hardware



# REZONING PETITION

We, the undersigned registered voters of the City of Auburn, do herein petition the City of Auburn to amend the City of Auburn Zoning Map and the Future Land Use Map in the area of 951 Minot Avenue(PID# ), 965 Minot Avenue (PID), and PID 217-002 to expand the General Business II Zoning District as shown on the attached map.

| Print               | Address                            | Sign                |
|---------------------|------------------------------------|---------------------|
| John MILLER         | 134 STEVENS MILL RD                | John Miller         |
| SARAH MILLER        | 134 STEVENS MILL RD                | Sarah Miller        |
| Robert Thomas       | 138 Everett Rd. Auburn             | Robert Thomas       |
| Paul R. Hurd        | 470 Hately Rd                      | Paul R. Hurd        |
| Sean Collier        | 23 Anita Ave                       | Sean Collier        |
| Jon DeLoe           | 10 Corbett Ave                     | Jon DeLoe           |
| Steven Day          | 34 Dillingham Hill Rd              | Steven Day          |
| Bruce Clark         | 81 Sunset Ave                      | Bruce Clark         |
| MARK MACE           | 16 TOWLE ST                        | Mark Mace           |
| Michael Bigne       | 33 Bromblewood Rd, Auburn ME 04210 | Michael Bigne       |
| John Santin         | 457 Stevens Mill Rd A              | John Santin         |
| Josh Wright         | 32 Houghton St                     | Josh Wright         |
| Dave Ducharme       | 56 Longbow Ct                      | Dave Ducharme       |
| Carolyn Fletcher    | 130 Riverside Ave                  | Carolyn Fletcher    |
| Michael Gravel      | 1611 4th Ave                       | Michael Gravel      |
| Cynthia St. Hilaire | 219 Poland Rd                      | Cynthia St. Hilaire |
| Malcolm, John       | 227 Cord St                        | Malcolm, John       |
| Stephen Doughty     | 15 W. WAREHAM RD                   | Stephen Doughty     |
| KEVIN L LANDRY      | 290 Manley Rd Auburn               | Kevin L Landry      |
| Jon Shaw            | 134 FAIRWAY RD                     | Jon Shaw            |
| Dwayne Sanborn      | 64 Poland RD                       | Dwayne Sanborn      |
| Gareth Sanborn      | 101 Valview Drive Auburn, ME       | Gareth Sanborn      |
| Scott Thebeau       | 101 Valview Dr. Auburn, ME         | Scott Thebeau       |
| Scott Demers        | 40 Sumner St Auburn Me.            | Scott Demers        |
| Emily Cuperlo       | 918 Danville Corner Rd Auburn      | Emily Cuperlo       |
| Kevin Joly          | 202 STEVENS MILL RD. Auburn        | Kevin Joly          |
| Howard Sterling     | 167 Pond View Dr.                  | Howard Sterling     |
| Seth Sterling       | 323 Minot Ave                      | Seth Sterling       |
| FRANK GRANT         | 124 Monroe St                      | Frank Grant         |
| GORDON SWEET        | 1724 MINOT AVE                     | Gordon Sweet        |
| ITWIN Lavalley      | 72 DAVIS AVE AUBURN                | ITWIN Lavalley      |
|                     | 496 Poland Rd                      |                     |



# REZONING PETITION

We, the undersigned registered voters of the City of Auburn, do herein petition the City of Auburn to amend the City of Auburn Zoning Map and the Future Land Use Map in the area of 951 Minot Avenue (PID# ), 965 Minot Avenue (PID), and PID 217-002 to expand the General Business II Zoning District as shown on the attached map.

| Print                 | Address                           | Sign                  |
|-----------------------|-----------------------------------|-----------------------|
| Cameron Ivers         | 25 Carson Street, Auburn, ME      | Cameron Ivers         |
| Daryl LaMare          | 34 West Waterman Rd               | Daryl LaMare          |
| Reggie Boufford       | 57 PRESIDENTIAL WAY               | Reggie Boufford       |
| Jon Krumm             | 37 Carson St                      | Jon Krumm             |
| Leann Giguere         | 17 ARBASTIA ST Auburn, ME         | Leann Giguere         |
| Sabrina Turcotte      | 88 Cleveland Ave Auburn, Me       | Sabrina Turcotte      |
| Roger Bussiere        | 393 Center St #57                 | Roger Bussiere        |
| GEORGE BOUGHLES       | 506 PARK AVE - AUBURN             | George Boughles       |
| PEGAN FUTTER          | 674 LAKE ST. AUBURN ME, USA       | Pegan Futter          |
| PARLENE LEMIEUX       | 4 CONCORD PL Auburn, ME           | Parlene Lemieux       |
| Cameron McIntosh      | 87 West Bates St. Auburn, ME      | Cameron McIntosh      |
| MIKE MORIN            | 137 7th St. AUBURN, ME            | Mike Morin            |
| DRECH SALANGE         | 153 SUMMIT DR Auburn, ME          | Drech Salange         |
| BILL CAMPBELL         | 176 WILKINSON RD                  | Bill Campbell         |
| Leann Giguere         | 10 Corn II Ave Auburn             | Leann Giguere         |
| Pete Norrington       | 227 MERROW RD.                    | Pete Norrington       |
| Douglas Gleason       | 583 <del>WILKINSON</del> Hotel Rd | Douglas Gleason       |
| Daniel Motson         | 446 Merrow Road                   | Daniel Motson         |
| Amanda Morin          | 413 Dunn St.                      | Amanda Morin          |
| PETER GARCIA          | 201 WEST SHORE RD                 | Peter Garcia          |
| Louis St. Pierre - Ir | 521 Perkins Ridge Rd              | Louis St. Pierre - Ir |
| Paul Taylor           | 521 Perkins Ridge Rd              | Paul Taylor           |
| Charles SIMA          | 217 <del>WILKINSON</del> ST       | Charles SIMA          |
| Rick HAFNER           | 307 MERROW Rd                     | Rick HAFNER           |
| Patrick Francoeur     | 147 Broadview Ave                 | Patrick Francoeur     |
| STEPHEN BILLEY        | 33 MOORE BROOK RD AUB             | Stephen Billey        |
| Michael O'Donnell     | 57 Pinnacle Drive Auburn ME 04210 | Michael O'Donnell     |
| James Whitmore        | 37 RAFAEL ST Auburn, ME 04210     | James Whitmore        |
| Jeremy Marchessault   | 24 Pinnacle Dr Auburn, ME 04210   | Jeremy Marchessault   |
| Richard Wing          | 285 Carfield Rd Auburn, ME        | Richard Wing          |
| Scott Eaton           | 328 Cook St Auburn, ME            | Scott Eaton           |
| Michael Lyford        | 100 TAFT AVE AUBURN, ME           | Michael Lyford        |



#### Measurement



| Acres ▾

Measurement Result

2.35 Acres

Clear

Press **CTRL** to enable snapping



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Subject:** Executive Session

**Information:** Regarding a personnel matter, pursuant to 1 M.R.S.A. Section 405(6) (A).

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

A. Discussion or consideration of the employment, appointment, assignment, duties, promotion, demotion, compensation, evaluation, disciplining, resignation or dismissal of an individual or group of public officials, appointees or employees of the body or agency or the investigation or hearing of charges or complaints against a person or persons subject to the following conditions:

(1) An executive session may be held only if public discussion could be reasonably expected to cause damage to the individual's reputation or the individual's right to privacy would be violated;

(2) Any person charged or investigated must be permitted to be present at an executive session if that person so desires;

(3) Any person charged or investigated may request in writing that the investigation or hearing of charges or complaints against that person be conducted in open session. A request, if made to the agency, must be honored; and

(4) Any person bringing charges, complaints or allegations of misconduct against the individual under discussion must be permitted to be present.

This paragraph does not apply to discussion of a budget or budget proposal;

B. Discussion or consideration by a school board of suspension or expulsion of a public school student or a student at a private school, the cost of whose education is paid from public funds, as long as:

(1) The student and legal counsel and, if the student is a minor, the student's parents or legal guardians are permitted to be present at an executive session if the student, parents or guardians so desire;

C. Discussion or consideration of the condition, acquisition or the use of real or personal property permanently attached to real property or interests therein or disposition of publicly held property or economic development only if premature disclosures of the information would prejudice the competitive or bargaining position of the body or agency;

D. Discussion of labor contracts and proposals and meetings between a public agency and its negotiators. The parties must be named before the body or agency may go into executive session. Negotiations between the representatives of a public employer and public employees may be open to the public if both parties agree to conduct negotiations in open sessions;

E. Consultations between a body or agency and its attorney concerning the legal rights and duties of the body or agency, pending or contemplated litigation, settlement offers and matters where the duties of the public body's or agency's counsel to the attorney's client pursuant to the code of professional responsibility clearly conflict with this subchapter or where premature general public knowledge would clearly place the State, municipality or other public agency or person at a substantial disadvantage;

F. Discussions of information contained in records made, maintained or received by a body or agency when access by the general public to those records is prohibited by statute;

G. Discussion or approval of the content of examinations administered by a body or agency for licensing, permitting or employment purposes; consultation between a body or agency and any entity that provides examination services to that body or agency regarding the content of an examination; and review of examinations with the person examined; and

H. Consultations between municipal officers and a code enforcement officer representing the municipality pursuant to Title 30-A, section 4452, subsection 1, paragraph C in the prosecution of an enforcement matter pending in District Court when the consultation relates to that pending enforcement matter.



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019      **Order:** 85-08192019

**Author:** Jason D. Moen, Chief of Police

**Subject:** Confirm Chief Moen's appointment of: William H. Soper as a Constable with firearm for the Auburn Police Department.

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**Information:** The Auburn Police Department requests City Council appointment of William H. Soper as a Constable with firearm for the City of Auburn.

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**City Budgetary Impacts:** N/A

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**Staff Recommended Action:** Motion to confirm Chief Moen's appointment of William H. Soper as a Constable with firearm for the Auburn Police Department.

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**Previous Meetings and History:** None

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**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Cusick".

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**Attachments:**

- Memo from Chief Moen.



# Auburn Police Department

Jason D. Moen | Chief of Police

Timothy A. Cogle | Deputy Chief of Police

[www.AuburnPD.com](http://www.AuburnPD.com) | 207.333.6650

60 Court Street | Auburn, Maine 04210

## MEMORANDUM

Date: August 12, 2019

To: Honorable Mayor Jason Levesque and Members of the City Council

From: Jason D. Moen, Chief of Police

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RE: CONSTABLE

We request that the following named individual be named a Constable for the Auburn Police Department:

William H. Soper

with Firearm

New Hire

Police Officer

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## **IN CITY COUNCIL**

### **ORDER 85-08192019**

**ORDERED**, that the City Council hereby names William H. Soper as a Constable with firearm for the Auburn Police Department.



## IN COUNCIL REGULAR MEETING JULY 15, 2019 VOL. 35 PAGE 72

Mayor Levesque called the meeting to order at 7:03 P.M. in the Council Chambers of Auburn Hall and led the assembly in the salute to the flag. All Councilors were present.

### Pledge of Allegiance

#### I. Consent Items – None

#### II. Minutes – July 1, 2019 Regular Council Meeting

Motion was made by Councilor Walker and seconded by Councilor Fournier to approve the minutes of the July 1, 2019 Regular Council meeting.

Passage 7-0.

#### III. Communications, Presentations and Recognitions

- **Recognition** – The Auburn Suburban Girls Little League team was recognized for winning the 12 and under Babe Ruth State title. Mayor Levesque read a proclamation.
- **Presentation & Discussion** – Eric Cousens and Zachary Lenhart presented proposed plans for the Library Avenue design.

#### IV. Open Session – No one from the public spoke.

#### V. Unfinished Business

##### 1. Order 80-07012019

Authorizing the issuance of Bonds for the Norway Savings Bank Arena. Second reading.  
*Passage requires an affirmative vote of 5 Councilors.*

Motion was made by Councilor Lasagna and seconded by Councilor Hayes for passage.

Public comment – Joe Gray, Sopers Mill Road asked if we were treating this as an enterprise fund.

Passage 6-1 (Councilor Gerry opposed). A roll call vote was taken

#### VI. New Business

##### 1. Order 85-07152019

Authorizing the cancellation of the first regular City Council meeting of August (August 5, 2019).

Motion was made by Councilor Fournier and seconded by Councilor Walker for passage.

Public comment – no one from the public spoke.

Passage 5-2 (Councilors Gerry and Titus opposed).

**2. Order 86-07152016**

Casting votes for members of the Androscoggin County Budget Committee.

Motion was made by Councilor Lasagna and seconded by Councilor Titus to vote for Leroy Walker and Larry Pelletier to represent District 5.

Public comment – no one from the public spoke.

Passage 7-0.

Motion was made by Councilor Lasagna and seconded by Councilor Walker to vote for Andy Titus and Phil Crowell to represent District 6.

Public comment – no one from the public spoke.

Passage 7-0.

**3. Ordinance 10-07152019**

Amending the sign ordinance for Official business directory signs. First reading.

Motion was made by Councilor Fournier and seconded by Councilor Walker for passage.

Public comment – no one from the public spoke.

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

**VII. Reports**

**Mayor Levesque** – reported on the Chevy car show and thanked staff for their work putting together this event. He also read a statement regarding a post card notification that was sent out from Bates College to Auburn residents that own or live in the agricultural resource protection zone.

**Councilor Young** – reported that the Corporate Track State meet will take place in Scarborough on Saturday, the second triple crown race (the Emily Fletcher 5K) will be held on Sunday, and the State USATF will be held on Sunday as well in Lewiston. He will be attending two of them.

**Councilor Walker** – reported that the Bell Tower Committee will meet tomorrow at 4:00 PM at Auburn Hall in room 204, the Age Friendly Committee meets tomorrow at 5:30 at the Hasty Community Center, and last, a spaghetti dinner fundraiser is scheduled for July 20<sup>th</sup> at the Sixth Street Congregational Church from 4:30 – 6:00 PM to raise money to help the United New Auburn Association to put on various programs such as the Halloween and Christmas events.

**Councilor Fournier** – reported on the last School Committee meeting and the high school graduation rate which has fallen since last year.

**Councilor Titus** – he reported that a few people have been asking about swimming areas in Auburn and he would like to hear from staff on options, possibly at a Council workshop. The Auburn Sewer District meeting will be held next week on Tuesday and the Water District meeting will be held on Wednesday, both at 4:00 PM at the District. He also read a statement from the Superintendent of the Auburn Water & Sewer District regarding the recent water main breaks.

**Councilor Hayes** – reported on the airport parking area project, the Constellation is being moved out of the terminal and will be making its way to Germany in September.

**Councilor Lasagna** – reported that the School Building Committee will be meeting on July 23<sup>rd</sup>, she attended the Planning Board meeting the previous week where the issue of the Bates research project came up.

**Councilor Gerry** – commented on an incident that came up during the open session during the previous Council meeting. She also reported that the First Auburn Seniors will be meeting on Wednesday and membership dues are due this month.

**City Manager** – reported on the Battle of the Badges Blood Drive between the Fire and Police Departments, National Night Out will take place on August 6<sup>th</sup> at 5:30 PM, the Farmer's Market has been taking place on Wednesdays from 4:30 PM to 7:00 PM and Concert's in the Park have been taking place on Wednesdays at 7:00 PM in Festival Plaza. He is also looking for direction from the Council on whether or not there is interest in being involved in the recycling legislation.

#### **VIII. Open Session**

Adam Lee, Western Prom commented on the statement read by the Mayor during reports.

Joe Gray, Sopers Mill Road also commented on the statement read by the Mayor.

Kathy Shaw, Sopers Mill Road provided an update on the Farmer's Market that takes place on Wednesday nights, and she also commented on a letter she received via email from the State Tax office on land use taxes adding that she would forward that to the Council again.

Bill Sylvester, 1128 Riverside Drive commented on the Strategic Plan and how we might fit Ag forestry in that. He also commented on natural resources which he said doesn't include agriculture at all.

#### **IX. Executive Session**

##### **A. Contract negotiations (Fire), pursuant to 1 M.R.S.A. 405(6)(D).**

Motion was made by Councilor Fournier and seconded by Councilor Walker to enter into executive session. Passage 7-0, time 8:05 PM.

Council was declared out of executive session at 8:48 PM.

**B. Contract negotiations (MSEA), pursuant to 1 M.R.S.A. 405(6)(D).**

Motion was made by Councilor Fournier and seconded by Councilor Walker to enter into executive session. Passage 6-0 (Councilor Gerry was not in the room), time 8:48 PM.

Council was declared out of executive session at 9:20 PM.

**X. Adjournment**

Motion was made by Councilor Titus and seconded by Councilor Lasagna to adjourn. All were in favor, the meeting adjourned at 9:20 PM.

A TRUE COPY

ATTEST



Susan Clements-Dallaire, City Clerk



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Ordinance:** 10-07152019

**Author:** Megan McLaughlin, City Planner II

**Subject:** Non-Reflectorized Official Business Directional Signage (OBDS) in the City

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**Information:** We received four applications for Official Business Directional Signs (OBDS) in the city from the Hilton Garden Inn. The four applications consisted of requests for one non-reflectorized and three reflectorized signs. The City ordinance only permits non-reflectorized signs: Chapter 42, Article II, Division 2: “**...Signs shall be non-reflectorized...except that a reflectorized sign of any permissible size may be permitted on an existing sign assembly displaying a reflectorized sign of the same size if such sign assembly was legally erected prior to October 7, 1985.**”

As of October 1, 2014, non-reflective OBDS located on National Highway System (NHS) designated highways that are in need of replacement must be replaced by reflective OBDS. In addition, as of January 1, 2020, the MDOT will require all OBDS erected on State Highways or State-Aid Highways to be retroreflective. Applications for non-reflectorized OBDS will no longer be accepted (See 23 M.R.S.A § 1925, as amended by P.L. 2013 Ch. 529; 23 M.R.S.A § 52). Existing signs will be/are “grandfathered.” The term “retroreflective” refers to the ability of signs to return light from a vehicles head lights back toward the vehicle, thereby making the signs “illuminate” at night so that the vehicle operator can easily see/read them.

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**City Budgetary Impacts:** None.

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**Staff Recommended Action:** With the language in the ordinance currently, reflective OBDS are not permitted in the City unless they are installed on a sign assembly that was legally erected prior to October 7, 1985. Planning Staff recommends the City Council consider the following questions:

- *Should Chapter 42 of the City Ordinance be amended to allow retroreflective OBDS in accordance with the MDOT changes?*
- The ordinance includes a list of locations OBDS are permitted. If a location is not on the list, a sign is not permitted there. This list has been mapped and Staff believes it is not all inclusive. For example, there are sign assemblies that are not on the list. The list also includes permitted locations where a sign assembly may no longer exist, or the street names have changed. *Should the City consider trying to make this list all-inclusive or remove the list from the ordinance and allow OBDS at intersections on all State, State Aid and Federal Highways?*
- There is one additional cleanup item in the ordinance that Staff recommends be addressed should the Council decide to amend other sections of the OBDS ordinance. For example, the ordinance references Chapter 200 when it should be Chapter 205 of the State Department of Transportation Administrative Guidelines.

This is a public hearing and the second and final reading on this item.

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**Previous Meetings and History:** 7/1/2019 workshop, passage of first reading on July 15, 2019.

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**City Manager Comments:**

A handwritten signature in blue ink, appearing to read "Peter J. Cusick".

I concur with the recommendation. Signature:

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**Attachments:** I: Ordinance Reference; II: Maine DOT Chapter 205

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## **IN CITY COUNCIL**

## **ORDINANCE 10-07152019**

### **TITLE: Adopting the proposed amendment to Chapter 42, Sections 42-44 Location and 42-45 Design, Installation and Maintenance**

Be it ordained, that the Auburn City Council hereby adopts the proposed amendment to Chapter 42, Sections 42-44 Location and 42-45 Design, Installation and Maintenance (as attached).

### **ORDINANCE: 10-07152019**

#### **DIVISION 2. - DIRECTIONAL SIGNS**

##### **Sec. 42-40. - Purpose and policy.**

The purpose of this division is to provide tourists and travelers with information and guidance concerning public accommodations, facilities, commercial services, and other businesses and points of scenic, cultural, historic, educational, recreational, agricultural, and religious interest. To provide this information and guidance, it is the policy of the city:

- (1) To establish and maintain a system of official business directional signs;
- (2) To prohibit and control the proliferation of roadside signs; and
- (3) To provide a uniform procedure and criteria to govern their location and approval consistent with state laws governing official business directional signs.

(Code 1967, § 27-5.1)

##### **Sec. 42-41. - Definitions.**

Unless another meaning is given expressly or by clear implication, all terms used in this division shall have the meanings set forth in 23M.R.S.A. § 1903.

(Code 1967, § 27-5.2)

##### **Sec. 42-42. - Applicability.**

The provisions of this division shall apply only to official business directional signs.



(Code 1967, § 27-5.7)

**Sec. 42-43. - Eligibility.**

Lawful businesses and points of interest and cultural, historic, recreational, educational, and religious facilities are eligible to contract with the state for the placement of up to six official business directional signs within the city, but only at the intersections or locations listed in section 42-44.

(Code 1967, § 27-5.3)

**State Law reference**— Similar provision, 23 M.R.S.A. § 1909.

**Sec. 42-44. - Location.**

Official business directional signs shall be located in accordance with the provisions contained in 23 M.R.S.A. §§ 1911 and 1912 and chapter ~~200~~ 205 of the state department of transportation administrative guidelines on approaches to or at ~~the following intersections designated by the city council~~ all State, State Aid and Federal Highway intersections.

- ~~(1) Turnpike Connector/Lewiston Junction Road.~~
- ~~(2) Turnpike Connector/Washington Street.~~
- ~~(3) Turkey Lane/Washington Street.~~
- ~~(4) Route 122/Hotel Road.~~
- ~~(5) Beech Hill Road/Washington Street.~~
- ~~(6) Old Danville Road/Danville Corner Road.~~
- ~~(7) Merrow Road/Hotel Road.~~
- ~~(8) Turnpike Connector/Hotel Road.~~
- ~~(9) Rodman Road/Washington Street.~~
- ~~(10) Rodman Road/Poland Road.~~
- ~~(11) Rodman Road/Manley Road.~~
- ~~(12) Rodman Road/Hotel Road.~~
- ~~(13) Hotel Road/Minot Avenue.~~
- ~~(14) Upper Court Street/Minot Avenue.~~
- ~~(15) Fairview Avenue/Minot Avenue.~~
- ~~(16) Rotary.~~
- ~~(17) High Street/Minot Avenue.~~
- ~~(18) Broad Street/Mill Street.~~
- ~~(19) Riverside Drive/Mill Street.~~
- ~~(20) Court Street/Union Street Bypass.~~
- ~~(21) Court Street/Goff Street.~~
- ~~(22) Court Street/Western Avenue~~
- ~~(23) Court Street/Turner Street.~~
- ~~(24) Turner Street/Union Street Bypass.~~
- ~~(25) Center Street/North River Road.~~

- ~~(26) Park Avenue/Mt. Auburn Avenue.~~
- ~~(27) Gracelawn Road/Mt. Auburn Avenue.~~
- ~~(28) Center Street/Mt. Auburn Avenue.~~
- ~~(29) Youngs Corner Road/Hotel Road.~~
- ~~(30) Youngs Corner Road/Perkins Ridge Road.~~
- ~~(31) Lake Shore Drive/Route 4.~~
- ~~(32) West Hardscrabble Road/Lewiston Junction Road.~~
- ~~(33) Minot Avenue/Hatch Road (northerly direction only).~~
- ~~(34) High Street/Academy Street.~~
- ~~(35) Main Street/Academy Street.~~
- ~~(36) South Main Street/Mill Street.~~
- ~~(37) Lake Shore Drive/North Auburn Road.~~
- ~~(38) Center Street/Fair Street, Martin Street.~~
- ~~(39) Washington Street southbound Miami Avenue.~~
- ~~(40) Washington Street northbound Miami Avenue.~~
- ~~(41) Washington Street southbound Phil O Mar Street.~~
- ~~(42) Washington Street northbound Phil O Mar Street.~~
- ~~(43) Washington Street northbound Chasse Street.~~
- ~~(44) Washington Street southbound Chasse Street.~~
- ~~(45) Washington Street northbound Hackett Road.~~
- ~~(46) Park Avenue/Gamage Avenue.~~
- ~~(47) Perkins Ridge Road/Hatch Road (Welcomb's Corner).~~
- ~~(48) Center Street/Stetson Road.~~
- ~~(49) Fair Street/Oak Hill Road.~~
- ~~(50) Hotel Road/Manley Road.~~
- ~~(51) Summer Street/Youngs Corner Road.~~
- ~~(52) Riverside Drive/Penley Corner Road.~~
- ~~(53) Rodman Road/Twin Road.~~
- ~~(54) Washington Street northbound Adams Street.~~
- ~~(55) First Ave/Rotary Reverse Direction Connectors.~~
- ~~(56) Hackett Road/Broad Street.~~
- ~~(57) Center Street/Stanley Street.~~
- ~~(58) Center Street/Cross Street.~~
- ~~(59) Riverside Drive/Dunn Street.~~
- ~~(60) Turner Street/Gracelawn Road.~~
- ~~(61) Drummond Street/Main Street.~~
- ~~(62) Court Street/Pleasant Street (both directions).~~
- ~~(63) Minot Avenue/Elm Street.~~
- ~~(64) Pleasant Street/Elm Street.~~
- ~~(65) Millett Drive/Court Street.~~
- ~~(66) Minot Avenue/Millett Drive.~~

(Code 1967, § 27-5.4; Ord. of 3-2-1998; Ord. of 12-6-1999(2); Ord. of 11-19-2001(2); Ord. of 5-2-2005(02); Ord. No. 05-07162012, 8-6-2012)

**State Law reference—** Permitted locations, 3 M.R.S.A. § 1912.

**Sec. 42-45. - Design, installation and maintenance.**

Official business directional signs shall be designed, installed and maintained in accordance with the provisions of 23 M.R.S.A. §§ 1901 through 1925 and chapter ~~200~~ 205 of the state department of transportation administrative guidelines. ~~Signs shall be nonreflectorized and no larger than 12 by 48 inches, except that a reflectorized sign of any permissible size may be permitted on an existing sign assembly displaying a reflectorized sign of the same size if such sign assembly was legally erected prior to October 7, 1985.~~

(Code 1967, § 27-5.5)

**Sec. 42-46. - Application.**

Application for an official business directional sign shall be made on forms furnished by the state department of transportation. Completed applications shall be submitted to the department of planning and permitting services for review. Upon receipt of the completed application, the department shall review the request to ensure that it conforms to the provisions of this article and shall approve, conditionally approve or reject the request based on its findings. If disapproved by the department, the reasons for disapproval shall be communicated to the applicant in writing. Any person aggrieved by the decision of the department may appeal to the county superior court within 30 days of receipt of the department's decision. If approved, the applicant may then forward the approved application and the license fee prescribed by the state law to the state commissioner of transportation for approval or disapproval.

(Code 1967, § 27-5.6)

**State Law reference—** Applications for state licensing, 23 M.R.S.A. § 1918.

**Sec. 42-47. - Penalty.**

Any person who violates any of the provisions of this article shall be guilty of a civil infraction, and shall be subject to a fine of \$100.00 to be paid to the city for each such offense. Each day that such violation is permitted to continue after notification by the department of planning and permitting services shall constitute a separate offense.

(Code 1967, § 27-5.8)

**Secs. 42-48—42-67. - Reserved.**



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Ordinance:** 09-05202019

**Author:** Audrey Knight, City Planner

**Subject:** Proposed text amendments to Chapter 60, Article XIII Environmental Performance Standards.

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**Information:** The proposed amendments are primarily to Sec.60-1038 Odors and pertain to detection, measurement and enforcement measures and methodology.

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**City Budgetary Impacts:** Purchase of two (2) field olfactory meters (\$ 2-4,000) for police & code enforcement officers

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**Staff Recommended Action:** Discuss changes from last workshop on this item. Hold 1<sup>st</sup> public hearing and schedule 2<sup>nd</sup> reading of proposed amendments.

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**Previous Meetings and History:** City Council considered a previous draft in workshop and held a first reading in May but it had not yet been considered by the Planning Board. The Planning Board took up the item at a Public Hearing on June 11, 2019 and had many concerns and recommendations. Staff amended the ordinance to address the concerns and specifications of the Planning Board by working with code enforcement officers and researching other jurisdictions. A second Public Hearing was held July 9, 2019 where the attached ordinance passed unanimously. City Council considered the attached ordinance on July 15, 2019 and is now being considered for approval.

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**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Cushman".

**Attachments:** Planning Board Staff Report package for July 9, 2019 with proposed amendments.

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## City of Auburn, Maine

Office of Planning & Development  
[www.auburnmaine.gov](http://www.auburnmaine.gov) | 60 Court Street  
Auburn, Maine 04210  
207.333.6601

To: Auburn Planning Board

From: Audrey Knight, City Planner

RE: Text Amendment to Article XIII, Environmental Performance Standards, Division 1,  
Sec.60-1038. Odors. *Revised June 26, 2019*

Date: July 9, 2019

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I. BACKGROUND- The purpose of the Environmental Performance Standards section of the Zoning Ordinance is to ensure that new development has limited impact on its neighbors in contributing to noise, air quality, vibration, electrical disruptions and odors. The Odors section of this Article is being expanded to address assessment, definition, and enforcement of the ordinance. While the update to this section of the environmental standards was triggered by the development of the Marijuana Ordinance, it is applicable and relevant to all non-residential development projects in the city.

II. DISCUSSION - At the June 11, 2019 Planning Board Public Hearing of this item extensive discussion was held regarding several items of concern. Staff was asked to conduct research regarding other jurisdictions successful administration and handling of this issue, and to develop an alternate draft or alternatives for the Board to consider. Items of concern to the Planning Board could be summarized as:

- a. nuisance complaints to eliminate a business;
- b. the need for measurable, quantifiable metrics;
- c. violation and compliance should not to be left to subjective opinions; and,
- d. the further need for an "observable or measured standard" to determine compliance.

Staff reviewed legal articles and Denver and Colorado, Sonoma and Mendocino Counties, Portland, ME, and Michigan ordinances and enforcement mechanisms and procedures. Each jurisdiction operates under different industry issues, enforcement air quality bodies, and urban densities, which in turn bring about different approaches. Common themes are to establish thresholds based on science and to use the now common field olfactory measuring devices to establish baselines and thresholds of tolerance. All use odor detection at the property line and more than half require more than one complaint to trigger field investigation by enforcement (the City of Portland requires complaints from 10 different properties to trigger action). Many jurisdictions have a regional air quality control board, environmental health division or other government agency for enforcement and reporting other than the central Code Enforcement officer staffed out of their Planning and Development office.

III. DRAFT LANGUAGE - The attached draft establishes an odor threshold that allows for the minor odors that ANY property may occasionally emit, which allows for minor, barely detectible emissions. It firmly connects with existing Code Enforcement practices so that all infractions are handled equally and consistently. This draft reflects a policy prohibiting egregious violations and assumes from the PB discussions that every complaint about an odor should not trigger an immediate commitment of staff time. Every complaint would be logged, and businesses that trigger at least three nuisance complaints within a week are assumed to be a problem odor that calls for investigation and action. This would allow for transitory emissions that are not on-going and concentrated to pass, and those that are on-going and strong would trigger multiple calls and therefore a site investigation.

The draft calls for the use of field olfactory meters (see attached) to be used to establish the degree of violation and establish what is needed to bring a property into compliance.

Auburn's Code Enforcement language is designed to be adaptive to the unique circumstance of each violation and reflects:

- degree of urgency (broken water pipe, oil spill- immediate life, health & safety),
- immediate or long-term impact of the violation (decreased property values, infestations – potential number impacted & effect of violation),
- the relative time and cost it may take to remedy the situation, and,
- the efforts and responsiveness of the owners or managers in addressing the problem.

Based on these factors Officers routinely work with businesses so that fines and penalties do not have to be assessed and properties can be brought into compliance. It allows for the nature and extent of the problem to be determined so that appropriate actions and time frames can be established before penalties are issued. This draft incorporates benchmarks to account for the possibility that a business may either be unable or unwilling to comply and provides an outside time limit for the offensive odors to continue before possibly being forced to shut down by removal of a business license or order of City Council (as is established by Chapter 14).

IV. PLANNING BOARD ACTION- The Planning Board is being asked to make a recommendation to the City Council on the proposed text amendment.

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Audrey Knight, AICP

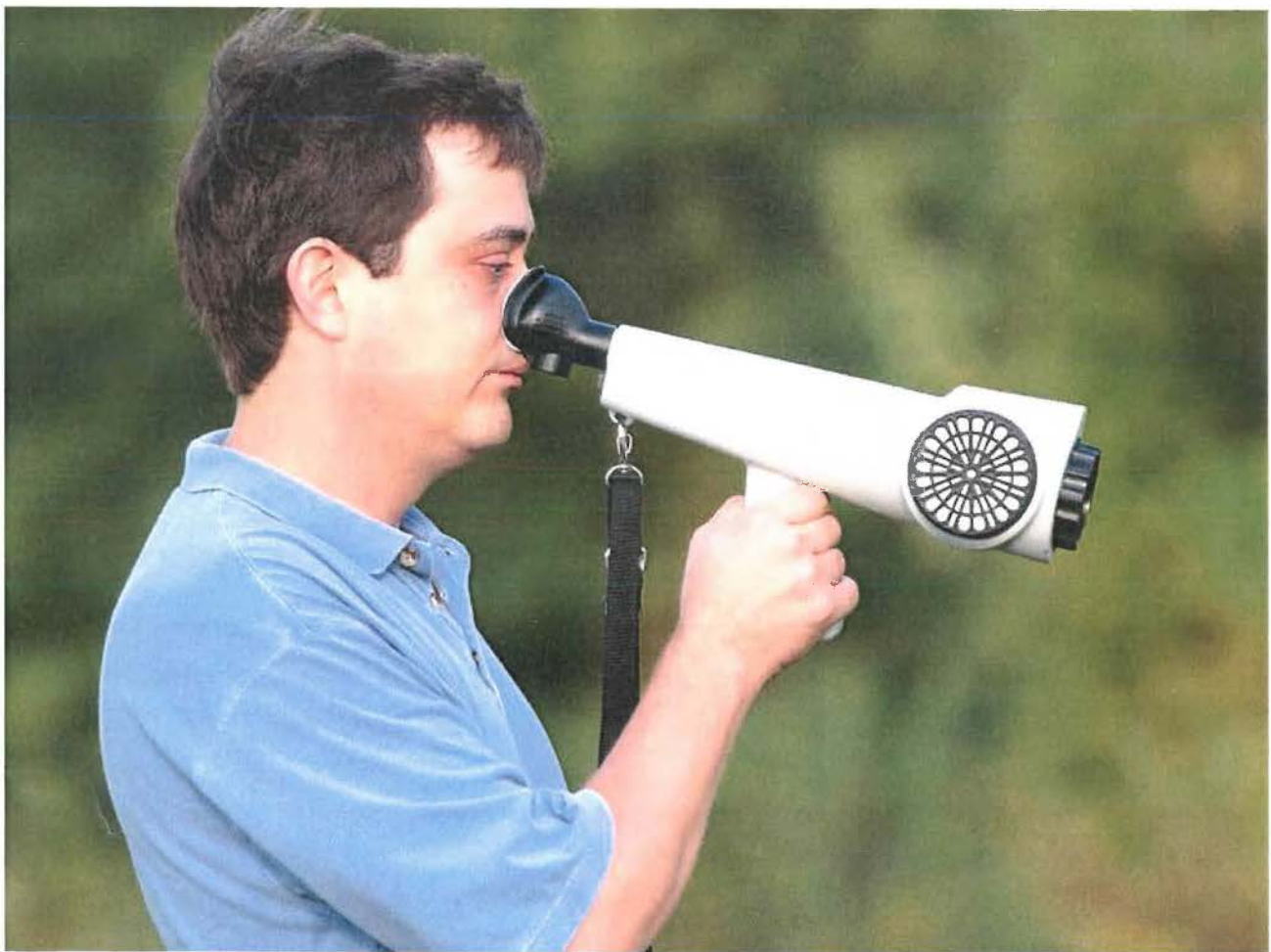
City Planner



[https://www.southbendtribune.com/news/local/niles-plans-to-sniff-out-pot-odors-from-marijuana-businesses/article\\_b6bdba96-bcad-11e7-aaeb-9fa5b429e9d2.html](https://www.southbendtribune.com/news/local/niles-plans-to-sniff-out-pot-odors-from-marijuana-businesses/article_b6bdba96-bcad-11e7-aaeb-9fa5b429e9d2.html)

## Niles plans to sniff out pot odors from marijuana businesses

Mary Beth Spalding South Bend Tribune Oct 29, 2017



Environmental chemist Rob Dobson uses a nasal olfactometer to study odors near the Johnson County landfill in Lenexa, Kan., in this 2004 photo. Niles plans to use a similar device to test smells from businesses with licenses for medical marijuana.

CHRIS OCHSNER

**NILES** — Potential medical marijuana businesses in Niles could literally fail the smell test.

A provision for field olfactometer testing in the proposed zoning rules requires that a business not score higher than seven on a smell scale.

If it does — and fails to fix the problem in 72 hours — the city could revoke the marijuana business's license.

"There's a fabulous math algorithm that goes along with how they do this," said Community Development Director Sanya Vitale. "There's a meter, we go to the edge of the property line, shoot the meter at the property line and if it's at seven or above then they might get a warning, definitely above seven."

Vitale referred to information on the website for Nasal Ranger, a brand of field olfactometer. It costs about \$2,000, she said, but the city hasn't decided on a device, pending approval of the ordinance.

The Nasal Ranger website says its device "creates a calibrated series of discrete dilutions by mixing the odorous ambient air with odor-free (carbon) filtered air." A "dilution to threshold" ratio is a "measure of the number of dilutions needed to make the odorous ambient air 'non-detectable'."

Odor control has been important to city officials since they began drafting rules earlier this year for potential medical marijuana businesses, Vitale said.

The state late last year approved a new commercial system for medical marijuana, allowing for five types of businesses: growers, processors, safety compliance facilities, secure transporters and provisioning centers or dispensaries. Municipalities are allowed to opt into the new system and set their own local rules in conjunction with state law. The state will begin accepting business license applications Dec. 15 and could issue the first licenses early next year.

Vitale said in researching local regulations, city staff talked to the city administrator in Durango, Colo., where marijuana is legal, and learned his biggest concern stemming from marijuana businesses, such as grow operations, was the odor.

Marijuana is a "smelly" plant, Vitale said, especially grown in quantities.

Niles' proposed ordinance outlines requirements for ventilation systems "to prevent any odor of medical marihuana (sic) off the premises of the business." Growers and processors in particular will have odors to control, said Vitale, and maybe to a lesser extent dispensaries. She noted that no smoking or other consumption of marijuana products is allowed at dispensaries.

The field olfactometer test offers a "numeric quantification of the smell," which the city hopes can be useful in enforcement of the odor rules, said Vitale.

### **Not downtown?**

City officials are leaning toward taking the downtown area off the table altogether for the location of any medical marijuana business.

Dispensaries are the one type of business that were proposed to be allowed downtown.

“I won’t vote for any ordinance if we’re going to put the things downtown,” said council member Bob Durm at a recent council meeting, in a discussion about dispensaries. “I don’t think they belong in our downtown.”

Vitale said eligible area for medical marijuana businesses downtown is greatly limited because of the presence of the Niles District Library on Main Street. The proposed ordinance incorporates a state law that requires a 1,000-foot drug-free zone around any school or library, she said.

And now Vitale is recommending that the planning commission approve two redevelopment zones downtown as part of the city’s master plan. The designation of the zones could make the city eligible for various funding opportunities, she said, some of which could be federal. To make sure the areas are eligible for federal money, the plan is to exclude medical marijuana businesses.

She described the proposed redevelopment zones as running between River and Fifth Street and Wayne and Broadway, and down Third Street from Broadway to Bond.

Niles would allow dispensaries along the 11th Street commercial corridor and in the industrial park or on industrial property, where the four other types of medical marijuana businesses could locate. Only two dispensaries are proposed for the city, which council members seemed to agree on as a good number.

The number of the other types of businesses would not be capped.

Council members voted 5-3 to raise the number of medical marijuana structures allowed in the industrial park from two to four. A motion to uncap altogether the number of sites allowed in the industrial park failed 6-2.

Council member Daniel VandenHeede, who voted against both motions, said he was “strongly in favor of starting slow on this.”

“We don’t want to be known as Pot City, USA,” VandenHeede said.



Niles council OKs provisional pot licenses

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Mary Beth Spalding

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David C. Young, At Large

Jason J. Levesque, Mayor

**IN CITY COUNCIL**

**ORDINANCE 09-05202019**

**TITLE: Adopting the proposed amendment to Chapter 60, Article XIII, Environmental Performance Standards, Division 1, Sections 1035-1042, Applicability.**

Be it ordained, that the Auburn City Council hereby adopts the proposed amendment to Chapter 60, Article XIII, Sections 1035-1042, Applicability (as attached).

## ARTICLE XIII. - ENVIRONMENTAL PERFORMANCE STANDARDS

### DIVISION 1. - GENERALLY

#### Sec. 60-1034. - Purpose.

The purpose of the standards in this article relating to smoke, noise, vibration, odors, air pollution and electrical disturbance of infrastructure is to ensure that no new development occurs which may have an environmental impact that could be detrimental to the city or property owners or that may have a direct impact to property caused by nuisances directly or indirectly associated with the above environmental issues. The standards provided in this article shall apply to all nonresidential uses in the city.

(Ord. of 9-21-2009, § 5.6A)

#### Sec. 60-1035. - Applicability.

No land use, facility, or activity shall be exempt from complying with the environmental performance standards contained in this article, Chapter 60-1035, Zoning, because of grandfathering or because of being an existing use, facility, or activity at the time the standards were enacted. The standards apply to all existing and future sources, land uses, facilities, and activities in the non-residential uses of the City, except as otherwise provided herein.

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#### Sec. 60-1035. - Smoke.

- (a) For the purposes of determining the density of equivalent opacity of smoke, the Ringlemann Chart, as adopted and published by the United States Department of Interior, Bureau of Mines Information Circular 8333, May 1967, shall be used. The Ringlemann number referred to in this section refers to the number of the area of the Ringlemann Chart that coincides most nearly with the visual density of equivalent opacity of the emission of smoke observed. For example, a reading of Ringlemann No. 1 indicates a 20 percent density of the smoke observed.
- (b) All measurements shall be taken as close to the point emission of the smoke as reasonably possible.
- (c) In all zones, no development may emit from a vent, stack, chimney or combustion process any smoke that exceeds a density or equivalent capacity of Ringlemann No. 1, except that an emission does not exceed a density or equivalent capacity of Ringlemann No. 2, is permissible for a duration of not more than four minutes during any eight-hour period if the source of such emission is not located within 250 feet of a residential district.
- (d) In the industrial zone, no development use may emit from a vent, stack, chimney or combustion process any smoke that exceeds a density or equivalent capacity of Ringlemann No. 2, except that an emission that does not exceed a density or equivalent capacity of Ringlemann No. 3 is permissible for a duration not more than four minutes during any eight-hour period if the source of emission is not located within 500 feet of a residential district.

(Ord. of 9-21-2009, § 5.6B)

#### Sec. 60-1036. - Noise.

- (a) A decibel is a measure of a unit of sound pressure. Since sound waves having the same decibel level sound louder or softer to the human ear depending upon the frequency of the sound wave in cycles per sound (i.e., whether the pitch of the sound is high or low) and A-weighted filter



constructed in accordance with the specifications of the American National Standards Institute, which automatically takes account of the varying effect on the human ear of different pitches, shall be used on any sound level meter taking measurements required by this section. And accordingly, all measurements are expressed in dB(A) to reflect the use of this A-weighted filter.

- (b) The standards established in the table set forth in subsection (c) of this section are expressed in terms of the equivalent sound level (Leq), which must be calculated by taking 100 instantaneous A-weighted sound levels at then-second intervals and computing the Leq.
- (c) Except as provided in subsection (d) of this section, the following table establishes the maximum permissible noise levels for nonresidential uses. Measurements shall be taken at the boundary line of the lot where the nonresidential use is located, and, as indicated, the maximum permissible noise levels vary according to the zoning of the lot adjacent to the lot on which the use is located.

|                     | Zoning of Adjacent Lot |                         |                         |
|---------------------|------------------------|-------------------------|-------------------------|
|                     | <i>Residential</i>     | <i>General Business</i> | <i>Light Industrial</i> |
| Maximum sound level | 50                     | 60                      | 70                      |

- (d) Impact noises are sounds that occur intermittently rather than continuously. Impact noises generated by sources that do not operate more than one minute in any one-hour period are permissible up to a level of ten dB(A) in excess of the figures listed in the table, except that this higher level of permissible noise shall not apply from 7:00 p.m. to 7:00 a.m. when the adjacent lot is zoned residential. The impact noise shall be measured using the fast response of the sound level meter.
- (e) Noise resulting from temporary construction activity that occurs between 7:00 a.m. and 7:00 p.m. shall be exempt from the requirements of this section.

(Ord. of 9-21-2009, § 5.6C)

Sec. 60-103~~87~~ - Vibration.

- (a) No development in any zone may generate any ground-transmitted vibration that is perceptible to the human sense of touch measured at:
  - (1) The outside boundary of the immediate space occupied by the enterprise generating the vibration if the enterprise is one of several located on a lot; or
  - (2) The lot line if the enterprise generating the vibration is the only enterprise located on a lot.
- (b) No development in any zone may generate any ground-transmitted vibration in excess of the limits set forth in subsection (e) of this section. Vibration shall be measured at any adjacent lot line or residential district line as indicated in the table set forth in subsection (e) of this section.
- (c) The instrument used to measure vibrations shall be a three-component measuring system capable of simultaneous measurement of vibration in three mutually perpendicular directions.
- (d) The vibration maximums set forth in subsection (e) of this section are stated in terms of particle velocity, which may be measured directly with suitable instrumentation or computed on the basis of displacement and frequency. When computed, the following formula shall be used:

$$PV = 6.28 F \times D$$

Where: ;b0;[W1] PV = Particle velocity, inches-per-second

F = Vibration frequency, cycles-per-second

D = Single amplitude displacement of the vibration, inches

The maximum velocity shall be the vector sum of the three components recorded.

(e) Table of maximum ground-transmitted vibration:

| Particle velocity, inches-per-second |                             |
|--------------------------------------|-----------------------------|
| <i>Adjacent Lot Line</i>             | <i>Residential District</i> |
| 0.020                                | 0.02                        |

- (f) The values stated in subsection (e) of this section may be multiplied by two for impact vibrations, i.e., discrete vibration pulsations not exceeding one second in duration and having a pause of at least one second between pulses.
- (g) Vibrations resulting from temporary construction activity that occurs between 7:00 a.m. and 7:00 p.m. shall be exempt from the requirements of this section.
- (h) Vibration resulting from the railroads passing through the city shall be exempt from these standards.

(Ord. of 9-21-2009, § 5.6D)

Sec. 60-10398. - Odors.

- (a) For purposes of this section, the term "odor threshold" is defined as the minimum concentration in air of a gas, vapor, or particulate matter than can be detected by the abutters of the property in question.
- (1b) No development in any non-residential usezone may generate any odor that reaches the odor threshold, measured at the lot line of the enterprise generating the odor of a "Dilution-to-Threshold", D/T, of Seven (7) or less using a field olfactometer.
- (2) Whether or not an odor emission interferes with the reasonable and comfortable use and enjoyment of a property shall be measured against the objective standards of a reasonable person of normal sensitivity. The use of a field olfactometer meter may be used for documentation, verification and enforcement as needed. A measurement reading of seven (7) D/T or less shall be maintained at the property line.
- (3) Odor observation shall be undertaken to arrive at a determination that an objectionable odor exists at the property line, or beyond the property line if a public space where people live, work or assemble is impacted.
- (4) If complaints are received regarding farming operations, and the farm is using Best Management Practices as outlined in state and federal standards, the Right-to-Farm, MRSA, Title 7, Chapter 6, Statute 153, shall prevail.

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b) Administration and enforcement. The Code Enforcement Officer, and/or their official designee, of the City of Auburn shall administer and enforce this article. The CEO will follow Sec.2-639 in determining time limits for corrective actions based on the level of risk or nuisance posed by the issue.

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(1) Upon receiving three (3) different complaints, the (CEO) shall investigate the issue. If the CEO detects and/or the operator indicates that management provisions installed within the facility are not being followed, the CEO shall provide verbal notice of violation with instructions to comply with the standards within 10 business days, and to inform the officer of efforts or completion within that time. The officer may use electronic meters or devices to measure and quantify the issue for comparative and/or enforcement purposes.

(2) If complaints persist and/or the issues are not resolved after the ten-day period described above, a written notice of violation, as specified under Chapter 2, Article VIII (Citation System of Code Enforcement), with the requirement that the owner/operator prepare a Mitigation Plan that meets the requirements of this ordinance, along with a time table for implementation within 30-days. If the installed mitigations fail to bring the facility into compliance, a specialist may be required to design a remedy, and the City may use contracted staff or peer review escrow fees to review the Mitigation Plan.

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(3) If the operator has not submitted the required report or made efforts to comply within 45-days the CEO shall issue a second written notice of violation and assess additional fines as specified under Chapter 2, Article VIII.

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(4) If the operator has not submitted the required report, or if the operator has not provided substantial evidence of attempted compliance, within 60-days of the first written notice of violation, the City Manager may consider temporarily suspending the business license (if a business license was issued), under the provisions of Chapter 14, Article 11, (Business License), in addition to issuing further citations and penalties under Chapter 2, Article VIII. If the issue, complaints, or matter remains unresolved or addressed by the owner/operator within 90-days of the written notice of violation, the City Manager may ask the City Council to permanently revoke the business license, and/or further penalties and citations will be issued until the matter is resolved. e.

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#### Sec. 60-104039. - Air pollution.

- (a) Any development that emits an air contaminant as defined by the state department of environmental protection shall comply with applicable state standards concerning air pollution.
- (b) No zoning or special exception permit may be issued with respect to any new development covered by subsection (a) of this section until the state department of environmental protection has certified to the city that the appropriate state permits have been received by the developer, or that the developer will be eligible to receive such permits and that the development is otherwise in compliance with applicable air pollution laws.

(Ord. of 9-21-2009, § 5.6F)

#### Sec. 60-10410. - Electrical disturbance or interference.

No use may:

- (1) Create any electrical disturbance that adversely affects any operations or equipment other than those of the creator of such disturbance; or

- (2) Otherwise cause, create or contribute to the interference with electronic signals (including television and radio broadcasting transmissions) to the extent that the operation of any equipment not owned by the creator of such disturbance is adversely affected.

(Ord. of 9-21-2009, § 5.6G)

Secs. 60-104~~21~~ ~~60-1063.~~ ~~Authorization, e~~ ~~Enforcement and severability~~ ~~Reserved.~~

a) Authorization. This article is adopted pursuant to 30-A M.R.S.A. § 3001 and the City's Home Rule Powers as provided for in Article VII-A of the Maine Constitution and Title 30-A M.R.S.A. §§ 2101 through 2109 and in accordance with the authority of the City to seek judicial remedies in order to protect the inhabitants of the City the City as a municipal corporation, and individual residents of the City as provided for by the laws of the State of Maine, including, but not limited to 17 M.R.S.A. §§ 2702, 2705 and 2706; 30-A M.R.S.A. § 2002 and at common law.

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b) Severability. If any section, subsection, sentence, clause, phrase, or portion of this article is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portions.

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~~Sec. 60-1043- 60-1063. Reserved~~

## DIVISION 2. - PHOSPHORUS CONTROL

Sec. 60-1064. - Purpose.

- (a) The purpose of this division is to provide protection against additional phosphorus export to Taylor Pond and Lake Auburn from new land uses and changes in existing land uses by ensuring that development within the watersheds does not generate more phosphorus than the water bodies can handle and by eliminating or reducing existing sources of phosphorus.
- (b) Phosphorus, a nutrient, stimulates algal growth, the main cause of water quality decline. The primary source of new and increasing phosphorus loading in the state lakes is land development: residential, commercial and industrial.

(Ord. of 9-21-2009, § 5.7A)

Sec. 60-1065. - Definitions.

The following words, terms and phrases, when used in this division, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

*Acceptable increase in lake phosphorus concentration (C)* is based upon water quality and the city's selected level of protection. For Taylor Pond the number is 0.75; for Lake Auburn the number is 0.5.

*Direct watershed* means any land area which contributes storm-water runoff by either surface or subsurface flow to Taylor Pond or Lake Auburn without such runoff first passing through an upstream lake.

*Future area to be developed (D)* means an estimate of the acreage in the city's share of the direct watersheds that will be developed during the planning period of 50 years. For Taylor Pond, the estimated future developed acreage is 715.3; for Lake Auburn, the estimated future developed acreage is 1,180.0.

*Lake Auburn* means the Lake Auburn Watershed regulated by this chapter is all land areas within the direct watershed of Lake Auburn as defined on the attached map entitled Lake Auburn Watershed Map.

*Per-acre phosphorus allocation (P)* means the acceptable increase of phosphorus export per acre in the watershed as determined by solving the following equation  $(P) = (FC)/(D)$ . For Taylor Pond, the phosphorus allocation is 0.036; for Lake Auburn, the phosphorus allocation is 0.047.

*Phosphorus export coefficient (F)* means the amount of phosphorus export from the watershed each year that will produce a one ppb increase in the lake's phosphorus concentration. For Taylor Pond, the phosphorus coefficient is 35.26 lbs/ppb/year; for Lake Auburn, the phosphorus coefficient is 109.9 lbs/ppb/year.

*Taylor Pond* means the Taylor Pond Watershed regulated by this chapter is all land areas within the direct watershed of Taylor Pond as defined on the attached map entitled "Taylor Pond Watershed Map".

(Ord. of 9-21-2009, § 5.7B)

Sec. 60-1066. - Applicability.

This division shall apply to all land areas within the direct watersheds of Taylor Pond and Lake Auburn. The following land uses shall be required to obtain a phosphorus control permit and conform to the standards contained in this division:

- (1) Any new building or structure with more than 575 square feet of ground floor area.
- (2) Any expansions or series of expansions of ground floor area of any existing building which increases the area of the ground floor by more than 30 percent of that which exists at the time of adoption of the ordinance from which this division is derived.
- (3) Any earth moving, brush and tree cutting which impacts 10,000 square feet or more whether accomplished as a single activity or as a series of activities beginning on the date of adoption of the ordinance from which this division is derived shall only meet the criteria contained in section 60-1069.
- (4) Road or driveway construction and reconstruction and parking area construction which affects more than 1,500 square feet of land area whether accomplished as a single activity or as a series of activities beginning on the date of adoption of the ordinance from which this division is derived shall only meet the criteria contained in section 60-1069.
- (5) All projects for which special exception, site plan and subdivision review is required.

(Ord. of 9-21-2009, § 5.7C)

Sec. 60-1067. - Exemptions.

This division shall not apply to the following:

- (1) Changes of use within an existing structure where no ground floor expansion and/or road, driveway and parking area expansion is planned.
- (2) Timber management or harvesting operations conducted according to a management plan prepared and supervised by a registered forester (unless required by division 4 of article XII of this chapter) or the city water district.
- (3) Agricultural uses conducted according to a soil and water conservation plan approved by the Androscoggin County Soil and Water Conservation District.

(Ord. of 9-21-2009, § 5.7D)

Sec. 60-1068. - Best management practices.

Agriculture, silviculture, mining, chemical use and storage and waste disposal activities should be conducted in accordance with the best management practices (BMPs) as recommended by the department of environmental protection, the state soil and water conservation commission, the cooperative extension service or other appropriate public service agency. New roads and the reconstruction of existing roads, driveways, drainage diversions, ditches and roadside buffers should be designed for the worst storm conditions in accordance with the best management practices (BMPs) recommended by the department of environmental protection, the state soil and water conservation commission, the cooperative extension service or other appropriate public service agency.

(Ord. of 9-21-2009, § 5.7E)

Sec. 60-1069. - Erosion and sedimentation controls.

A comprehensive erosion and sedimentation control plan, including a proposed program for the maintenance and periodic inspection of all control facilities which will remain after the project is completed and a designation of the responsible party, shall be submitted as follows:

- (1) *Taylor Pond Watershed*. A plan designed in accordance with the applicable sections of chapter 8 of the DEP Phosphorous Control and Lake Watersheds: A Technical Guide to Evaluating New Development, the latest edition of the Maine Erosion and Sediment Control Handbook and all building and environmental protection requirements of this Code.
- (2) *Lake Auburn Watershed*. A plan designed in accordance with the applicable sections of chapter 8 of the DEP Phosphorous Control and Lake Watersheds: A Technical Guide to Evaluating New Development, the latest edition of the Maine Erosion and Sediment Control Handbook, and all building and environmental protection requirements of this Code and criteria of the city water district or commission.

(Ord. of 9-21-2009, § 5.7F)

Sec. 60-1070. - Submission requirements.

All projects subject to review under the provisions of this division shall submit a phosphorus control plan and maintenance provisions meeting the standards set forth in the manual Phosphorus Control and Lake Watersheds A Technical Guide to Evaluating New Development (Maine DEP et al., September 1989, with the Simple Review Method revised in May 1990).

- (1) *Plan submission*. Plans shall be submitted and processed in accordance with article XVI of this chapter. In addition to the requirements for submission under this article, the following instructions shall be provided:
  - a. A long-term maintenance plan for all phosphorus control measures including provisions for inspection and repair, designation of responsible parties, contractual obligations and proposed deed restrictions.
  - b. Hydrologic soil class of all areas to be cleared or where clearing will be permitted, with the area indicated in square feet of each lot using the appropriate method as described in the phosphorus control manual.
  - c. All calculations and worksheets in the format of those contained in the phosphorus control manual and detailed construction specifications and diagrams for all control measures.

- d. A comprehensive erosion and sedimentation control plan, designed in accordance with the Maine Erosion and Sediment Control Handbook for Construction: Best Management Practices, March 1991, and all building and environmental protection requirements of this Code.

(2) *Review method.*

- a. All projects shall use the standard review method and shall conform to the Phosphorus Allocation standard set forth in this division including the following: Expansions of four lot subdivisions which were previously approved using the simple review method.
- b. Projects meeting the following criteria may employ the simple review method:
  - 1. Minor subdivisions with four or fewer lots provided that these developments contain less than 200 feet of new or upgraded roads and/or all driveways serving residential uses are less than 150 feet in length.
  - 2. Activity which includes less than 200 feet of new or upgraded road construction.
- (3) *Commercial and industrial development and expansions.* Commercial and industrial development and expansions of commercial and industrial developments and the expansion of multifamily dwelling units, which involve less than 15,000 square feet of disturbed area. All other subdivisions including expansions of previously approved four-lot subdivisions which were reviewed using the simple review method and all other projects shall utilize the standard review method.

(Ord. of 9-21-2009, § 5.7G)

Secs. 60-1071—60-1093. - Reserved.





**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019      **Ordinance:** 11-08192019

**Author:** Eric J. Cousens, Deputy Director of Economic and Community Development

**Subject:** Chapter 60, Section 201, Low Density Country Residence District(LDCR) and Marijuana Uses

---

**Information:** During the adoption of the marijuana related ordinance it was noted that some uses in the Agriculture and Resource Protection District are automatically allowed in the LDCR District. Staff suggested that allowing cultivation and manufacturing in residential districts may cause problems and the Council agreed that was not their intent. We have been informed by Municode that this portion of the Ordinance seems to have been missed and did not get voted on with the other portions of the ordinance and we wish to correct that.

The attached change would prohibit commercial (medical or adult use) cultivation or manufacturing of Marijuana in the LDCR District.

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**City Budgetary Impacts:** None.

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**Staff Recommended Action:** Because this was included as part of the Marijuana discussion but was accidentally omitted when voted on, staff recommends passage of the attached Ordinance.

Council, by unanimous decision, may vote to dispense of the second reading during the first reading to expedite passage of this ordinance.

---

**Previous Meetings and History:** Many discussions during the adoption of marijuana related ordinances.

---

**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink that reads "Peter J. Cousens".

---

**Attachments:** Ordinance.

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## **IN CITY COUNCIL**

### **ORDINANCE 11-08192019**

Be it ordained that the City of Auburn City Council hereby adopt the attached amendment to Chapter 60, Section 201 of the City of Auburn Ordinances to prohibit commercial marijuana cultivation and manufacturing in the Low Density Country Residence District.

## SECTION BREAK

### DIVISION 3. - LOW DENSITY COUNTRY RESIDENTIAL DISTRICT

#### Sec. 60-200. - Purpose.

The purpose of this zone is to maintain and promote the rural/agricultural character of the land within this zone. This zone is composed of those areas in the city whose predominant land use is rural, wooded and agricultural. The regulations for this zone are designed to protect and stabilize these predominant land uses which are the essential characteristics of these areas and to minimize conflicting land uses detrimental to agricultural enterprises. Since residences are only incidental to this zone's development, the densities which require improved roads and expanded municipal services, in excess of those required by the present agricultural-oriented uses, shall not be permitted.

(Ord. of 9-21-2009, § 3.32A)

#### Sec. 60-201. - Use regulations.

(a) *Permitted uses.* The following uses are permitted:

- (1) All uses permitted in the Agriculture and Resource Protection District, except uses allowed by section 60-~~145~~~~172~~(a)(8) ~~and~~ ~~1~~(9), (14 and (15)).
- (2) One-family detached dwellings.
- (3) Lawn maintenance services.

(b) *Special exception uses* . The following uses are permitted by special exception after approval by the planning board in accordance with the provisions of division 3 of article XVI of this chapter:

- (1) All uses permitted by special exception in the Agriculture And Resource Protection (AR) District, (divisions 2 and 3 of article IV of this chapter), except uses allowed by section 60-172(b)(7), (14), and (15).
- (2) Bed and breakfast.
- (3) Adaptive reuse of structures of community significance.

(Ord. of 9-21-2009, § 3.32B; Ord. 33-02072011-08, 2-7-2011; Ord. No. 08-08012011-07b, 8-1-2011; Ord. No. 05-04032017, § 2, 4-24-2017)

#### Sec. 60-202. - Dimensional requirements.

All structures in this district except as noted shall be subject to the following dimensional regulations:

- (1) *Minimum lot area, width and depth.* No lot shall be created and/or no building shall be erected on a lot containing less than three acres and measuring less than 325 feet in width. No lot shall be less than 200 feet in depth. The keeping of horses, mules, cows, goats, sheep, hogs and similar size animals for domestic use of the residents of the lot is permitted provided that the land area required per animal unit forms to the definition of animal farm contained in section 60-2.
- (2) *Density.* The density of dwelling units shall not exceed an average of one dwelling per three acres.

(3) *Yard requirements.*

- a. *Rear.* There shall be behind every building a rear yard having a minimum depth of 50 feet or 25 percent of the average depth of the lot, whichever is less.
- b. *Side.* There shall be a minimum distance of 15 feet between any building and the side property line plus the side yard setback shall be increased one foot for every five feet or part thereof increase in street frontage over 50 feet to a maximum of 25 feet for side yard setback.
- c. *Front.* There shall be in front of every building a front yard having a minimum depth of 50 feet or 25 percent of the average depth of the lot whichever is less.

(4) *Height.* The height of all dwelling structures shall be limited to 2½ stories or 35 feet in height. Accessory buildings and structures may have a maximum height of 65 feet from grade, provided that the front yard, rear yard, and each of the side yards shall be increased by one foot for each foot in height in excess of 35 feet.

(5) *Off-street parking.* Off-street parking spaces shall be provided in accordance with the requirements for specific uses as set forth in articles V through XI of this chapter.

(Ord. of 9-21-2009, § 3.32C)

Secs. 60-203—60-227. - Reserved.

## SECTION BREAK

### DIVISION 4. - LOW DENSITY RURAL RESIDENCE DISTRICT

#### Sec. 60-228. - Purpose.

This district is intended to provide for low density rural residential areas while protecting adjacent agriculture and resource protection districts, allowing a degree of residential development compatible with maintenance of environmental quality and preservation of the open character of the area.

(Ord. of 9-21-2009, § 3.41A)

#### Sec. 60-229. - Use regulations.

(a) *Permitted uses.* The following uses are permitted:

- (1) All uses permitted in the Agriculture and Resource Protection District pursuant to (section 60-172(A)), except 60-145(a)(14) and (15).
- (2) One-family detached dwellings.
- (3) Two-family dwellings.
- (4) Attached single-family dwellings, provided that they are approved by the planning board as part of a planned residential unit development and subdivision, under the provisions of division 10 of article IV and division 4 of article XVII of this chapter.

- (5) Mobile home parks, subject to the requirements and conditions of section 60-669, mobile home park standards.
  - (6) Licensed veterinarians provided that the lot is of at least three acres.
  - (7) Wayside stands.
  - (8) Accessory uses, buildings or structures.
  - (9) Lawn maintenance services.
  - (10) Municipal uses and buildings.
- (b) *Special exception uses.* The following uses are permitted by special exception after approval by the planning board in accordance with the provisions of division 3 of article XVI of this chapter:
- (1) Radio, radar, television and radio-telephone transmitting or broadcasting towers, but not studios or offices for such transmitting or broadcasting, provided that:
    - a. Every such tower shall be installed in a location and manner that ensures its safe operation and the safety of the surrounding residents, buildings occupants, land uses and properties.
    - b. In no case shall such tower be located less than 1½ times its height from the nearest property line.
  - (2) Care homes, lodging houses and boardinghouses.
  - (3) Recreational uses of land intended or designed for public use, subject to the following conditions:
    - a. No such recreational use shall be expanded or extended so as to occupy additional land area greater than 20 percent of the original area or one acre, whichever is less; or by the construction of a structure or an addition to an existing structure by more than 900 square feet of additional floor space unless the owner or occupant first obtains approval of the planning board.
    - b. Any proposed new or expanded recreational use shall be completed on or before the estimated completion date except that the planning board may grant reasonable extension of time where good cause for the failure to complete is shown.
  - (4) Child day care centers, provided that:
    - a. They are located on arterial and collector streets as defined in the Auburn Tomorrow Comprehensive Plan.
    - b. They shall not be located closer than 1,000 feet from other established day care centers.
    - c. These standards shall not apply to section 60-52.
  - (5) Cemeteries, provided that:
    - a. At least 20 acres in area.
    - b. Not located in any environmental overlay district or over any known aquifer.
  - (6) Community-based residential facilities, provided that:
    - a. The minimum distance between any two such facilities shall be 1,500 feet.
    - b. Any such facility shall house no more than eight persons.
  - (7) Licensed kennels provided that there shall be available land area of at least three acres.
  - (8) Training schools.
  - (9) Handling, storage and sale of agricultural services, equipment, and supplies accessory to the farming use.
  - (10) Adult day centers.

- (11) Landscape services.
- (12) Wholesale nurseries, subject to the following conditions:
  - a. At least one-half of the area of the lot (up to a maximum of three acres) is in active nursery production in a husband type manner.
  - b. The plants and trees propagated, grown and nurtured in the nursery are used as the primary products by the owner/operator of the landscape service.
- (13) Schools.
- (14) Churches or temples.
- (15) Libraries.
- (16) Museums.
- (17) Adaptive reuse of structures of community significance.

(Ord. of 9-21-2009, § 3.41B; Ord. No. 05-04032017, § 2, 4-24-2017)

Sec. 60-230. - Dimensional regulations.

All structures in this district, except as noted, shall be subject to the following dimensional regulations:

- (1) *Minimum lot area, width and depth.* No lot shall be created and/or no building shall be erected on a lot containing less than 43,560 square feet and measuring less than 250 feet in width. No lot shall be less than 150 feet in depth. The keeping of horses, mules, cows, goats, sheep, hogs, and similar sized animals for domestic use of the residents of the lot is permitted, provided that the land area required per animal unit conforms to the definition of animal farm contained in section 60-2.
- (2) *Density.* The density of dwelling units shall not exceed an average of one dwelling per acre.
- (3) *Yard requirements.*
  - a. *Rear.* There shall be behind every building a rear yard having a minimum depth of 25 feet or 25 percent of the average depth of lot, whichever is less.
  - b. *Side.* There shall be a minimum distance of five feet between any building and the side property line plus the side yard setback shall be increased one foot for every five feet or part thereof increase in street frontage over 50 feet to a maximum of 15 feet for side yard setback.
  - c. *Front.* There shall be in front of every building a front yard having a minimum depth of 25 feet or 25 percent of the average depth of the lot whichever is less.
- (4) *Height.* The height of all dwelling structures shall be limited to two and one-half stories or 35 feet in height. A public building, church or temple, and accessory buildings and structures may have a maximum height of 65 feet from grade, provided that the front yard, rear yard, and each of the side yards shall be increased by one foot for each foot in height in excess of 35 feet.
- (5) *Off-street parking.* Off-street parking spaces shall be provided in accordance with the requirements of specific uses as set forth in articles V through XI of this chapter.

(Ord. of 9-21-2009, § 3.41C)

Secs. 60-231—60-253. - Reserved.



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019      **Ordinance:** 12-08192019

**Author:** Eric J. Cousens, Deputy Director of Economic and Community Development

**Subject:** Chapter 60, Section 229, Low Density Rural Residence District(LDRR) and Marijuana Uses

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**Information:** During the adoption of the marijuana related ordinance it was noted that some uses in the Agriculture and Resource Protection District are automatically allowed in the LDRR District. Staff suggested that allowing cultivation and manufacturing in residential districts may cause problems and the Council agreed that was not their intent. We have been informed by Municode that this portion of the Ordinance seems to have been missed and did not get voted on with the other portions of the ordinance and we wish to correct that.

The attached change would prohibit commercial (medical or adult use) cultivation or manufacturing of Marijuana in the LDRR District.

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**City Budgetary Impacts:** None.

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**Staff Recommended Action:** Because this was included as part of the Marijuana discussion but was accidentally omitted when voted on, staff recommends passage of the attached Ordinance. Council, by unanimous decision, may vote to dispense of the second reading during the first reading to expedite passage of this ordinance.

---

**Previous Meetings and History:** Many discussions during the adoption of marijuana related ordinances.

---

**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink that reads "Peter J. Cousens".

**Attachments:** Ordinance.

---



Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## **IN CITY COUNCIL**

### **ORDINANCE 12-08192019**

Be it ordained that the City of Auburn City Council hereby adopt the attached amendment to Chapter 60, Section 229 of the City of Auburn Ordinances to prohibit commercial marijuana cultivation and manufacturing in the Low Density Rural Residence District.

## SECTION BREAK

### DIVISION 3. - LOW DENSITY COUNTRY RESIDENTIAL DISTRICT

#### Sec. 60-200. - Purpose.

The purpose of this zone is to maintain and promote the rural/agricultural character of the land within this zone. This zone is composed of those areas in the city whose predominant land use is rural, wooded and agricultural. The regulations for this zone are designed to protect and stabilize these predominant land uses which are the essential characteristics of these areas and to minimize conflicting land uses detrimental to agricultural enterprises. Since residences are only incidental to this zone's development, the densities which require improved roads and expanded municipal services, in excess of those required by the present agricultural-oriented uses, shall not be permitted.

(Ord. of 9-21-2009, § 3.32A)

#### Sec. 60-201. - Use regulations.

(a) *Permitted uses.* The following uses are permitted:

- (1) All uses permitted in the Agriculture and Resource Protection District, except uses allowed by section 60-145(a)(8), (9), (14 and (15).
- (2) One-family detached dwellings.
- (3) Lawn maintenance services.

(b) *Special exception uses.* The following uses are permitted by special exception after approval by the planning board in accordance with the provisions of division 3 of article XVI of this chapter:

- (1) All uses permitted by special exception in the Agriculture And Resource Protection (AR) District, (divisions 2 and 3 of article IV of this chapter), except uses allowed by section 60-172(b)(7), (14), and (15).
- (2) Bed and breakfast.
- (3) Adaptive reuse of structures of community significance.

(Ord. of 9-21-2009, § 3.32B; Ord. 33-02072011-08, 2-7-2011; Ord. No. 08-08012011-07b, 8-1-2011; Ord. No. 05-04032017, § 2, 4-24-2017)

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- (2) *Density.* The density of dwelling units shall not exceed an average of one dwelling per three acres.

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(3) *Yard requirements.*

- a. *Rear.* There shall be behind every building a rear yard having a minimum depth of 50 feet or 25 percent of the average depth of the lot, whichever is less.
  - b. *Side.* There shall be a minimum distance of 15 feet between any building and the side property line plus the side yard setback shall be increased one foot for every five feet or part thereof increase in street frontage over 50 feet to a maximum of 25 feet for side yard setback.
  - c. *Front.* There shall be in front of every building a front yard having a minimum depth of 50 feet or 25 percent of the average depth of the lot whichever is less.
- (4) *Height.* The height of all dwelling structures shall be limited to 2½ stories or 35 feet in height. Accessory buildings and structures may have a maximum height of 65 feet from grade, provided that the front yard, rear yard, and each of the side yards shall be increased by one foot for each foot in height in excess of 35 feet.
- (5) *Off-street parking.* Off-street parking spaces shall be provided in accordance with the requirements for specific uses as set forth in articles V through XI of this chapter.

(Ord. of 9-21-2009, § 3.32C)

Secs. 60-203—60-227. - Reserved.

## SECTION BREAK

### DIVISION 4. - LOW DENSITY RURAL RESIDENCE DISTRICT

#### Sec. 60-228. - Purpose.

This district is intended to provide for low density rural residential areas while protecting adjacent agriculture and resource protection districts, allowing a degree of residential development compatible with maintenance of environmental quality and preservation of the open character of the area.

(Ord. of 9-21-2009, § 3.41A)

#### Sec. 60-229. - Use regulations.

(a) *Permitted uses.* The following uses are permitted:

- (1) All uses permitted in the Agriculture and Resource Protection District pursuant to (section 60-172(A)), except 60-145(a)(14) and (15).
- (2) One-family detached dwellings.
- (3) Two-family dwellings.
- (4) Attached single-family dwellings, provided that they are approved by the planning board as part of a planned residential unit development and subdivision, under the provisions of division 10 of article IV and division 4 of article XVII of this chapter.

- (5) Mobile home parks, subject to the requirements and conditions of section 60-669, mobile home park standards.
- (6) Licensed veterinarians provided that the lot is of at least three acres.
- (7) Wayside stands.
- (8) Accessory uses, buildings or structures.
- (9) Lawn maintenance services.
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  - (1) Radio, radar, television and radio-telephone transmitting or broadcasting towers, but not studios or offices for such transmitting or broadcasting, provided that:
    - a. Every such tower shall be installed in a location and manner that ensures its safe operation and the safety of the surrounding residents, buildings occupants, land uses and properties.
    - b. In no case shall such tower be located less than 1½ times its height from the nearest property line.
  - (2) Care homes, lodging houses and boardinghouses.
  - (3) Recreational uses of land intended or designed for public use, subject to the following conditions:
    - a. No such recreational use shall be expanded or extended so as to occupy additional land area greater than 20 percent of the original area or one acre, whichever is less; or by the construction of a structure or an addition to an existing structure by more than 900 square feet of additional floor space unless the owner or occupant first obtains approval of the planning board.
    - b. Any proposed new or expanded recreational use shall be completed on or before the estimated completion date except that the planning board may grant reasonable extension of time where good cause for the failure to complete is shown.
  - (4) Child day care centers, provided that:
    - a. They are located on arterial and collector streets as defined in the Auburn Tomorrow Comprehensive Plan.
    - b. They shall not be located closer than 1,000 feet from other established day care centers.
    - c. These standards shall not apply to section 60-52.
  - (5) Cemeteries, provided that:
    - a. At least 20 acres in area.
    - b. Not located in any environmental overlay district or over any known aquifer.
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    - a. The minimum distance between any two such facilities shall be 1,500 feet.
    - b. Any such facility shall house no more than eight persons.
  - (7) Licensed kennels provided that there shall be available land area of at least three acres.
  - (8) Training schools.
  - (9) Handling, storage and sale of agricultural services, equipment, and supplies accessory to the farming use.
  - (10) Adult day centers.

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- (11) Landscape services.
- (12) Wholesale nurseries, subject to the following conditions:
  - a. At least one-half of the area of the lot (up to a maximum of three acres) is in active nursery production in a husband type manner.
  - b. The plants and trees propagated, grown and nurtured in the nursery are used as the primary products by the owner/operator of the landscape service.
- (13) Schools.
- (14) Churches or temples.
- (15) Libraries.
- (16) Museums.
- (17) Adaptive reuse of structures of community significance.

(Ord. of 9-21-2009, § 3.41B; Ord. No. 05-04032017, § 2, 4-24-2017)

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- (2) *Density.* The density of dwelling units shall not exceed an average of one dwelling per acre.
- (3) *Yard requirements.*
  - a. *Rear.* There shall be behind every building a rear yard having a minimum depth of 25 feet or 25 percent of the average depth of lot, whichever is less.
  - b. *Side.* There shall be a minimum distance of five feet between any building and the side property line plus the side yard setback shall be increased one foot for every five feet or part thereof increase in street frontage over 50 feet to a maximum of 15 feet for side yard setback.
  - c. *Front.* There shall be in front of every building a front yard having a minimum depth of 25 feet or 25 percent of the average depth of the lot whichever is less.
- (4) *Height.* The height of all dwelling structures shall be limited to two and one-half stories or 35 feet in height. A public building, church or temple, and accessory buildings and structures may have a maximum height of 65 feet from grade, provided that the front yard, rear yard, and each of the side yards shall be increased by one foot for each foot in height in excess of 35 feet.
- (5) *Off-street parking.* Off-street parking spaces shall be provided in accordance with the requirements of specific uses as set forth in articles V through XI of this chapter.

(Ord. of 9-21-2009, § 3.41C)

Secs. 60-231—60-253. - Reserved.



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** 08/19/2019

**Order:** 86-08192019

**Author:** Phil Crowell, Asst City Manager and Christine M. Mumau, Director of Human Resources

**Subject:** Authorization for the City Manager to execute the Collective Bargaining Agreement for MSEA-SEIU 1989 covering 7/1/2019 to 6/30/2022

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**Information:** The MSEA-SEIU 1989 contract expired effective 6/30/2019. The City and the MSEA bargaining unit have agreed to a successor contract for the term of 7/1/2019 to 6/30/2022.

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**City Budgetary Impacts:** Effective with the signing of the contract, employees currently paid below the Position Classification and Pay Plan will be brought up to the minimum of the pay plan.

Comp Study Implementation = \$11,715

Year 1: 2% COLA plus up to 1% adjustment based upon performance,  
retroactive to July 1, 2019 = \$54,182

Year 2: 2% COLA plus up to 2% adjustment based upon performance = \$74,409

Year 3: 2% COLA plus up to 2% adjustment based upon performance = \$77,386

Adjustments for Year 1 as well as Pay Plan amounts have been budgeted for FY20.

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**Staff Recommended Action:** Recommended approval of this execution.

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**Previous Meetings and History:** 07/15/2019

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**City Manager Recommendations:** Approve the Contract

A handwritten signature in blue ink, reading "Peter J. Caudito".

---

**Attachments:** Copy of contract

**Collective Bargaining Agreement**

**between**

***Maine State Employees Association-Service Employees International Union  
Local 1989***

**and**

***City of Auburn***

**July 1, 2019 to June 30, 2022**



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## **Preamble**

Whereas, the City of Auburn (herein referred to as “the City”) and the Maine State Employees Association, Service Employees International Union, Local 1989 (herein referred to as “MSEA-SEIU or the “Union”) desire to establish a constructive, cooperative and harmonious relationship; to establish a uniform and equitable system of personnel administration; to avoid any interruption or interference with the operations of the City, to promote effective service and quality of work towards the accomplishment of the mission of the City; to establish an equitable and peaceful procedure for resolution of differences; and to establish a continuity of current pay and benefits;

Therefore, this agreement by and between the parties is entered into as of \_\_\_\_\_.

## **Article 1 Recognition**

### **Section 1. Bargaining Agent**

Pursuant to the Maine Labor Relations Board Certification dated October 3, 2011, the City recognizes the Maine State Employees Association (MSEA-SEIU) as the sole and exclusive bargaining agent for the purpose of representation and negotiations with respect to wages, hours and working conditions for all general government employees in classifications specifically listed in Section 2 – Covered Employees.

### **Section 2. Covered Employees**

Employees in the following position classifications are covered by this collective bargaining agreement:

- Administrative Assistant
- Appraiser
- Facilities Maintenance Technician
- City Electrician
- City Planner II
- Code Compliance (including Plumbing Inspector, Health Inspector, Code Compliance Officer)
- Court Officer-PD
- Crime Analyst/GIS
- Fire/EMS Support Specialist/Admin
- GFTV Station Manager
- IT Technician
- Accounting/Compliance Underwriter
- Information Assistant
- Neighborhood Service Coordinator
- Office Manager
- Ice Arena Maintenance Worker
- Parking Enforcement
- Recreation Specialist



Support Services Tech-PD  
Tax Assistant  
Economic Specialist  
Assistant Appraiser

This agreement does not cover temporary or seasonal employees hired for a period not exceeding 6 months (either those hired through a temporary employment service or those on direct payroll), employees working less than 20 hours a week, independent contractors or consultants, and/or employees hired through grants for a specified period of time.

### **Section 3. Dispute Resolution for Covered Employees**

In the event of a dispute between the parties as to the future inclusions or exclusions from the unit resulting from the establishment of new or changed classifications or titles, either party may apply to the Maine Labor Relations Board for resolution of the dispute.

### **Article 2 Disclaimers**

Although this contract outlines the conditions, responsibilities and benefits of employment with the City of Auburn, this contract is not a guarantee of employment. The following disclaimers are included to provide specific notice to that effect:

- This contract does not restrict the City's right to lay-off employees, or otherwise terminate the employment relationship.
- No supervisor, manager, employee or representative of the City, other than the City Manager or a majority of the City Council, has the authority to enter into an agreement for any specified period or make any promises or commitments restricting the City's right to lay-off or terminate an employee. Any employment agreement, promises or commitments entered into by the City Manager or a majority of the City Council shall not be enforceable unless it is in writing and signed by all parties.
- Where this contract contains descriptions or references to insurance or other benefit plans, the specific provisions of the benefit plan will take precedence and govern should a conflict arise concerning interpretation, application or benefit level.

### **Article 3 Non-Discrimination**

The City makes equal employment opportunity and non-discrimination compliance its affirmative action policy. No employee shall be subjected to discrimination nor be denied compensation and/or benefits on account of race, color, sex, disability, religion, ancestry, national origin, age sexual orientation, or gender identity or gender expression by any employee or agent of the City, under any program or activity in which the City participates including third party agreements.

All employees have the right to work in an environment free from illegal harassment including sexual harassment. All employees shall adhere to the City's Sexual Harassment Policy.



## **Article 4 Authority of the City Manager**

The City Manager has the authority, except as may be otherwise limited by law and/or by the provisions of the Contract, to administer and manage the day-to day operations of the City government. This authority shall include the right to take such administrative action as he/she deems necessary or appropriate to direct the programs of the various departments; direct the workforce, establish work schedules, introduce new or improved methods, techniques or facilities; hire, promote, suspend, demote or discharge for just cause; change duties and assignments; reduce, or expand the workforce; transfer; maintain discipline, and to contract or subcontract work. Equally important to the authority of management is the right to take necessary and appropriate administrative action to uphold the rights and interests of the citizens, the City Council and employees.

## **Article 5 Employment Definitions**

### **Section 1. Regular Employment**

- a. **Full-time** – Full-time employment is appointment to a regularly budgeted position to work on a continuing and indefinite basis for at least 37.5 hours per week.
- b. **Part-time** – Part-time employment is appointment to a regularly budgeted position to work on a continuing and indefinite basis for less than 37.5 hours per week.

### **Section 2. Contract Employment**

Contract employment is employment under an employment agreement or contract between the City and an individual. Such employees receive salary and benefits as negotiated and written in the employment agreement or contract. The compensation and benefits package may be different than what is authorized to regular full and part time employees.

### **Section 3. Temporary Employment**

Any temporary worker that is employed by the City to perform job duties within the scope of duties of a covered employee as defined by article I, Section 2, above work, will be placed in the unit once they have worked 975 hours, within any City fiscal year.

### **Section 4. Probationary Period**

All employees will be subject to a six (6) month initial probation period, unless a longer period is provided by law. During this period, employees must demonstrate their fitness for the position. During the probation period, the probation employee may be disciplined, discharged, laid off or otherwise dismissed at the sole discretion of the City, and neither shall the reason for the disciplinary action, discharge, lay-off or dismissal be the



subject of a grievance. Probation periods for employees re-hired after a voluntary resignation from the City shall be six (6) months.

## **Article 6 Work Hours**

### **Section 1. Regular Hours**

Due to the wide variety of services provided by the City, hours per week between departments and employees also vary. The hours per week for full-time employees are as follows:

|  |          |
|--|----------|
| Building Maintenance Staff             | 40 hrs.  |
| Ice Arena Workers                      | 40 hrs.  |
| Parking Enforcement Officer            | 40 hrs.  |
| All other general government employees | 37.5 hrs |

Administrative office hours in Auburn Hall are Monday through Friday from 8:00am to 4:30pm, with an hour for lunch. Office hours of employees may be adjusted to serve the business necessity of the operations. The department director may adjust start and end times to ensure proper staff coverage.

Hours for the City Electrician shall be 7:30am to 3:30pm Monday through Friday with a half hour lunch break.

The City agrees to provide a two week notice before making permanent changes to a department's work shift. The City will not make changes to the work schedule on an arbitrary and capricious manner.

### **Section 2. Part-time Hours**

Part-time hours are established on a case-by-case basis based upon the needs of individual Departments. The hours of each employee's work day is determined by the Department Director with the approval of the City Manager. Department Directors are responsible for ensuring that time for all employees within their department are recorded accurately. The employee and the supervisor must account for any hours not worked by the employee and shall designate from which approved leave the hours will be deducted.

### **Section 3. Overtime**

The City of Auburn uses the Federal Fair Labor Standards Act, to determine which employees are eligible for paid overtime. Questions about the eligibility of positions for overtime should be directed to the Department Director or the Human Resources Director for clarification.

Employees have the option of overtime pay or compensatory pay for time worked in excess of 40 hours in a pay period whenever possible, the Department Director must approve overtime in advance of the work being performed. All overtime worked will be



recorded along with the reason for the overtime. This will assist the supervisor and/or the Department Director to manage the overtime requirements as well as provide a way to track the financial liabilities for overtime incurred.

Unless specified herein, overtime is paid at one and a half times the employee's base wage for *actual* hours worked in excess of 40. This means that hours taken as vacation, sick leave, holidays or personal days within a given pay week will not be calculated towards the forty hours. When overtime is paid to an employee whose normal work week is 37.5 hours, then straight time will continue to be paid until the work performed reaches above forty in a pay period.

Due to the special nature of municipal work, several City positions require mandatory overtime, usually for public safety reasons. These mandatory overtime requirements will be explained to the employee prior to being hired or promoted to a position for which overtime is a requirement. Repeated failure to work overtime or to be available for overtime will be a cause for disciplinary action.

#### **Section 4. Call-Out Pay**

- (a) Code Enforcement Officers, Building, Plumbing, Health Officer, and Support Services Technicians who are called into work outside of their normal working hours shall receive a minimum of 2 hours at overtime rate of 1 and ½ his/her normal rate of pay. If the employee is called out more than once in a 24 hour period, he/she shall be compensated for only 2 hours at the overtime rate unless total time worked is more than 2 hours worked, then he/she will be compensated for actual hours worked at the regular overtime rate.
- (b) Employees of the Electrical Division who are called outside of their normal business hours and on weekends and holidays to respond to urgent electrical/traffic signal issues will be paid a minimum of two hours at overtime rate for the first call out. The second and subsequent call outs in the 24 hour period will be paid at time and a half the normal hourly rate of pay for actual hours worked.
- (c) An employee responding to an emergency call on Thanksgiving or Christmas Day will be paid two (2) times the employees regularly hourly pay for each hour worked on such holiday for minimum of two (2) hours of time actually worked whichever is greater regardless of whether the employee is in overtime or regular status.

#### **Section 5. Standby Stipend – Electrical Division**

Stand-by pay is \$50.00 per week for FY20, \$100.00 per week for FY21, and \$125.00 per week for FY22 for the Electrical Division employee who is designated as on-call for that week.

#### **Section 6. Compensatory Time**

Employees who are eligible for overtime according to FLSA regulations may choose to take compensatory time in lieu of overtime pay. Compensatory time shall be taken at one and one half times the number of hours worked after 40 hours. The employee must



state his/her choice of overtime pay or compensatory time to his/her Department Director before the overtime hours are worked. All employees with the exception of the Electrical Division employees, may not accumulate more than 20 hours of compensatory time without authorization from the City Manager. Electrical Division employees may accumulate up to 60 hours of comp time. Compensatory time must be utilized in the fiscal year in which it was earned and must be scheduled with the Department Director who will consider the workload of the department, personnel coverage and other reasonable criteria when granting or not granting compensatory time off. Employees who separate from their employment with the City of Auburn shall receive a lump sum payment of the balance of any accrued but unused compensatory time at the hourly rate the employee is earning at the time of termination.

It is understood that salaried employees, exempt from overtime as defined by the most recent Fair Labor Standards Regulations, shall accomplish the work assigned to the position regardless of the hours required to do the work. Any employee exempt from overtime pay who logs many hours of overtime, may from time to time take off time during the normal business day with the approval of the Division Manager or Department Director, or the City Manager as long as it is understood that the hours off are not taken hour for hour with the overtime worked.

#### **Section 7. Pay for Acting Capacity**

During periods of planned and unplanned absences, the Department Director and/or the City Manager may authorize a member of the bargaining unit to perform work in a higher classification of an employee in the same bargaining unit. In such situations, the City will pay a 5% differential over the employee's base hourly rate or the beginning of the pay range in which the employee is performing the acting pay work, whichever is greater, for the period of time that the employee is designated in acting capacity. Acting capacity will be designated at the discretion of the Department Director for periods of exceeding two (2) continuous or uninterrupted work weeks and in those situations in which the employee performs substantially all work of the higher classification. Acting capacity shall not be made on an arbitrary and capricious basis.

#### **Section 8. Flexible Schedules**

On occasion it may be necessary to alter the workweek in order to meet the demands of the public or a project and to minimize the need for overtime. Changes from the standard workweek must be approved in writing by the Department Director and the City Manager.

#### **Section 9. Lunch Breaks/Other Breaks**

Lunch breaks are either one half hour or one hour in length, depending upon the department, and begin at 11:00 a.m. and end by 2:00 p.m. Employees may be allowed to, on occasion, skip a lunch hour to shorten the work day upon the approval of the Department Director, once he or she has ensured that the office is sufficiently covered. Altering the workday by working through the lunch period on a regular basis is not acceptable.



Departments do not have established formal break periods. Short breaks, other than lunch breaks, for coffee, etc. will be established by the Department Director and/or the supervisor and will not interfere with office coverage or efficiency of operations.

The City reserves the right to adopt and amend tobacco use policies. Use of tobacco products is prohibited on all City-owned property and at all worksites. Employees who use tobacco products may do so only on their assigned lunch break and only off the work site and off City owned property. Employees are specifically prohibited from using tobacco products in any City vehicles.

#### **Section 10. Flex Time for Exercise**

The City of Auburn recognizes the benefits of regular exercise to the employee and to the organization as a whole. A healthy workforce has more productivity, less absenteeism, and lower health insurance utilization rates. The City, as a way of encouraging overall health and physical fitness, will permit employees flexibility during the regular workday to pursue an exercise program.

Employees will be permitted to take flextime for the purposes of participating in a fitness program either through an individual regimen or through an established program such as a fitness center. Specifically, employees who exercise during their lunch period may extend their lunch period if there is not sufficient time to complete their exercise regimen. Similarly, employees who exercise before work may report to work later than their normal start time if such a delay is a result of participating in an exercise program. Time for the exercise program will include travel to and from the exercise site, time for changing, actual exercise time, and showering.

The following are conditions on flextime for exercise:

- The staffing and work demands are very different among departments. Flextime for exercise may not be appropriate for all departments and employees. Therefore the employee and the supervisor and the department director must mutually agree to flex time before it is implemented. Factors such as union contract provisions, office coverage, minimum staffing levels, vacations, sick leave and other unplanned absences, special projects and peak workloads and requirements for supervision will be considered before implementing individualized flextime.
- The employee must make up any time lost either at the end of the regular workday, during the lunch hour or before normal start of the workday.
- Flextime for exercising will not disrupt the normal flow of the department or impede customer service.
- Flextime away from the regular job does not exceed 30 minutes/day.

Failure of the employee to adhere to these conditions without approval of the department director, and barring any extenuating circumstances, will cause the employee to lose the opportunity to participate in flextime.

#### **Section 11. Recording Time**

All employees will record their actual time by means afforded by the employer which will be approved by their supervisor or Department Director. The recorded time is official



documentation of hours actually worked. If time is taken off during the workweek, the employee must record how time-off will be compensated (vacation, sick leave, comp time, medical leave, or holiday, etc.). Employees are not expected or required to disclose the nature of medical appointments or use for the time off. If time is not recorded, it will not be regarded as worked or entitled to pay.

## **Section 12. Union Representatives**

Provided it does not adversely affect his or her regular job responsibilities for the City, one steward will be allowed up to 2 (two) days of administrative leave (without loss of pay and benefits) to attend the spring and fall MSEA sponsored steward training. Time spent on MSEA sponsored training shall not count toward computation of eligibility for overtime.

The chapter president will be allowed 1 (one) day of administrative leave (without loss of pay and benefits) to attend the fall MSEA annual convention as a delegate. The City bears no obligation to pay for attendance at a conference or the associated travel expenses.

## **Article 7 Pay Periods**

The pay period for all departments, with the exception of the Police Department administrative staff, begins on Sunday and ends on Saturday. City of Auburn employees are paid weekly. Checks are usually available in the morning. City of Auburn employees are encouraged to use direct deposit to deposit all or a portion of their weekly payroll into one or several bank accounts.

## **Article 8 Compensation**

### **Section 1. Position Classification and Pay Plan**

Employees will be compensated in accordance with the Position Classification and Pay Plan. (See Attachment A)

Employees covered by the bargaining unit will receive the following pay adjustments:

Effective with the signing of the contract, employees currently paid below the Position Classification and Pay Plan will be brought up to the minimum of the pay plan.

Year 1: 2% COLA plus up to 1% adjustment based upon performance,  
retroactive to July 1, 2019

Year 2: 2% COLA plus up to 2% adjustment based upon performance

Year 3: 2% COLA plus up to 2% adjustment based upon performance

### **Section 2. Requests for Reclassification**

The City will notify the Union within 30 days of its intent to reclassify any position based upon duties and responsibilities. Employees who are performing additional duties for a temporary period are not covered by this section but are covered by Article 6 Section 8. Acting Capacity.



The Union may seek reclassification of any position for the sole purpose of determining if that position is in the appropriate pay range in comparison to other positions requiring similar work in regards to complexity of work, quantity of work, special licenses, certificates, experience, education, degree of supervision required, supervisory responsibilities, autonomy and amount of direction required, special environmental factors and similar kinds of job components. It is the responsibility of the Union to provide the City with the reasons why the reclassification is justified including any data and documentation.

The City will have 30 days to consider the request for reclassification. If approved, any pay adjustment as a result of the reclassification will be included in the upcoming year. If the request for reclassification is denied, the Union may submit a request for a review to a three-member panel to include the employee's Department Director, the Human Resources Director, and the MSEA Field Representative or his/her designee. If the decision of the review panel is not acceptable to the employee, he/she may appeal the decision to the City Manager as per the grievance procedure in Article 13. If the request for reclassification is not upheld by the arbitrator, the union is barred from submitting another request for one (1) year. If the arbitrator upholds the request for the reclassification, any pay due the employee(s) based upon the reclassification will be retroactive to the date of the report issued by the review panel.

### **Section 3. Evaluations**

Employees will receive an evaluation annually within 30 days of their initial date of hire or date of promotion unless there are extenuating circumstances that prevent it. In cases of extenuating circumstances, the supervisor or Department Director will provide a notice in writing. Performance evaluations completed prior to the signing of this agreement are not grievable by the employee or the union.

### **<sup>th</sup> Section 4. Longevity Pay**

Members of the bargaining unit who have completed their 7<sup>th</sup> year of service with the City of Auburn will receive a one-time lump sum payment in the amount of \$300.

Members who have completed their 15<sup>th</sup> year of service will receive a one-time lump sum payment of \$400.

Members who have completed their 25 year of service will receive a one-time lump sum payment of \$500.

Members who have completed their 35<sup>th</sup> year of service will receive a one-time lump sum payment of \$800.00

Members of the bargaining unit who work 20 hours per week or more, but less than 37.5 will receive one half of the amounts as those working full time based upon the same corresponding years of service.



### **Article 9 Clothing Allowance**

The City will provide \$400 per year toward a clothing allowance for department approved clothing and boots for Ice Arena Maintenance Workers, Facilities Maintenance Workers, and Electrical Division employees. The City will provide \$200 per year for field inspectors in the following positions: Appraiser, Assistant Appraiser, Neighborhood Service Coordinator, , and Code Enforcement. The City will determine the method of providing clothing allowance, either through a quartermaster system, voucher system or debit card.

### **Article 10 Employee Appearance**

City Employees are representatives of the City and are expected to conduct themselves professionally and project a positive image. Because of the special nature of government service, employees have daily contact with the public. These contacts directly affect the City's identity and how employees are perceived by the public. Employees are expected to project a positive image to co-workers and the public through overall appearance and work performance.

When determining whether or not attire is appropriate, employees should consider:

- What types of job duties they are required to perform;
- Where they are required to carry out their job duties;
- With whom they are interacting when required to transact City business; and
- Personal safety considerations.

The following are minimal guidelines for employee appearance:

1. Uniforms and other apparel, which are required to be worn due to safety regulations, are considered acceptable clothing for those particular jobs.
2. Standard work clothes are appropriate for employees who spend virtually all their time out in the field (for example Parks Maintenance Workers, Ice Arena Workers and custodial personnel).
3. Non-uniformed employees who do administrative work are expected to wear clothing generally associated with professional office setting, rather than casual or work clothing.
4. Employees who perform office work and also must work in the field may wear casual attire that will allow them to perform the job safely, minimize destruction of good clothing while still projecting a professional image.
5. Employees are expected to dress in more formal business attire (suits, jackets, ties, etc.) when the situation dictates. These situations may include meetings with the City Council and other community boards, commissions and groups, court appearances, special business or community events and meetings, planned media interviews, etc.
6. Employee Identification- Employees who work in the field, and/or who must transact business in citizen's homes or businesses must wear some sort of identification such as a photo ID. Additionally, employees who work directly with the public will, at a minimum wear an ID tag.



Additionally, employees are expected to come to work in clothing, which is neat, clean, in good repair and is free from slogans and symbols which may be offensive to co-workers, general public and others with whom they do business. T-shirts, halter-tops, sweatshirts, shorts, skorts, jeans, or flip flops are inappropriate office attire.

There will occasionally be exceptions to the above minimal guidelines. For example, if the day is going to be spent cleaning or painting office space, office attire may be more relaxed for that time period in which the work is being done.

Employees who contribute to the Community Service Fund or the Police Athletic League through weekly payroll deduction may wear jeans on Friday. This is the only occasion where blue jeans are acceptable.

## **Article 11 Reimbursement for Travel Expenses**

### **Section 1. Purpose**

The City of Auburn supports and encourages the professional development of all staff members. In order to enhance the skills and knowledge base of employees, regional and out-of-state travel is sometimes necessary to attend professional meetings, seminars and workshops. Attendance at these sessions, while important, is a privilege for which employees are responsible for ensuring that both their time and the City's financial resources are well spent.

The following policy governs reimbursement of travel expenses incurred during the conduct of City business. The City will reimburse employees for ordinary, necessary and reasonable travel expenses, excluding commuting expenses, which pertain to the transaction of City business. The objective is to ensure cost effective and equitable reimbursement for expenses incurred by employees in the performance of their duties, within the City's budgetary parameters.

### **Section 2. Responsibilities**

Prior to any employee attending any seminar, workshop or professional association meeting which will require the expenditure of City funds for travel or lodging, the employee must receive approval of the supervisor. In the case of out-of-state travel, the employee must also receive the approval of the City Manager.

All employees who incur travel expenses must comply with the policy. Employees who submit travel expense reports not in compliance with the policy risk delayed, partial or forfeited reimbursement.

Covered Employees shall be entitled to reimbursement for qualifying expenses incurred in the course of their responsibilities for the City, as defined in the City's Travel Reimbursement Policy then in effect, which the City may amend in its sole discretion. Supervisory employees who approve travel expense reports are responsible for ensuring that employees follow City reimbursement guidelines. Any deviation must be explained by the supervisor on the report.



**Section 4. Non-Reimbursable Expenses** – The following expenses are not reimbursable:

- Any additional costs resulting from an employee's family accompanying him/her on the trip.
- Childcare fees
- Pet care fees
- Hotel room movies
- Personal phone calls
- Meal costs which exceed the per diem rate
- Alcoholic beverages
- Other non-work-related expenses

#### **Section 5. Cash Advances**

**a. Issuance and Use** – Upon request, temporary cash advances will be given to employees who are traveling out of state for expected out-of-pocket expenses. Advances will not be issued to employees who have a previously issued advance that remains outstanding.

**b. Settlement and Reporting** – Cash advances must be settled within five (5) business days after returning from the pre-approved trip. Settlement consists of reporting the advance on a travel expense and deducting the advance from the final balance due.

#### **Section 6. Expense Report Processing**

**a. Timeframes** – Out-of-state travel must be documented on a travel expense report within five (5) business days after returning from a trip. Routine in-state expenses should be submitted on a monthly basis.

**b. Authorization** – The travel expense reports must be approved and signed by a supervisor, who will review the report for accuracy and compliance with the travel policy.

**c. Reimbursements** – Reimbursement checks will be processed with the regular accounts payable, which are processed weekly.

### **Article 12 Conditions of Employment**

#### **Section 1. Employee Conduct and Ethics**

a. General Statement of Ethics – Work in the public sector can allow employees to be exposed to many areas of ethical judgment. In order for the City, its employees, and its leadership to maintain a positive relationship with the public they serve, they must all abide by the policies and procedures that will protect the public trust and the trust placed in themselves and co-workers.



b. Local Political Activity – While employed by the City of Auburn, all personnel shall refrain from seeking or accepting nominations or elections to any elective office in the Auburn City government including the School Department, and using their influence in any way for or against any candidate for elective office in City government.

City employees shall not work at the polls (unless employed by the City Clerk's office during elections), circulate petitions or campaign literature, or be in any way involved in the solicitation of endorsements, subscriptions, contributions or political service from any persons for any political purpose pertaining to the government of the City.

This policy shall not be construed to prevent City employees from becoming or continuing to be members of any political organization from attending political meetings, from expressing views in political matters, or from voting with complete freedom in any election.

c. Conflicts of Interest – Employees must avoid situations where loyalties may be divided between the City's interests and their own personal and/or financial interests. Employees will place public interests above individual, group and special interests. Employees will not have any material financial interests in any private or professional activity which will be in conflict with their job responsibilities. Employees will not engage in any business activity or professional activity that would appear to be in conflict with job responsibilities or that would tend to impair independent judgment or action on performance of official duties. Employees will refrain from using their position for personal gain. Employees will keep confidential all information not available to all citizens that is acquired by virtue of their positions with the City. Employees will not represent private interests which conflicts with City interests. Employees shall treat all citizens and others doing business with the City alike – courteously and with respect. Employees will not grant any citizen any favor, benefit, or special privilege beyond what is provided to all citizens.

Employees are not generally prohibited from having interests in businesses and real property located within the City of Auburn. Whenever a City employee becomes aware, or a reasonable person in the employee's position would become aware, that his or her interest in a business or in real property located within the City conflicts or has the reasonable potential to conflict with the employee's ability to perform his or her job duties with undivided loyalty on behalf of the City, the Employee shall promptly disclose the actual or potential conflict to his or her Department Director or to the City Manager. Employees must also disclose the nature and extent of any financial or personal interest in any City contract, agreement, purchase of goods or services or project. Whenever such an actual or potential conflict exists, the City and the employee shall develop a management plan to ensure that the employee is not required to take actions on behalf of the City that are opposed to the employee's personal interests, and to prevent any actual or potential situation where the employee may be required to, or perceived as acting, in furtherance of their personal interests at the expense of the City's interests. Nothing in



this section shall require the City to hire additional staff or acquire additional City resources in order to accommodate an employee's conflict of interest.

Employees shall handle all matters of personnel, including recruitment, selection, or promotion on the basis of qualification, ability and merit.

Employees must disclose to their Department Director or to the City Manager, the nature and extent of any financial or personal interest in any City contract, agreement, purchase of goods or services or project.

- d. Conflicts of interest and Employment Positions- City employees shall not hold a supervisory position or be senior in the chain-of-command to an individual with whom he or she has a personal relationship or a financial involvement, unless:
- i. The relationship is disclosed by the employee to the City Manager.
  - ii. The City Manager approves a management plan that is designed to prevent favoritism or any other improper influence in connection with the employment relationship and that provides ongoing oversight by a person or persons not subordinate to either individual who has the personal or financial involvement.

For purposes of this section, a personal relationship is defined as any family, affectionate, or social relationship that is characterized by one or more of the following:

- i. Persons who are husband and wife, or parent or child;
- ii. Persons who share a physical intimacy with each other;
- iii. Persons who acknowledge an ongoing romantic relationship with each other;
- iv. Persons who live together in the same residence;
- v. Persons who intermingle their financial assets without an accounting of separate ownership interests.

For purposes of this section, financial involvement means any existing (or current efforts toward achieving) ownership or investment interests, contract rights, significant customer relationships or employment relationships of a City employee.

- e. Guidelines for accepting Gifts or Gratuities- Employees will not accept personal gifts, favors, services, money or anything of value from the public which might reasonably tend to influence or be perceived to tend to influence the impartial discharge of duties. Employees will not accept gifts or money for services which they are paid by the City to perform.

Employees with enforcement/inspection/decision making responsibilities should keep in mind that the donor of gifts, favors and/or services may expect or seek preferential treatment. Favoritism, especially as a result of acceptance of a gift, is prohibited. The policy of gifts and gratuities does not preclude the employee from accepting advertising or promotional items of inconsequential value such as pens, pads of paper, caps, etc.



Any questions relating to this policy on gifts and gratuities or on the acceptance or rejection of specific items under specific circumstances should be directed to the Department Director, Human Resources Director or to the City Manager.

f. Outside Compensation- City working hours shall be reserved for the conduct of City business. Under no circumstances shall an employee conduct private business activities for compensation or profit during his or her City work hours.

No employee shall, during off-duty hours, be engaged in any employment, activity or enterprise that is incompatible or in conflict with his/her duties, functions, and responsibilities with the City. No employee shall accept outside employment if said employment will interfere or not permit the employee to meet emergency, special assignment or overtime requirements in conjunction with his/her duties with the City of Auburn.

## **Section 2. City Property**

All City-owned equipment, vehicles, tools, materials and supplies are the property of the City of Auburn. The following rules shall govern the personal use by employees of City owned equipment (other than motor vehicles):

- i. No City equipment (including computers, laptops and cell phones) or supplies will be used by an employee in the conduct of private business activities for compensation or profit.
- ii. No City equipment will be removed from City premises where it is normally kept, for an employee's personal use unless such equipment is also available to the general public.
- iii. With permission of their supervisor, an employee may use City equipment such as computers, photocopy machines, occasionally for personal tasks, as long as these tasks are performed on the employee's own time.
- iv. Employees are responsible for any damage to City equipment occurring during personal use thereof.
- v. Employees will reimburse the City for any supplies consumed in their personal use of City equipment.
- vi. The City's letterhead will not be used for personal correspondence or in personal business correspondence.
- vii. Individual departments may establish stricter rules governing the use of specific types of equipment.

There is a specific policy regarding appropriate use of City computers, including internet usage.

## **Section 3. Seat Belt Policy**

All City of Auburn employees must use seat belts while in City vehicles or equipment, either as an operator or passenger. This policy also applies when an employee is using his or her own personal vehicle for City business. Employees failing to comply with this safety policy will receive disciplinary action. Employees involved in an accident while on City business while not wearing a seatbelt will be suspended without pay for one week. The only exception to this



policy is in the case when the manufacturer of the equipment does not advise the use or installation of seatbelts.

#### **Section 4. Workers Compensation**

The City shall provide Workers' Compensation coverage to its employees as defined under the applicable Maine Workers' laws. In order to provide a safe work environment and to manage Workers' Compensation costs, employees are responsible for working in a safe manner in accordance to all safety policies and report unsafe working conditions to their supervisor. Employees who believe they have been injured on the job must report immediately to their supervisor and/or Department Director or the Human Resources Department. The employee and supervisor must provide details of the incident on written forms provided by the Human Resources Department as soon as possible after the incident.

Employees who have been injured on the job and whose injuries are determined to be compensable under the workers compensation Act may use time from their earned time bank for the waiting period and/or the period that the claim is being contested. If the waiting period becomes compensable by Workers' Compensation based upon the duration of the injury and/or if the controverted claim is found to be compensable, the City shall credit the employee's earned time bank for time during the waiting period and/or the time the claim is contested.

Employees, out of work three or more days due to a work related injury, who have filed a claim for Workers' Compensation but whose claim is being contested, will be placed on Family Medical Leave if he or she would otherwise be eligible for such leave.

The City of Auburn reserves the right under the Workers' Compensation Act to designate the medical facility and treating physician for work related injuries for the first ten (10) days of treatment. Employees who use their own primary care physician rather than the City designated occupational health provider will be responsible for any bills incurred.

Employees are expected to return to work if the occupational medical provider determines that the employee has work capacity. If the employee does not return to work when modified work is available, the employee will be paid through accrued sick time if available or accrued vacation, if he/she has no accrued sick leave. The employee will not be compensated through Workers' Compensation.

### **Article 13 Discipline/Discharge**

#### **Section 1. Types of Discipline**

A Supervisor or Department Director may discipline an employee when in his/her judgment the conduct or performance of the employee justifies such action with just cause. Discipline may include verbal or written reprimand, remedial training, suspension, placement on administrative leave without pay for up to 10 days. The City believes in the tenets of progressive discipline; however, certain violations may warrant discipline not in accordance with progressive discipline. Factors such as severity, frequency, consequences of the violation, and the



employee's prior work and disciplinary records will be considered in determining the appropriate level of discipline.

## **Section 2. Just Causes for Discipline**

Just Cause for discipline may include, but not be limited to the following:

- a. Repeated failure to follow job standards, policies and procedures established by the City.
- b. Being in possession of or under the influence of alcohol, legal drugs not prescribed by the employee's physician, and or illegal or scheduled substances while on duty or while on City property.
- c. Theft or willful destruction of City property.
- d. Willful falsification of employment related records or intentional misrepresentation of facts relating to job performance.
- e. Insubordination.
- f. Physically striking a co-worker, supervisor or member of the public except in self-defense.
- g. Carrying firearms into the workplace unless it is required as part of the employee's official work capacity.
- h. Disorderly conduct which interferes with the operation or management of the department or poses a serious danger to the health and safety of other employees.
- i. Repeated failure to follow work instructions.
- j. Repeated neglect of duty.
- k. Absence without notice or excuse, including lateness.
- l. Behavior including off-duty behavior, or conviction of a misdemeanor which causes or has the potential for causing discredit to the Department or the City and of eroding the public's confidence in the City, its employees and its services.
- m. Charged with or convicted of a felony under the criminal laws of the United States or any state.
- n. Threats to the safety of City personnel or property.
- o. Violation of the City Sexual Harassment Policy.
- p. Failure to treat the public and co-workers in a respectful and courteous manner.
- q. Use of sick leave for reasons other than what it is intended for; failure to notify supervisor of sick leave use and high frequency of sick leave use without corresponding documentation as to the reasons for sick leave use.
- r. Poor performance.
- s. Failure to provide good customer service to City residents and the public
- t. Similar conduct that in the judgment of the Supervisor, Department Director or City Manager is cause for discipline.

## **Section 3. Written Notice**

Written notice of disciplinary action shall be given to the employee with a copy to the Human Resources Department for the employee's file. The notice shall include at a minimum the disciplinary action taken, the reasons thereof, the extent and duration of any penalty. Verbal reprimands will also be documented as this is the first step in the disciplinary process. In instances more severe than a verbal warning, written reprimand, written notice will also be



provided to the union steward and the MSEA Field Director. The employee may grieve the discipline under Article 14 – Dispute Resolution Process.

#### **Section 4. Personnel File**

Two years after an incident giving rise to discipline, an employee may submit a request to human Resources, that the incident be purged from the employee's record. Such a request shall be reviewed by a three (3) member committee composed of the City Manager or designee, Human Resources Director or designee, and a Union Steward. In considering whether to purge an incident the committee may consider the employee's work record and violations since the date of the incident in question. The employee may also submit, in writing, reasons why the incident should be purged. The decision of the committee shall be final and binding upon all parties.

### **Article 14 Dispute Resolution Process**

#### **Section 1. General –**

This section is intended to address disputes or disagreements raised by the employee of the City in the interpretation or application of specific provisions of this contract or for discipline issues under Article 13 – Discipline/Discharge. This process encourages communication between the concerned parties as soon as the issue arises in order to resolve the problem. If this direct communication is not successful, the following procedure will be employed:

#### **Section 2. Procedure**

Step 1. The aggrieved employee and/or representative shall discuss the dispute with the employee's immediate supervisor within 10 workdays of the event or when he/she should have reasonably become aware of the event, which caused the grievance. The supervisor shall attempt to resolve or settle the dispute within 10 days of receiving the grievance and shall report in writing his/her action to the employee.

Step 2. If the grievance is not settled in Step 1, the employee and/or representative may present the dispute to his/her Department Director within 10 working days. The Department Director or his/her designee shall attempt to resolve the dispute and shall submit a decision of his/her action to the employee within 10 days of presentation of the issue.

Step 3. If the Department Director's action is not satisfactory to the employee, the employee and/or the representative may appeal the decision to the City Manager or his/her designee in writing within 10 working days of the decision of the Department Director. The City Manager or his/her designee shall consider the appeal and shall reach a decision within 10 working days of receipt of the employee's appeal and submit his/her decision in writing to the employee.

Step 4. If the grievance remains unsettled at the conclusion of Step 3, either party may, within fifteen (15) working days after the reply of the City Manager was due or received, whichever first occurs, by written notice to the other, request arbitration. Upon receipt of a request for arbitration, the parties shall attempt to agree upon an arbitrator. If unable to agree upon an arbitrator within seven (7) calendar days from receipt of the request for



arbitration, the arbitrator shall be selected through the American Arbitration Association (AAA) in accordance with the AAA rules in effect. The moving party shall request a list of arbitrators from the AAA within twenty (20) working days after the expiration of said seven (7) calendar days.

The AAA will be requested to submit a list of not less than seven (7) nor more than eleven (11) names (but in all cases an odd number) of possible arbitrators. Within five (5) working days from the date of receipt of said list from AAA, the parties shall confer for the purpose of selecting an arbitrator. The parties shall select the arbitrator by alternately striking one name from the list until one name remains. The right of the party to first strike a name from the list shall be determined by lot. The arbitrator whose name remains shall be appointed.

The arbitrator shall fix the time and place of the hearing, taking into consideration the convenience of the parties, and shall give at least seven (7) days notice in writing to the parties of the time and place of the hearing. The hearing shall be informal and the rules of evidence prevailing in judicial proceedings shall not be binding. Any and all documentary evidence and other data deemed relevant by the arbitrator may be received in evidence at the hearing.

The hearing conducted by the arbitrator shall be concluded as soon as reasonably possible and the arbitrator shall make written findings and submit a written opinion as to the issues presented, a copy of which shall be mailed or otherwise delivered to the Employer and to the Union, or the respective attorneys. The decision of the arbitrator shall be final and binding upon both parties, it being clearly understood, however, that the arbitrator shall have no authority to add to, subtract from or modify this Collective Bargaining Agreement or to change or ignore the time limits, herein set forth or to waive any informality in the grievance procedure. The arbitrator may, however, change the nature of or reduce any disciplinary action. The time limits as set forth herein are of the essence in the grievance procedure and this Agreement.

The Employer and the Union shall bear the fees and the expenses of the arbitrator equally. However, each party shall be responsible for compensating its own representatives and witnesses. Should the Union or the Employer find it necessary to postpone or cancel a scheduled hearing and such cancellation or postponement results in payment of the arbitrator's fee, said fee shall be paid in its entirety by the party that requested cancellation or postponement unless they mutually agree to share such costs. If either party desires a verbatim record of the proceedings, it may cause such a record to be made, providing it pays for the record and makes copies available without charge to the other party and to the arbitrator.

Working days shall be defined as calendar days exclusive of Saturdays, Sundays and full-day holidays.



### **Article 15 Holidays**

All regular full-time employees shall be entitled to the following paid holidays:

New years Day  
Martin Luther King's Birthday  
President's Day  
Patriot's Day  
Memorial Day  
Independence Day  
Labor Day  
Indigenous Peoples' Day  
Veteran's Day  
Thanksgiving Day  
The day following Thanksgiving Day  
Christmas

When the holiday falls on a Saturday, the employee shall have off the preceding Friday.  
When the holiday falls upon a Sunday, the employee shall have the succeeding Monday off.

The Public Services Department Administrative Support Staff will observe the same holidays as those provided in the Teamsters Local 340 Contract and will receive five (5) floating holidays during the fiscal year.

A regular part-time employee shall be entitled to the above holidays and will be paid in the same manner he/she is paid for each part-time day worked.

Regular full-time employees working a non-standard work week (a work week different from Monday through Friday) will receive an additional day's pay at straight time in the pay period in which the holiday falls.

### **Article 16 Vacation**

#### **Section 1. Accrual**

Full Time regular employees will accrue vacation as per the following schedule:

|   | <u>37.5/week</u> | <u>40/week</u> |
|---|------------------|----------------|
| Employees with 0 through 5 yrs of service       | 7.5/hr/mo        | 8/hr/mo        |
| Employees with 6 yrs.through 10 yrs. of service |                  | 9.5/hr/mo      |
| 10/hr/mo  |                  |                |
| Employees with 11 yrs. through 20 yrs.          |                  |                |
| of service                                      | 12.5/hr/mo       | 13/hr/mo       |
| Employees who have more 20 yrs. of service      |                  |                |
| or more   | 13.5/hr/mo       | 14/hr/mo       |



All vacation will be accrued in hours and credited at the end of the month worked. Vacation will be used in one-quarter hour increments.

While on FMLA or extended sick leave, the employee may use accrued vacation after accrued sick leave is exhausted at a rate of at least one day per week to cover required payroll deductions. Once an active employee is off payroll, he/she will stop accruing vacation. Once an active employee is back on payroll, he/she will commence to accrue vacation hours.

## **Section 2. Notice**

It is preferred that employees give two weeks advanced notice of intent to take vacation time on vacation request forms. However, employees must request vacation time at least 72 hours in advance of the time off. The Department Director may waive the 72 hour advanced notice in the event of an emergency or other extenuating circumstances. Scheduling and/or approval of vacation leave is the responsibility of the Department Director who shall consider the workload of the department other vacancies and will ensure that vacations do not significantly interfere with the efficiency of the department. The City retains the right to approve, deny, schedule and cancel all vacations.

## **Section 3. Maximum Accrual**

Vacations may accrue from year to year up to a maximum of 30 days (225 hours for employees working 37.5 hrs. per week; 240 hours for employees working 40 hours per week). Any vacation accrued above 30 days will be forfeited and will not be available to the employee either in cash or time off.

Permanent part-time employees shall be entitled to the same vacation schedule as full-time employees but will be compensated for each part-time day worked.

# **Article 17 Sick Leave**

## **Section 1. Sick Leave Accrual**

The City recognizes that from time to time, employees may be absent as a result of their own illness or injury or that of immediate family members. Therefore, each regular employee is provided with paid leave to accommodate periods of illness or injury

Each regular employee shall be entitled to accrue one day of paid sick leave per month, beginning with the date of employment. Employees working 37.5 hours per week will accrue 7.5 hours per month. Employees working 40 hours per week will accrue 8 hours per month.

A regular part-time employee shall be entitled to the same sick leave accrual as full-time regular employees but shall be compensated for each sick day as he or she is compensated for each part-time workday.

## **Section 2. Maximum Accrual**

Accrued sick leave may accrue from one year to the next up to a maximum of 160 days (1200 hours for employees working 37.5 hours per week and 1280 hours for employees working 40 hours per week). Any accrued time in excess of 160 days will be forfeited and will not be cashed out or used as time off.



Sick leave will accrue as long as the employee is in pay status (whether this is extended sick leave, vacation leave, FMLA or receiving full pay in lieu of workers compensation benefits). The employee will not accrue monthly sick leave once he/she is no longer on payroll.

### Section 3. Sick Leave Use

The employee must use accrued sick leave for actual personal illness or injury of the employee or the employee's immediate family. For purposes of this section, immediate family shall mean spouse, domestic partner, child, stepchild, parent(s), spouse (partner) parents, or other persons living in the person's household. Each hour the employee is out due to a personal or immediate family illness or accident will be charged against the employee's accrued sick leave. If the employee has no accrued sick leave, then he/she will receive no pay for those hours.

Except as provided in this section, an employee absent on sick leave must utilize accumulated sick leave for every day absent until he or she returns to work or the sick leave is exhausted. Those whose absence is covered by the MMHET Income Protection Plan or MSEA SEIU Income Protection Plan shall have the option of using partial sick leave **after being on paid sick leave for a period of four weeks or when sick leave is exhausted**. The employee must notify the Department Office Staff and the Human Resources Department within 24 hours of his/her intent to use partial sick leave. After the four weeks the employee must use at least two (2) sick days per week to cover all weekly deductions including health insurance cost share, employee premiums for life insurance, dental insurance, income protection, cafeteria benefit plan, retirement, ICMA loans, child support and similar deductions.

An employee absent due to illness or injury must report that fact to his or her supervisor at the beginning of the workday. An employee on extended sick leave (one week or more) will be asked to regularly provide certification from his/her physician that he/she continues to be disabled and is unable to do his/her regular job.

Misuse or abuse of sick leave will be just cause for discipline, as per Article 13. Discipline/Discharge. The following may be considered misuse or abuse of sick leave:

- Pattern of calling in sick the day before or after a vacation day or holiday;
- Pattern of using sick days on Monday or Fridays;
- High frequency of using single day of sick leave without corresponding medical documentation;
- Use of sick leave on days that correspond to an undesirable work assignment;
- Use of a sick day soon as it is earned;
- Similar patterns of sick leave usage; and
- Long term employees who have little to no accrued sick leave and who have had no documented FMLA leave.

Employees who accumulate two (2) or more absences in a pattern on a day before or after a holiday or scheduled vacation leave, in a calendar year, will be counseled by their supervisor, before any progressive discipline is administered. Following the counseling session, any future absences that exhibit a pattern will be subject to progressive discipline as defined by the



Collective Bargaining agreement. Any medical expense for obtaining a doctor's statement will be borne by the employee unless it is required by the employer.

#### **Section 4. Sick Leave Conversion**

Employees who are at the sick leave maximum may exchange three sick days (three consecutive months of not using sick leave) for one vacation day. This sick leave conversion day may not exceed the 30-day vacation cap.

#### **Section 5. Exhaustion of Accrued Sick Leave**

Once all sick leave is exhausted, the employee may, upon request in writing, opt to use his/her personal day, accrued vacation time, or compensatory time if available.

When all leave has been utilized by an employee on sick leave, salary payments to the employee, including holiday pay, shall cease immediately. The City will continue to pay the employer's cost share for the employee's (and family's if applicable) health insurance coverage as provided to all other similarly situated employees for up to two months, or for the balance, if any, of the period required by the Family Medical Leave Act if the employee is on Family Medical Leave.

During this time, the employee must continue to pay his/her cost share of the health insurance premium. At the end of the two month period, if the employee has not returned to work, he/she will have the option of continuing health insurance coverage at his/her own expense directly through the health provider as per federal COBRA regulations pertaining to health insurance coverage, unless the Family Medical Leave Act or other applicable law provides otherwise.

It is the responsibility of the employee to coordinate with the Human Resources Department and the Financial Services Department the payment of the health insurance premiums as well as any other payroll deductions.

#### **Section 6. Return to Work**

After any extended sick leave (which is considered to be one calendar week or more), it may be required by the Department Director that the absent employee obtain a physician's statement, at the employee's expense, indicating that he/she is physically capable of returning to regular duty. The City reserves the right to send the employee to a designated physician if there is a dispute regarding the employee's fitness to return to regular duty. In such cases, the City will pay the cost of the medical exam.

#### **Section 7. Inability to Return to Work**

If during the course of the employee's absence because of illness, the employee is determined by his treating physician to be indefinitely or permanently unable to return to the position and/or unable to perform his/her essential job functions with reasonable accommodations, the employee will be separated. The employee will then be entitled to cash out remaining vacation and sick leave as per the relevant sections of this collective bargaining agreement.



## **Section 8. Catastrophic Leave Bank**

The City agrees to develop a policy for establishing a catastrophic leave bank to which employees may voluntarily donate accrued time for a serious illness of a co-worker or co-worker's immediate family.

## **Article 18 Leave for Scheduled Medical Appointments**

Under the following circumstances, employees may use medical leave in lieu of sick leave for routine medical exams and follow-up appointments, dental and eye care appointments, lab work, counseling and other scheduled health related appointments:

- The appointments are two hours or less per occurrence. If the absence for a medical appointment is over two hours, the entire absence will be charged to sick leave.
- The employee may take up to four separate leaves under this section per fiscal year. Time off for appointments in excess of four per fiscal year will be deducted from accrued sick leave (if any). If the employee has no accrued sick leave, he/she will not receive compensation for medical leave.
- The employee will make every effort to make the appointments outside normal work hours or in such a way as to minimize the impact on work. For example, scheduling appointments at the beginning or end of the workday or during the employee's lunch hour.
- Medical Leave is for the employee, not for dependents.
- Medical Leave will be noted on the weekly time sheets.

## **Article 19 Personal Day**

Each regular full time or part time employee who has completed probation will be entitled to one personal day per year to be taken before the end of the fiscal year. Personal days do not accumulate from year to year. Unused personal days will not be cashed out at separation from service.

Regular part time employees will be entitled to one personal day per year, but time off will be pro-rated based upon his/her normal work week.

## **Article 20 Building Closure due to Snowstorms or Weather Conditions**

City employees have a responsibility to the public who rely on them for services. This is Maine and winter snowstorms are expected. However, the City wants employees to be safe and to use their best judgment regarding travel to and from work during severe weather conditions. If conditions are such that an employee does not feel safe coming into work, the employee is responsible for contacting his/her Department Director to let him/her know if the employee will be late or will not be coming to work.



It is the City of Auburn's policy to be open on business days during normal business hours. Therefore, when it snows, the City will be open. It is the exception not to open, or to close before the end of the business day. In the event that the administrative offices are closed, employees should sign up for Code Red Alerts to receive information. If an employee is unsure, he/she should contact the Department Director or supervisor. For employees working outside of the normal administrative office hours. Monday thru Friday 8:00 am – 4:30 pm the Department Directors and/or designee to determine closure.

If the employee takes time off as a result of a snowstorm when the administrative offices are open, the time will be taken as vacation. If the City Administrative Offices are closed for all or a portion of the day, employees will be paid as regular hours worked. If the employee is on a previously scheduled sick or vacation day during the day of a closure for a storm, the employee will use sick leave or vacation leave as scheduled.

### **Article 21 Funeral/Bereavement Leave**

Leaves of absence without loss of pay shall be granted to employees for bereavement or to attend a funeral. For the death of a spouse, domestic partner, child, step-child, parent, step parent, father-in-law, mother-in-law, and grandchild an employee will be granted five (5) consecutive calendar days plus reasonable travel time. For a member of the employee's immediate family (which will be defined herein as grandparent, sister, brother, grandparents-in-law, brother-in-law and sister-in-law, and any other person living in the person's household), he/she will be granted three (3) consecutive calendar days, plus reasonable travel time.

Special leave shall also be granted for the funeral of a fellow employee or municipal official, with time granted not to exceed one half day. For attendance at a funeral for a relative or friend not included in the category eligible for special leave, it shall be permissible, with the approval of the Department Director or his/her designee, to utilize sick leave for up to one day.

### **Article 22 Court Leave/Jury Duty**

An employee will be granted special leave, without loss of pay if required, for jury duty or performance of other civic duty requiring appearance in court or before another public body. Court leave will not be provided to employees who are plaintiffs, or defendants or who are called as witnesses in a private, personal non-work-related lawsuit.

In order to be paid by the City for such leave, the employee must submit to the Human Resources Director the notice and schedule for jury duty or the subpoena, and the amount of compensation received for such service. Any compensation received, with the exception of mileage reimbursement, must be reimbursed to the City.

Any employee who reports for Jury Duty or court and is then excused, shall immediately contact his/her supervisor and report for work if requested.



## **Article 23 Armed Forces Reserves and National Guard Training**

Employees who are members of one of the United States Military Reserve Units or the National Guard and who are required to perform field duty or training will be granted leave for reserve duty. The employee on reserve duty has the following options regarding pay on duty:

- The City will pay the difference between their regular wages and the pay received from the military while on leave or
- The employee may take accrued vacation and or compensatory time for each regularly scheduled day or shift that they are on military leave. In this case the employee may receive both vacation pay and the military reserve pay.

## **Article 24 Unpaid Leaves**

### **Section 1. Family and Medical Leave Policy**

The City of Auburn will grant unpaid family and medical leave to eligible employees for up to 12 weeks per 12-month period for any one or more of the following reasons:

- The birth of a child or the placement of a child with the employee for adoption or foster care (leave for this reason must be taken within the 12-month period following the child's birth or placement with the employee); or
- In order to care for an immediate family member (spouse, child, parent and for the purposes of FMLA only, domestic partner) of the employee if such immediate family member has a serious health condition; or
- The employee's own serious health condition that makes the employee unable to perform the functions of his/her position.

In order to be eligible, the employee must have worked for the City of Auburn for at least 12 consecutive months and at least 1250 hours prior to taking leave.

Employees may be paid through accrued sick leave, or if exhausted, through accrued compensatory time or accrued vacation leave only if the reason for the leave is a serious health condition of the employee or the employee's immediate family member. Certification of the basis for the leave must be provided 30 days prior to commencement of the leave or as much in advance as practical. Except for the first 5 days of FMLA, employees taking leave for the birth or adoption of a child will be compensated through vacation pay. If the employee does not have any accrued vacation time, the leave will be unpaid. During the first 5 business days following the birth or adoption of a child, the employee may use sick leave if the employee has accrued sick leave. Other than the first 5 days, leave for the birth or adoption of a child will be paid through accrued sick leave only if there is a serious health condition that requires leave as certified by a health care provider

An employee on family medical leave has certain job protections and may continue to be covered under the City's group health insurance plan, life insurance plan and disability plan under the same conditions as coverage would be provided if they had been continuously employed during the leave period.



For additional information, please refer to the complete Family and Medical Leave Policy and all of the required forms.

## **Section 2. Family Military Leave**

The Family Military Law is intended to allow employees time-off to spend with immediate family members who are going to or returning home from a deployment to areas of armed conflict.

- a. Eligibility** -- The City of Auburn will grant eligible employees up to 15 days of unpaid family military leave, upon notice and request per covered deployment. An eligible employee is any employee who has been employed by the City of Auburn for at least 12 months and for at least 1250 hours of employment during the 12 months immediately prior to the leave.
- b. Definition of covered deployment** -- A covered deployment is a deployment of:
  - Of a spouse, domestic partner, or parent of an employee;
  - Longer than 180 days;
  - Into active military or National Guard duty when the duty assignment is in a combat theater or in an area where armed conflict is taking place.

The leave must be used during the 15 days immediately before or immediately following deployment or both.

The City of Auburn will maintain the employee's benefits during the leave and restore the employee's employment (or equivalent) after the leave. The City of Auburn will not discriminate against any employee who uses or seeks to use family military leave.

## **Section 3. Additional Family/Medical Leave for Military Families**

An employee may take 26 weeks of leave to care for a military family member who is being treated for a serious injury or illness received in the line of duty. An injury or illness is serious if the service member may no longer be able to perform his or her military duties. The employee must meet the same eligibility requirements for time worked as defined in the Family/Medical Leave policy. The employee must be the spouse, child, parent or next of kin (closest blood relative) of the injured service member. Unlike regular FMLA time, this 26 weeks does not renew every year. It may be taken only once. Leave for injured service personnel may be taken on an intermittent basis. Leave will be unpaid unless an employee has accrued sick, vacation and/or compensatory time to cover the leave period.

## **Section 4. Leave for Victims of Domestic Violence**

In accordance with Maine Law, the City will grant an employee reasonable and necessary amount of time off from work without pay if he or she is a victim of domestic violence, domestic assault, sexual assault or stalking, and if he/she needs time to:

- Prepare for or attend court hearings;
- Receive medical treatment; or



- Obtain necessary services to remedy a crisis caused by domestic violence, sexual assault or stalking.

The employee must request the leave as soon as circumstances make it clear that time off is necessary. Approval will be dependent upon (a) whether absence will create an undue hardship for the City; (b) whether leave is requested within a reasonable time, and (c) whether the requested leave is impractical, unreasonable, or unnecessary given the facts made available to the City at the time of the request.

If leave is approved, the employee will be required to first use any accrued paid vacation, and if applicable, sick time before taking unpaid leave. The employee will not be discriminated against for taking or asking for leave.

### **Section 5. Authorized leave of Absence**

A regular employee may be granted a leave of absence without pay by the City Manager on recommendation of the Department Director, with such leave not to exceed one year in length. For purposes of this section, an Authorized Leave of Absence shall be defined as any leave without pay of more than two weeks in duration, which is for personal reasons of the employee, and which may not be occasioned by illness, accident, physical or mental incapacity. Examples of leave of absence include pursuing educational or specialized training opportunities, travel, or public service.

The granting of leave shall protect the employee's existing continuous service before the start of the leave of absence, but shall not count as service time. Vacation, sick leave and personal days will not accrue while the employee is on a leave of absence. Neither shall the employee receive regular wages or holiday pay. The employee will pay the full cost of his/her health insurance and other benefits while on leave of absence.

### **Article 25 Return to Active Military Leave**

In the event that an employee returns to active military duty, his/her pay from the City of Auburn will cease. The employee's rights for various benefits provided by the City of Auburn will be determined by the benefits provider. Military leave and rights to re-employment after such leave are available to employees in accordance with the Uniformed Services Employment and Re-Employment Rights Act (USERRA) and other applicable federal and state laws. Any employee returning to employment with the City of Auburn within the time frame established by applicable laws will be restored to his/her previous position or a similar one with no loss of seniority or pay and accorded any other benefits provided by applicable law.

### **Article 26 Termination from Employment**

Absence from employment in excess of one year for any reason with the exception of enrollment in or return to active military duty shall normally be cause for termination unless the City Manager or his/her designee extends such period.



## **Article 27 Health Insurance**

### **Section 1. Coverage**

The City will make available to all regular employees and their dependents (as defined by the Maine Municipal Employees Health Trust) medical insurance through the Maine Municipal Employees Health Trust.

The City reserves the right to change or offer alternative insurance carriers, health maintenance organizations, preferred provider organizations, or benefit levels or to self-insure as it deems appropriate, so long as the new or alternative coverage and benefit meets the basic health insurance needs of the employees.

### **Section 2. Cost Share**

Effective 1/1/14 employees participating in the City's Health Promotion Plan will pay 15% of the monthly insurance premiums based upon the PPO 500 Plan through Maine Municipal Employees Health Trust. Employees opting into the POS C Plan will pay the difference in the increased cost share between the POS C Plan and the PPO 500 Plan.

Part-time regular (non-seasonal) employees working a minimum of 20 hours per work are eligible for the single subscriber coverage offered by the City. Part-time employees may, at their own expense, elect to provide coverage for their dependents as defined by the insurance carrier.

Effective 7/1/14, the City will implement a Health Reimbursement Account (HRA) for use toward deductibles and co-insurance in the amount of \$500/year for Single subscribers and \$1,000 for Family and Employee plus Child(ren) subscribers for employees who participate in the PPO 500 Plan. Unused money in the HRA rolls over from year to year and each fiscal year the City will refund each account up to the \$500 and \$1,000 maximums.

### **Section 3. Cost Containment**

In order to provide a good as well as affordable health insurance plan, the City reserves the right to institute cost containment measures so long as the basic level of insurance benefits remains substantially similar. Such changes may include, but are not limited to, mandatory second opinions for certain surgeries, hospital pre-admission and continuing admission review, primary care physician's referral to specialists, and mandatory out-patient surgery for certain designated surgical procedures.

### **Section 4. Terms of Insurance**

The extent of coverage under the insurance policies (including HMO, self-insured plans, group life insurance and disability plans) referred to in the Employee Handbook shall be governed by the terms and conditions set forth in said policies and plans. Any questions or disputes concerning insurance policies or terms and conditions set forth in these policies or plans shall not be subject to a grievance. The failure of any insurance carrier(s) or plan administrator(s) to provide any benefit for which it has contracted or is obligated shall result in no liability to the City, nor shall such failure be considered a breach by the City, of any obligation undertaken under this or any other agreement.



Complete details of plan benefits are provided each employee in a booklet furnished by the Maine Municipal Employees Health Trust at the time the employee enrolls in the health insurance plan.

#### **Section 5. Payments to Employees who Waive Health Insurance Coverage**

The City offers an incentive to employees known as the “Health Insurance Waiver Program”. This is available to regular employees who do not need coverage under the City’s health insurance plan because they have coverage through a spouse, domestic partner, second employer or the military. The City provides monthly payments to employees who drop all or a portion of their health insurance with the City so they can be covered by other insurance available to them. This saves the City money, provides additional compensation to the employee, eliminates or reduces the weekly health insurance cost share and ensures that the employee and his/her family continue to receive health insurance.

Any employee waiving full or partial coverage for which he/she would be otherwise eligible shall be paid according to the following conditions.

- Any employee eligible for full family coverage or single coverage and who elects to waive health insurance coverage shall receive an amount equal to four (4) months of health insurance premiums based upon the PPO 500 premiums. The health insurance waiver payment calculations are based upon at least six (6) members of the bargaining unit waiving full or partial coverage with the City. If the number of members waiving health insurance coverage falls below six (6), the formula will revert back to three (3) months of health insurance waiver payments.
- An employee who is eligible for a full family plan but opts to take either a “single parent plan” or a “single” plan shall receive an amount equal to four (4) months of the difference in premiums between the plan for which he/she is eligible and the plan he/she opts to take.
- Employees who are married to other City employees and are covered as dependents under their spouse’s plan shall be eligible for an amount equal to four (4) months of insurance premiums at the single rate.
- The payments in lieu of health insurance shall be based on the premiums in effect the month the premiums are paid.
- The annual amount will be divided by twelve (12) and paid out each month.
- If the employee wishes to be reinstated on the health insurance policy or change his/her coverage from a single plan or a single parent plan (if he/she would otherwise be eligible for full coverage) he/she may do so as long as he/she follows the insurance carrier’s requirements for annual open enrollment or portability of coverage.
- In order to receive payment for waiving health insurance coverage or to be reinstated on the health insurance plan, the employee must submit written notice to the Human Resources Director and provide proof that the employee and/or his/her family has health insurance coverage through another carrier. Discontinuance of health insurance or reinstatement of



coverage will be effective the first day of the following month in which written notice has been received.

#### **Article 28 Cafeteria Plan**

Effective 7/1/14 the City will contribute for each full-time regular employee \$750 annually to the Cafeteria Benefit Plan. Employees will contribute a minimum of \$150, through payroll deduction to the Plan. In addition, employees may allocate up to four (4) days of accrued sick or vacation time into the medical spending account. Total contributions, including employer and employee contributions, may not exceed \$2,600 annually. Reimbursements must be in accordance with the rules of the Cafeteria Benefit Plan and be in compliance with all applicable IRS regulations.

#### **Article 29 Life Insurance**

Each employee eligible for or enrolled in the health insurance plan offered by the Maine Municipal Employees Health Trust is also eligible for term life insurance based upon his/her base annual salary. There is no cost to the employee for this basic life insurance. The employee may purchase life insurance for dependents and additional supplemental life insurance up to three times his/her annual salary at the employee's expense. Forms and plan description are available through Maine Municipal Employees Health Trust or from the Human Resources Department.

The City reserves the right to change or offer alternative insurance plans as it deems appropriate so long as the new or alternate coverage meets the basic life insurance needs of the employees.

#### **Article 30 Short Term Disability**

The City makes available a short-term disability plan through the Maine Municipal Employees Health Trust. This plan is called the Income Protection Plan. Employees may elect a monthly benefit equaling 40%, 55% or 70% of the employee's base annual salary. The maximum benefit is \$1,000 per week. This plan covers accidents and illnesses. The employee pays the full cost of this benefit plan.

A complete plan description including definition of covered employees, length of disability benefit, partial benefits, etc. is found in the plan description available through MMEHT and the Human Resources Department.

The City reserves the right to change or offer alternative insurance plans as it deems appropriate.

#### **Article 31 Retirement Plans**



The City will make available to all employees in the bargaining unit the option of joining either the Maine Public Employees Retirement System (MePERS) or the International City Managers Association Retirement Corporation (ICMA RC) 401 (a) Money Purchase Plan.

### **Section 1. Maine Public Employees Retirement System**

This is a defined benefit plan which provides a one half pension for participants with 25 years of service and who meet normal minimum retirement age as established by MePERS. The decision to join or not to join MePERS is irrevocable. All provisions of the plan are established and governed by the Maine Public Employees Retirement System statutes and pursuant regulations

### **Section 2. ICMA Retirement Corporation 401 (a) Money Purchase Plan**

This is a defined contribution plan based upon a 5% pre-tax contribution from the employee and a 6% match from the City.

Once the employee opts into the ICMA RC 401 (a) plan, the decision is irrevocable. All the provisions of the plan are governed by the IRS and ICMA RC regulations.

### **Section 3. Supplemental Retirement Plans**

The City provides supplemental retirement options through ICMA/ These include a 457 Deferred Compensation Plan and Roth IRA's. All provisions of the plan are governed by the IRS and ICMA RC regulations.

## **Article 32 Benefits Due upon Separation from Service**

### **Section 1. Vacation**

Accumulated vacation leave, subject to the maximum allowed, shall be paid to an employee upon separation after six months employment or upon death, with no minimum employment period required. The payment shall be in one lump sum. Computation of the value of vacation leave cashout shall be determined by the most recent hourly wage.

### **Section 2. Sick Leave**

One half of accumulated sick leave, up to a maximum of 75 days (562.5 hours if the employee works a 7.5 hour day or 600 hours if the employee works an 8 hour day) shall be paid upon separation with twelve years of service, or upon death to the employee's beneficiary. The computation is determined in the same manner as with the vacation leave cash-out.

One half of accumulated sick leave, up to a maximum of 80 days (600 hours if the employee works a 7.5 hour day or 640 hours if the employee works an 8 hour day) shall be paid upon separation with 25 years of service or more, or upon death to the employee's beneficiary. The computation is determined in the same manner as with the vacation leave cash-out.

### **Section 3. Compensatory Time**

Any unused compensatory time will be paid out to the employee upon separation of employment at the employee's regular hourly rate at time of separation from Service.



### **Article 33 Savings and Separability Clause**

If any provisions of the contract are proven to be invalid, the validity of the remaining provisions of the contract shall not be affected thereby. If the application of the contract or any of its provisions to any persons or circumstances is held invalid, the application of the contract and its provisions to other persons or circumstances shall not be affected thereby.

In the event any provision of this Agreement is determined to be void or to conflict with any law, rule, or regulation, the Agreement shall be opened up for negotiations limited to the subject of the provision declared to be invalid.

### **Article 34 Posting for Vacancies**

All vacant positions will be posted in-house as well as to the general public. The City will consider experience, qualifications, education, training and past performance of all candidates when making a decision as to the most suitable candidate for the vacancy. A more qualified external candidate will be hired over a less qualified internal candidate.

### **Article 35 Lay-off**

The City and the Union agree that promotional opportunities and transfers will be made on the basis of performance, skills, abilities, experience, customer service and similar requirements of the position. Seniority will be considered if the City decides to eliminate one or more employees in the same classification; the most junior person in that classification will be removed, so long as the two employees are deemed to be equally qualified for the position, in the discretion of the City Manager.

In the event of a lay-off or reduction in workforce, the City agrees to identify two positions within the Position Classification and Pay Plan into which any employee subject to a lay-off may be bumped. For members in either the Professional/Technical or the Administrative Support categories, this position will be the Information Assistant. The Information Assistant with the least seniority will be bumped from that position. In the event of a lay-off of any member in the Maintenance category, the position will be the Ice Arena Worker. The employee subject to the lay-off must possess all of the skills, abilities, certifications, in order to bump into either of these positions.

In the event it is necessary to lay-off members of the bargaining unit, the City will provide, if feasible, a two week notice. Any employee who has been subject to a lay-off has the right to apply for future vacancies.

### **Article 36 Check Off/Union Security**

#### **A. Union Membership**



1. The City will notify MSEA when a new MSEA employee is hired within 30 days of the employee's employment.
2. Membership in MSEA-SEIU is not a condition of employment with the City.
3. The right to join MSEA-SEIU shall be determined by the Union's own Constitution and Bylaws.
4. Employees in positions covered by this Agreement may become members in MSEA-SEIU or drop their membership at any time by providing a written request to MSEA-SEIU.
5. MSEA-SEIU is solely responsible for processing any change to membership status. Employees may start or eliminate their payroll deduction for MSEA-SEIU dues at any time by notifying the City of Auburn finance department.
6. MSEA-SEIU shall promptly notify the City of any validly executed membership application or request to drop membership.
7. It may take up to four (4) weeks to process a validly executed membership application or request to drop membership.

#### B. Payroll Deduction

1. MSEA-SEIU shall have exclusive rights to payroll deduction of membership dues, and premiums for current MSEA-SEIU sponsored insurance programs. Deductions for other programs may be mutually agreed to by the parties.
2. The City of Auburn agrees to deduct MSEA-SEIU membership dues and insurance premiums from the pay of those employees, who execute a revocable written authorization for such payroll deductions, including electronic authorizations executed in accordance with Maine's Electronic Signature law, 10 M.R.S. §9407.
3. Employees who have already authorized such deductions shall not be required to submit new authorizations upon the execution of this Agreement.
4. Employees who wish to eliminate payroll deduction for membership dues must tender their dues directly to MSEA-SEIU.
5. In order to change status and/or eliminate or change any payroll deduction option, the employee must provide written notice to both MSEA-SEIU and the employees Finance Department. Shall promptly notify one another of a requested change, providing identifying information regarding the employee who made the request. It may take up to four weeks for the requested change to take effect.

#### C. Indemnification

MSEA-SEIU shall indemnify and hold the City of Auburn harmless against any and all claims, suits, orders or judgments brought or issued against the State as the result of the action taken or not taken by the City of Auburn under the provisions of this Article.



## **Article 37 Union Representatives**

### **Section 1. Union Committee**

The City recognizes the right of the Union to designate a Union Committee composed of three (3) Representatives and up to three (3) alternates for the purpose of investigating and presenting grievances under this Agreement. The Union will furnish the City with the names of the authorized Union Representatives and the alternates and shall notify the City of Auburn in writing of any changes thereto.

### **Section 2. Pay for Union Representatives**

If the City requires the presence of a Union Representative during working hours, the Union Representative shall not lose pay as a result. Union Representatives shall obtain the permission of their supervisor before investigating or handling any grievances during work hours and such permission shall not be unreasonably denied. When the City permits the Union Representative to investigate or handle grievances during work hours, the Union Representative will be on the clock. Union Representatives or alternates will be not compensated from the City of Auburn for any time spent beyond normal work hours to meet with employees, to investigate or handle grievances or attend grievance meetings.

### **Section 3. Access to City Facilities**

Upon reasonable notice to the City Manager or his/her designee, the City will grant designated Union officers and/or Field Directors access to the City facilities during working hours, within limitations set out below, to discuss grievances or problems arising out of this Agreement with bargaining unit employees or management. Such visits shall not interfere with any employee's work or work assignments. Permission to meet with employees shall not be unreasonably denied. When the City of Auburn permits a Union Representative to meet with a designated Union Officer or Field Director during work hours, the Union Representative will be on the clock.

### **Section 4: Contract Negotiations**

Leave for Negotiations Members of the MSEA-SEIU bargaining team (whose numbers shall not exceed three members (3) and one (1) alternate, shall suffer no loss in pay or benefits for participation in negotiations for a successor Agreement during normal core business hours. Additionally, leave may be requested for other members necessary for participation on specific negotiations issues and such leave shall not be unreasonably denied. MSEA-SEIU shall give reasonable notice to the Director of Human Resources of the names of those bargaining team members who will be attending particular bargaining sessions. MSEA-SEIU recognizes that exceptional circumstances might preclude the release of an individual on a particular day. The Director of Human Resources will notify affected departments of those individuals designated or otherwise requested to be made available on particular dates for participation in negotiations and will inform those departments of the day, or days, when negotiations will take place. No additional compensation shall be paid if negotiations extend beyond the end of an employee's normal work hours. However, a good faith effort shall be made to schedule non-standard workweek employees so that their days off shall not fall on days of negotiations.

**Article 38 Duration**

This contract will be effective from July 1, 2019 through June 30, 2022.

**Signatures**

\_\_\_\_\_  
Signature, City Manager

\_\_\_\_\_  
Signature, MSEA-SEIU Field Director

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



### MSEA Position Classification and Pay Plan

| POSITION/GRADE                       |
|--------------------------------------|
| <b>1</b>                             |
| Min \$11.22 to Max \$15.14           |
| No Positions Assigned                |
| <b>2</b>                             |
| Min \$12.54 to Max \$16.96           |
| No Positions Assigned                |
| <b>3</b>                             |
| Min \$14.08 to \$19.00               |
| Facilities Maintenance Technician    |
| Ice Arena Maintenance Worker         |
| Parking Enforcement Officer          |
| <b>4</b>                             |
| Min \$15.20 to \$20.52               |
| No Positions Assigned                |
| <b>5</b>                             |
| Min \$16.11 to Max \$21.75           |
| Information Assistant                |
| <b>6</b>                             |
| Min \$17.07 to \$23.05               |
| No Positions Assigned                |
| <b>7</b>                             |
| Min \$18.26 to \$24.66               |
| Assistant Appraiser                  |
| Administrative Assistant             |
| Fire/EMS Support Admin Assistant     |
| Support Services Technician - Police |
| <b>8</b>                             |
| Min \$19.54 to \$26.39               |
| Appraiser                            |
| Great Falls TV Coordinator           |
| Recreation Specialist                |
| Tax Assistant                        |
| <b>9</b>                             |

|  |
|--|
| Min \$20.91 to \$28.23                         |
| Admin Asst/CDBG Accting/Compliance/Underwriter |
| Court Officer                                  |
| Office Manager                                 |
| <b>10</b>                                      |
| Min \$22.38 to \$30.21                         |
| No Positions Assigned                          |
| <b>11</b>                                      |
| Min \$23.95 to \$32.33                         |
| Codes Officer - Sanitation                     |
| Community Development-Neighborhood Coordinator |
| IT Technician                                  |
| <b>12</b>                                      |
| Min \$25.14 to 33.94                           |
| Codes Officer - Building & Plumbing            |
| <b>13</b>                                      |
| Min \$26.39 to \$35.64                         |
| Electrician                                    |
| <b>14</b>                                      |
| Min \$27.71 to \$37.41                         |
| City Electrician                               |
| City Planner 2                                 |
| Crime Analyst/GIS Coordinator                  |
| Economic Development Specialist                |



### **City of Auburn Health Promotion Program**

In recognition of the changing environment in which we all live, the City is commencing a long-term health promotion and health care management program to benefit all employees. The goals of the program are:

- Will prevent disease by rewarding employees and their dependents for healthy behaviors.
- To over time, positively affect the rate of health insurance premiums paid by City of Auburn and its employees.

Although some contracts and employment policies may require participation for an increased health insurance cost share by the City, all employees and their spouses are strongly encouraged to participate. To insure that everyone can take advantage of this new benefit, the Health Promotion program is open to all employees and spouses regardless of whether or not they are covered by the City's health insurance plan.

There are five components to the Health Promotion Program:

1. Annual Physical. An active working relationship with an individual's primary care physician is the first step towards a proactive stance towards healthcare. Every employee and all dependents should participate in an annual physical with their primary care physician. Paid annual exams are included in the City's health insurance plan and by most other group health plans. The City expects that at a minimum, the annual exam will include a review of family history and risk factors; screening for heart conditions, cancer, high cholesterol, high blood pressure, and diabetes; routine blood work; and diagnostic testing based upon the individual's age, gender and medical condition.
2. Health Risk Analysis. Every employee and spouse participating in the health promotion program will take a health risk analysis. The health educator and the employee will explore any health risks identified in the analysis and establish individual goals. Health risks analysis are completely confidential and the individual results will not be shared with any city official.
3. Employee Best Efforts: Employees will make their best effort towards reaching the goals established by them and the health care educator.



This will include individual behavior modification, education sessions, keeping appointments with physicians and the health care educator and eventually goal achievement.

4. Periodic Follow-ups with the Health Educator. The employee and the Health Educator will meet as needed throughout the year to discuss health risks and obstacles to achieving positive lifestyle changes. The more severe the health risk identified, the more frequently the employee and the educator will meet. Employees with fewer or less severe health risks may meet less frequently, but every employee and spouse will have follow-up meetings. The initial health risk analysis and follow-up meetings will be conducted at Auburn Hall or the employee's worksite.
5. Health Education. Throughout the year a series of health and prevention oriented education sessions will be held. The results of the health risk analysis will provide some ideas for the health education sessions. The health education will be provided on site, and may vary from department to department depending on identified needs. Employees will need to participate in at least six health sessions annually.

The City has engaged the services of Occupational Medical Consultants (OMC) to conduct the health risk assessments and to assist with the health education sessions. Laura Holweger is the health educator assigned to the City of Auburn. She will be working closely with the Wellness Team.

The Wellness Team will continue to play a key role in promoting health and well being in the workplace. The Wellness Team will recommend health related programs and serve as an information conduit back to departments. In recognition of additional work and responsibilities, the Wellness Team is being broadened its membership to include representation from all the city departments. The Wellness Team is already working on the health promotion program by holding the logo contest and planning the health promotion kick off event. The wellness team will be an integral player in the long term management of the health promotion plan and additional incentive and support programs.



Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## **IN CITY COUNCIL**

### **ORDER 86-08192019**

ORDERED, that the City Council hereby authorizes the City Manager to execute the Collective Bargaining Agreement with MSEA-SEIU 1989 for 7/1/19 through 6/30/22.





**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** 08/19/2019

**Order:** 87-08192019

**Author:** Phil Crowell, Asst City Manager and Christine M. Mumau, Director of Human Resources, Robert Chase, Fire Chief

**Subject:** Authorization for the City Manager to execute the Collective Bargaining Agreement for IAFFA Local 797 covering 7/1/2019 to 6/30/2022

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**Information:** The IAFFA Local 797 contract expired effective 6/30/2019. The City and the IAFFA Local 797 have agreed to a successor contract for the term of 7/1/2019 to 6/30/2022.

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**City Budgetary Impacts:**

FY 20 2% COLA= \$64,832

FY 21 2% COLA= \$66,132

Fy 22 2% COLA = \$67453

Adjustments for Year 1 have been budgeted for FY 20.

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**Staff Recommended Action:** Recommended approval of this execution.

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**Previous Meetings and History:** 07/15/2019

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**City Manager Recommendations:** Approve the Contract

Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Coughlin", is written over a horizontal line.

---

**Attachments:** Copy of contract



**CITY OF AUBURN**

**Auburn Firefighters Association  
Local No. 797**

## **Collective Bargaining Agreement**

Between the

**City of Auburn**

and the

**AUBURN FIREFIGHTERS ASSOCIATION  
(LOCAL NO. 797)**

July 1, 2019 – June 30, 2022



# CITY OF AUBURN

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## Auburn Firefighters Association

### Local No. 797

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## 100 PREAMBLE

Agreement made this day: \_\_\_\_\_ by the City of Auburn and the Auburn Firefighters Association, Local No. 797, International Association of Firefighters, AFL-CIO (hereinafter referred to as the Association.)

105

Pursuant to the provisions of Title 26 M.R.S.A., Chapter 9-A, §961, the City of Auburn, Maine enters into this agreement with the Auburn Firefighters Association, Local No. 797, International Association of Firefighters, AFL-CIO (herein referred to as the Association) to promote the improvement of the relationship between the City and the Association and their employees/members by providing a uniform basis for recognizing the right of public employees to join labor organizations of their own choosing and to be represented by such organizations in collective bargaining for terms and conditions of employment.

110

In consideration of the respective promises of the parties hereto and, pursuant to the provisions of M.R.S.A. Title 26, Chapter 9-A (1973), and in order to increase general efficiency in the Fire Department, and to promote morale, equal rights, well being, and security of the Fire Department's permanent employees, it is agreed by the parties hereto as follows:

115

## ARTICLE I - Recognition

120

### Section 1 - Association

The City hereby recognizes the Association as the sole and exclusive bargaining agent of all members of the Auburn Fire Department except for the Chief, Deputy Chief, and clerical staff for purposes of bargaining with respect to rates of pay, wages, hours of work, working conditions and all other terms and conditions of employment.

125

### Section 2 - Non-Discrimination

The City agrees that no employee shall in any manner be discriminated against or coerced, restrained or influenced on account of membership in the Association by reason of his/her holding office therein, or by reason of being a member of a collective bargaining committee of the Association, and the City agrees that the provisions of this Article shall be applicable to all persons to whom this Agreement applies without discrimination.

130

135

All employees have the right to work in an environment free from discrimination unrelated to job performance. Intimidation and harassment of employees, whether it be by



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fellow employees or by management personnel, including sexual harassment in all its various forms, is unacceptable conduct, which may constitute as grounds for disciplinary action. This provision shall not in any way prevent the Association from discharging its duty of fair representation of any of its members.

### Section 3 - Public Servants/Ethical Standards

The individual members of the Department and of the Association are to regard themselves as public servants, and as such they are to be governed by the highest ideals of honor and integrity in order that they may merit the respect and confidence of the general public.

### Section 4 Union Political Activity

No firefighter shall be discharged, disciplined or discriminated against because of activity on behalf of the Union, which does not interfere with the discharge of his/her duties or any assignment, violate any provisions of the agreement, or violate any policy, ordinance, law of the City of Auburn, State of Maine, or of the United States. Political activity by Local 797 for candidates to Auburn City Council, Auburn School Committee, County Government, or State elected office shall provide an accounting of all contributions to the City Manager and City Clerk.

## **ARTICLE II - Management Rights**

Except as otherwise provided in this contract, the City shall remain vested solely and exclusively with all of its common law and its statutory rights and with all management and supervision of operations and personnel including the right to hire, promote, suspend or otherwise discipline firefighters with just cause under the City Charter and Ordinances.

## **ARTICLE III - Labor Management**

### Section 1 - Purpose

The City, Union, and its members, agree to participate in a Labor Management Committee, whose purpose is to work together in identifying and implementing improvements to the operations of the Auburn Fire Department and service to the citizens of Auburn. The goals of the Committee include fostering good communications (both internal and external to the department), sharing operational ideas and departmental concerns, reviewing operational and capital budgetary items as well as future planning initiatives, improving customer service



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(internal and external), increasing accountability and effectiveness, increasing productivity and realization of cost savings.

### Section 2 - Employee's Role

Employees are encouraged to openly and actively share ideas and suggestions with the Committee. When faced with a concern or complaint, employees may introduce the subject at the Labor Management Committee for discussion and potential resolution. If this does not resolve the issue, employees may refer to Article XII, "Grievance Procedure".

### Section 3 - Management's Role

Management is encouraged to foster a work environment which allows employees to be knowledgeable of departmental activities and planning, actively approach management, and to have the opportunity for open dialog. Management is also encouraged to discuss employee concerns and complaints, and to solicit input and suggestions to improve the operations of the Department and the work environment.

### Section 4 - Committee Participation

The Labor Management Committee will meet monthly and consist of at least two (2) representatives from both the City and the Union. For the City, the members may include, but not limited to, the Fire Chief, Deputy Fire Chief, the Human Resources Director, the Assistant City Manager, the City Manager, or another member of city administration. The Union agrees to appoint at least three (3) representatives to the Committee and other members as may be needed for individual issues and/or sub-committees. Each Labor Management Committee meeting shall be called to order after a quorum of four (4) members—but no less than two City and two Union members—by the Fire Chief, or in his absence the Union President, or in his absence another person appointed by the Fire Chief, who will serve as chair; have its meeting time be posted in a place accessible to all employees and be open to other employees; have an agenda with at least unfinished and new business items; shall be recorded by way of written minutes; and shall have its draft and/or approved minutes be electronically posted. Notice for items to be placed on the Labor Management Committee Agenda shall be made not less than three (3) working days prior to the scheduled meeting. There shall be no extra compensation for those appointed to serve on the Labor Management Committee, unless already scheduled to work. Other Union members may attend if their work schedule permits.



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It is in the best interest of the City of Auburn, the Fire Department, and our citizens, to create a forum such as the Labor Management Committee to function productively and effectively. If, at any time, either party determines the process is not working or is failing, either party may invite the Assistant City Manager or City Manager to attend to help facilitate and foster a healthy work environment between labor and management.

The work plan FY 20 thru FY 22 for the committee has been agreed to set the following priorities:

1. Physical Fitness program to include IAFF/IAFC Peer fitness trainer;
2. Driver Operator Position and recommendations for placement in pay plan
  - a. Define requirements (JPR's)
  - b. Define eligibility
  - c. Define ongoing training to keep it;
3. Implementation plan for substance abuse testing Article XVI Section 11
4. Explore Shift Options
5. Review of the department's current EMS license, the requirement of the license, and possible changes to reflect the desired scope of services to be provided
6. Yearly medical exams to include stress tests

### ARTICLE IV - Dues Check-Off

#### Section 1 - Fair Share

The Association shall have exclusive rights to payroll deductions of membership dues and service fees. Any firefighter who at any time on or after the effective date of this Agreement is not a member of the Association shall, within thirty days after such conditions are met be required to choose from the options of: (1) membership in the Association; (2) payment to the Association of a service fee equal to 80% of Association dues as a contribution towards the cost of collective bargaining, contract administration and the adjustment of grievances; or (3) exclusion from both. Each such firefighter shall be required to make his/her choice in writing on payroll deduction forms supplied by the Association. Failure to choose membership or the 80% service fee option shall constitute a choice of exclusion from both. An employee choosing exclusion from both membership and 80% service fee option shall be irrevocably bound by such choice except as provided hereinafter and if the employee request, shall be entitled to the services of the Association under the agreement only upon payment to the Association of reasonable fees, including fifty dollars per hour for employee representative services, and attorney's fees and costs and expenses, including arbitration fees and expenses, incurred by the Association on behalf of such employee. Any firefighter who is required by this Article or who was required under the terms of the predecessor agreement, to select from the options set about



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above may change his/her status with respect to those options during the 20 day period immediately prior to the expiration of this Agreement by giving written notice to the City and to the Association during that period.

255

The Union agrees to assume full responsibility to ensure full compliance with the requirements laid down by the US. Supreme Court in Chicago Teachers Union v. Hudson 106 S. Ct. 1066(1986), with respect to the constitutional rights of fair share fee payers.

260

It is specifically agreed that any dispute concerning the amount of fair share fee and/or the responsibilities of the Union with respect to fair share fee payers as set forth above shall not be subject to the grievance and arbitration procedures set forth in this Agreement.

265

Any employee covered by this Agreement at any time may submit a grievance to the City and have such grievance adjusted without the intervention of the Association, if the adjustment is not inconsistent with the terms of this collective bargaining agreement and if the Association has been given reasonable opportunity to be present at any such meeting of the parties called for the resolution of such grievance.

270

The Association agrees in consideration thereof for itself and its members to individually and collectively perform loyal and efficient work and services, and it and they will use their influence and best efforts to promote and advance the interests of the taxpayer of Auburn.

### Section 2 - Check-off

275

Upon written authorization of a firefighter, approved by the Association President, the City agrees to have the appropriate City Department deduct from the pay of each firefighter, as so authorized, the amount of funds as indicated on the Fair Share Agreement between the firefighter and Association, to be deducted from his/her pay check each week, and deliver same to the Association Treasurer at his/her request, provided, however, that if any employee has no check due him or the check is not large enough to satisfy other deductions, then in that event no deduction will be made from said firefighter for that period. In no event will the City be obligated to collect fines or assessments charged by the Association to its members. The City shall not be obliged to deduct funds from the weekly pay after receiving written notice, on forms provided by the Association, that he/she no longer authorizes such deductions. The Association agrees in consideration thereof for itself and its members to individually and collectively perform loyal and efficient work and service, and it and they will use their influence and best efforts to promote and advance the interests of the taxpayer of Auburn.

285

### Section 3 - Association Indemnification



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290 The Association shall indemnify, defend and save the City harmless against any and all  
claims, demands, suits, or other forms of liability (monetary or otherwise) and for all legal costs  
that shall arise out of or by reason of action taken or not taken by the City in complying with  
provisions of this Article. If an improper deduction is made, the Association shall refund  
295 directly to the employee any such amount.

## **ARTICLE V - Strikes and Slowdowns**

300 The Association agrees that firefighters who are subject to the terms of this Agreement  
shall have no rights to engage in any work stoppage, slowdown, or strike in consideration of the  
right to a resolution of disputed questions. Any or all employees who violate the provisions of  
this Article may be subject to disciplinary action, including discharge. This provision is not  
intended to reflect an employee's refusal to carry out an unjustifiable management request.

## **305 ARTICLE VI - Wages and Compensation**

### Section 1 - Wages

310 All firefighters covered under this Agreement shall be paid in accordance with the  
attached wage schedule(s).

FY 2020 – 2% COLA; 4% Employer Contribution into the Retirement Health Savings  
Account; . Steps if firefighter is eligible.

315 FY 2021 – 2% COLA; 2% of the Employer Contribution into the Retirement Health  
Savings Account will be added to the base pay, the additional 2% will be contributed into the  
RHSA; Steps if firefighter is eligible.

FY 2022 – 2% COLA; the remaining 2% of the Employer Contribution into the RHSA  
will be added to the base pay; Steps if firefighter is eligible.

320 All firefighters must complete performance evaluations on their anniversary date of hire  
or date of promotion. Firefighters who are eligible for a step-increase will receive it effective on  
their anniversary date of hire or promotion.

325 Firefighters who are promoted will be slotted at the entry step of the new rank or at the  
step which brings them closest to but not less than 5%. The slotting of firefighters promoted to a  
higher rank will be considered as part of the overall pay plan recommendation by Labor  
Management Committee.



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Any firefighter who receives a change or lapse in EMS license shall immediately notify the officer in charge of EMS Services in writing. Any firefighter who continues to receive EMS pay after his/her license has lapsed or who falsifies his/her license may be subjected to one week's suspension without pay.

## Section 2 – Ambulance Assignment Incentive

Effective April 14, 2015 a stipend of \$1.00 per hour shall be paid to each firefighter working on the Rescue/Ambulances.

Paramedics performing a precepting function for EMS students shall be paid a stipend of \$1.00 per hour while precepting.

## Section 3 - Tuition Reimbursement for Work-Related Courses

The City will reimburse 100% of the tuition for courses, seminars and conferences as long as the following criteria are met:

1. The course, seminar, conference receives written pre-approval by the Fire Chief.
2. The course is ***directly work-related*** (with the exception of elective courses accepted as part of the course curriculum for a Degree in Fire Science or Paramedicine); and
3. The firefighter agrees to use the knowledge and skills gained in training paid in part by the City for the benefit of the City.

4. Approved courses in the amount of \$100.00 or greater may be pre-paid by the City. Upon successful completion of a course with a passing grade or certificate of completion, the City will reimburse the individual firefighter for the balance due of the approved tuition expenses, which are not covered by scholarships, or other educational financial assistance. If the firefighter receives pre-payment for the course and he/she does not pass or receive a certification/license of completion, he/she will reimburse the City for the cost of the course.

The City will pay the full cost of all pre-approved EMS related courses, case reviews, seminars and skill labs. The City agrees to fund paramedic training for at least one employee per year, as needed. If a firefighter does not obtain the license or pass the course, case review, seminar or skill lab, after the City has paid the cost of the course, the firefighter/EMT



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will reimburse the cost incurred by the City at the full rate up to a maximum of \$30,000. As of October 16, 2012, if the firefighter has successfully completed an EMS upgrade, through the reimbursement of the city, the firefighter will be required to maintain the license for a minimum of three years. Should the firefighter separate prior to completing eighteen months of service at the new license level the firefighter will reimburse the city a prorated amount of the tuition with a maximum reimbursement of \$30,000. The breakdown of the proration will be as follows:

- Firefighters that separate from the department less than six months after completion of the course will be required to repay the entire cost of tuition and books
- Firefighters that separate between six and twelve months after completion of the course will be required to repay fifty percent of the cost of tuition and books
- Firefighters that separate between twelve months and eighteen months will be required to repay twenty-five percent of the tuition and books

After maintaining the license upgrade beyond the three-year minimum, the firefighter will be required to provide a three (3) month notice of intent to have the license lapse.

5. The City will reimburse costs of textbooks for pre-approved courses up to 50% or \$50.00 whichever is greater. Approval for reimbursement for textbooks is dependent upon the constraints on funds in the Fire Department training account.

In response to a request, the Battalion Chief or Acting Battalion Chief may reassign on a temporary basis, personnel in order to allow on-duty personnel to attend educational opportunities in the local area. This section is intended to apply to those classes that have been requested by individual firefighters as opposed to departmental training. If the battalion is not at minimum, the firefighter(s) may attend class on duty in their personal vehicle but will remain on call and will take a portable radio with them to class. At the discretion of the Battalion Chief or the Acting Battalion Chief, the firefighter may only need to respond on a "Condition" assignment. If battalion staffing is at minimum, the firefighter(s) may take apparatus to class if the other members of that company are in agreement to go along with the firefighter(s) attending class or the firefighter may attend class in a privately owned vehicle with a portable (the apparatus would be treated as per current standards for apparatus down one firefighter on emergency leave). Whenever possible, if more than one firefighter on duty is attending the same class, the Battalion Chief or the Acting Battalion Chief will assign these personnel to the same piece of apparatus in order to limit the number of units on delayed response. Reassignments will be made in such a way as to keep Rescue in service and in normal response whenever possible. The following conditions will be required in order to utilize on duty participation for class:



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- 405      1. On-duty attendance to class must be pre-approved by the Fire Chief.
2. The Chief has the right to limit the number of on-duty personnel attending class.
3. The class may only be in either Auburn or in a community that is contiguous to the City  
410      of Auburn.
4. Units must remain in service at all times.
5. Spare Department vehicles may be used in place of privately-owned vehicles.
- 415      6. There will always be a minimum of ten (10) firefighters in Auburn not on delayed  
          response, unless specifically approved by the Chief or his designee.

## Section 4 – EMS Licenses

- 420      • Any state, region or department mandated EMS license upgrade or training for EMT and  
          above shall either be provided by the department while on duty or be fully compensated  
          by the City to include overtime, tuition, and books.
- The City shall provide an adequate training program to assure that all current EMS  
425      providers are able to achieve the Maine EMS required continuing education hours in  
          order to renew their license.
- Paramedic hiring is preferred.
- New Hires after January 1, 2015 are required to be a Paramedic within four (4) years.
- Support for new hires and current employees that volunteer to attend Paramedic training:  
430           ➤ Approved costs, fees, overtime and/or shift coverage needed for the firefighter to  
                    attend the Paramedic course or to maintain licensure shall be borne by the City.  
                    ➤ Except as otherwise identified “Approved costs or fees” shall mean the costs of  
                    textbooks, registration, lab, testing, tolls, and parking.
- 435           ➤ A department vehicle and fuel shall be provided for travel or mileage for use of a  
                    personal vehicle shall be reimbursed at the prevailing city rate (\$.38 for 2016), but  
                    not less than 60% of the IRS standard mileage rate, from point of departure or  
                    duty station if training occurs on a scheduled duty day.

## **ARTICLE VII - Hours of Work and Overtime**

### 440      Section 1 - Hours of Work



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445 Firefighters' regular workweek shall consist of an average of forty-two (42) hours per week. For the duration of this contract, the regular tour of duty (on-duty shift) shall consist of a twenty-four hour continuous time period commencing at 7:00 a.m. and ending at 7:00 a.m. the following day. Firefighters shall remain in active status performing work assignments between the hours of 7:00 a.m. and 10:00 p.m. and 6:00 a.m. and 6:59 a.m. during on-duty shifts, except for the free time periods. The department will be organized under a four (4) battalion system.

450 A work cycle, for the duration of this contract, is defined as one twenty-four hour tour of on-duty time (on-duty shift) followed by three consecutive twenty-four hour time periods off beginning at 7:00 a.m. following the on-duty shift.

### Section 2 - Use of Free Time

455 Firefighters shall be permitted to use recreational facilities furnished by the Auburn Firefighters Benefit Association when they are not specifically assigned to firefighting or other duties. It is understood that firefighters on a voluntary basis will frequently use their free time for study and on-the-job training.

### Section 3 - Overtime and Compensatory Time

460 Firefighters performing work on scheduled off-duty shifts shall have a choice of being compensated at their overtime rate of one and one-half (1½) times their hourly rate as per the attached wage schedule or by accruing compensatory time at one and one half times the number of hours actually worked, except that for multiple alarms. (See Article XV) Firefighters  
465 participating on teams established or created by the Department (with the exception of firefighters serving on the Labor Management Committee) on their off-duty time shall have a choice of being compensated at their regular overtime rate or by accruing compensatory time at one and one-half times the number of hours actually worked. The following conditions shall  
470 apply to the accrual of comp time:

1. Effective May 26, 2015 firefighters may accrue up to 96 hours with an option to increase that number on a case-by-case basis as determined by the Fire Chief or his designee.
2. Comp time accrued on or after May 26, 2015 may be carried for up to twenty-four (24)  
475 months. If the comp time is not used and has been carried for more than twelve (12) months, it will be paid out the last pay-period of the fiscal year at the regular hourly rate in effect for the firefighter at that time.



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3. No firefighter may choose to take comp time on a day on which his/her battalion would thereby be reduced below the minimum staffing level (because of prior scheduled vacations, existing extended sick leave, on-the-job injuries, or other cause known at the time notice is given). Compensatory time shall only be taken in 12 or more hour increments which begin or end at 07:00.

Any on-duty firefighter returning to the fire station and completing his/her duties prior to 7:15 a.m. after answering a call received before the completion of his/her work shift at 7:00 a.m. shall receive no extra compensation. If he/she returns and completes his/her duties after 7:15 a.m. he/she shall be paid for one-half (1/2) hour at his/her overtime rate. If after 7:30 a.m. and before 8:00 a.m. he/she shall be paid for one (1) hour at his/her overtime rate; if after 8:00 a.m., at his/her overtime rate for all time worked after 7:00 a.m. as set forth in the attached schedule.

### ARTICLE VIII - Acting Rank

Any firefighter selected to act as an officer of higher rank shall be entitled to receive acting rank in the amount of five (5) % over the non-EMS firefighter base hourly rate for the amount of hours performing acting rank

A firefighter performing overtime work while acting in higher rank shall receive one and one-half (1 ½) times his/her hourly rate of pay in such higher rank for such overtime work.

Firefighters, Lieutenants and Captains shall have the right to decline to serve as an officer of higher rank unless, in the judgment of the Chief, the Deputy Chief, or the Battalion Chief on duty, no other qualified on-duty firefighter is willing and available to serve. No firefighter who has been assigned to act in higher rank and who, in the judgment of the supervising officer, is performing such duties in a proper manner shall be reassigned to other duty for the purpose of depriving him/her of an opportunity to receive extra pay under the provisions of this Article.

When a firefighter is assigned to act in higher rank, he/she shall not receive an increase in pay for any day of such service during which an officer of equal or greater rank than that in which he/she is acting is assigned to the same company for a period exceeding one-half (1/2) the shift (12 hours).

### ARTICLE IX - Holidays



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Each firefighter covered by this Agreement, shall, in addition to his/her regular weekly wage, be paid 1/4 of his/her weekly wage for each of the following holidays:

- |    |                       |     |                                    |
|----|-----------------------|-----|------------------------------------|
| 1. | New Year's Day        | 7.  | Columbus / Indigenous Peoples' Day |
| 2. | Washington's Birthday | 8.  | Veteran's Day                      |
| 3. | Patriot's Day         | 9.  | Thanksgiving Day                   |
| 4. | Memorial Day          | 10. | Christmas Day                      |
| 5. | Independence Day      | 11. | Martin Luther King Day             |
| 6. | Labor Day             | 12. | Any one time national holiday      |
|    |                       |     | mandated by the President and      |
|    |                       |     | observed by other Auburn City      |
|    |                       |     | Departments                        |

Holiday pay will be based on the non-EMS firefighter's rank and step.

The day after Thanksgiving will be holiday routine, but the firefighter will not receive holiday pay.

Firefighters shall receive holiday pay during the pay period following the date in which the holiday falls. The Office Manager will post the calendar noting the holiday pay dates for the year.

### ARTICLE X - Vacations

#### Section 1 - Vacation Accrual

For the purposes of this article, it is understood that years of service will mean continuous years of service. Probationary firefighters (members with less than twelve (12) months of service) will accumulate hours at the rate of eight (8) hours per calendar month. Probationary firefighters may not take vacation leave during their first twelve (12) months of service unless there are special circumstances which would warrant the Chief, or in his absence, the Deputy Fire Chief authorizing a waiver of the restriction on vacation leave. Requests for waivers and the administrative decision regarding the request shall be in written form.

Firefighters with less than six (6) years of service will accrue vacation hours at the rate of eight (8) hours per calendar month. Firefighters with a minimum of six (6) years of service but less than fourteen (14) years of service will accrue vacation hours at the rate of twelve (12) hours per calendar month. Firefighters with fourteen (14) or more years of service shall accrue



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vacation hours at the rate of sixteen (16) hours per calendar month. Effective January 1, 2014  
555 firefighters with twenty (20) or more years of service shall accrue vacation hours at twenty (20)  
hours per calendar month. If the firefighter's anniversary date of hire falls on or before the 15<sup>th</sup>  
of the month, the firefighter will receive his/her additional vacation accrual that month. If the  
firefighter's anniversary date falls on or after the 16<sup>th</sup> of the month, then the firefighter will  
receive his/her additional vacation accrual the following month. This will occur only during the  
560 sixth, fourteenth and twentieth years of service.

Vacation hours will continue to accrue during sick leave absences, while on on-the-job-  
injury, or any other paid absences authorized by the Chief or Deputy Chief.

565 Except for the first month of service and the last month of service, vacation hours for  
each month shall be awarded on the last day of each calendar month and then added to the  
firefighter's current balance. The month in which employment begins shall be counted as a  
month of service if the date of hire occurs before the 16<sup>th</sup> of that month. The month in which  
employment terminates shall count as a month of service if the date of resignation is after the  
570 15<sup>th</sup> day of the month. The Fire Department administration will post a report detailing each  
firefighter's total accumulation of vacation hours. Firefighters may take vacation time at any  
point throughout the year, but on January first of any year, all vacation balances will not be in a  
negative number. It must be zero or greater. It will be the responsibility of the Deputy Chief to  
make sure no one uses more time than they should.

575 Unless otherwise specified in this Article, vacation leave will be taken in increments of  
one-week periods (blocks). For vacation leave purposes, a one-week period is defined as  
commencing on Sunday at 7:00 hours and ending on the following Saturday (at the end of the  
shift 07:00 hours).

580 Vacation leave will be deducted on an hour for hour basis with a minimum of a twenty-  
four (24) hour time period (continuous block of time). Thus, if two duty days fall within the  
vacation week, then forty-eight (48) hours will be deducted from the firefighter's total hours  
accumulated. Also, if only one duty day falls within the vacation week, then twenty-four (24)  
585 hours will be deducted from the firefighter's total vacation hours.

### Section 2 - Vacation Selection



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590 Vacations shall be chosen by firefighters on the basis of total years of service in the department without regard for time served in a specific rank. A maximum of two firefighters per battalion can be on vacation at the same time.

595 Vacation period selections for the upcoming calendar year shall commence with the initial department wide process conducted in the first full week of November starting on Monday and ending on Thursday of the present year. The Battalion Chief will notify all upcoming year shift members in writing of the date and time for vacation selection at least two (2) weeks prior to actual picking date. During this period of time all vacation weeks will be picked. Firefighters may decline to select any or all of their vacation periods during this process. Any firefighter who  
600 declines to select their vacation period(s) during this process forfeits his selection and may not select his/her vacation periods until the vacation process is completed. The firefighter who declines to select their vacation period(s) must notify the Deputy Chief, or in his absence, the Chief, of his decision.

605 For purposes of record keeping, the firefighter's declination(s) shall be noted (and initialed) in the appropriate block(s) on the cover sheet attached to his/her battalion's schedule.

The selection of vacation periods earned for the upcoming calendar year shall take priority over all other earned periods of time off (including vacation periods carried over from  
610 the previous year). During the month of November each firefighter, based on seniority, shall have the opportunity in a department wide process to:

1. Select/decline their first two seven (7) day vacation blocks (to be completed during the first full week of November on their duty day starting Monday). If an employee is not present  
615 during this time frame, he/she needs to leave a list with the Battalion Chief of the dates he/she wishes to take, as well as a phone number, so the Battalion Chief can contact the employee if the dates he/she has asked for are not available. If the employee does not conform to this, he/she will forfeit their vacation selection and not be allowed to pick their vacation until after November 21st. Any employee who passes on their picks at this point or  
620 any other point in the vacation selection process will not be allowed to pick the remaining vacation time until after November 21st.

2. After seven (7) years of service, select/decline their third seven (7) calendar day vacation block upon the battalion's completion of step 1 (to be completed on the first duty day of that  
625 week), and then,



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3. After fifteen (15) years of service, select/decline their fourth seven (7) calendar day vacation block upon the battalion's completion of step 2. (Selection of fourth week block will be completed on the first duty day in the first week of November.)

630

4. After twenty-one (21) years of service, select/decline their fifth seven (7) calendar day vacation block upon the battalion's completion of step 3. (Selection of fifth week block will be completed on the first duty day in the first week of November.)

635 If firefighters are changing battalion, they shall select vacations dates with the battalion they will be working with in the upcoming year.

Upon completion of the November selection process, the battalion cover sheet and vacation selection process shall be forwarded to the Deputy Chief and a copy posted on-line.

640 Following the completion of the November selection process, the firefighters may randomly substitute/exchange up to two vacation block weeks (48 on-duty hours per week) for up to four individual vacation days (twenty-four hour on-duty shifts). The selection of individual vacation days shall commence no sooner than 11/21. All requests for earned time off including carried over vacation periods, etc. for the upcoming calendar year shall not be accepted nor submitted  
645 prior to 07:00 hours on 11/21. All time off requests will be submitted using SOP N-103. The requests shall be forwarded to a Battalion Chief in written form including the date of the request, time of day the request was submitted (hours: minutes), and the signature of the BC or his replacement.

### 650 Section 3 - Vacation Changes

Any firefighter having declined to select a vacation period during the November process shall be allowed to select any unclaimed vacation period (less than two firefighters on vacation) for that calendar year. The request shall be forwarded to the Battalion Chief in written form  
655 including the date of the request, time of day the request was submitted (hours: minutes), and signature of the BC or his replacement. A firefighter's change of a previously selected vacation period will not be allowed if it causes replacement hiring to maintain the minimum staffing level per battalion on a day when a floating holiday has already been confirmed. A firefighter who requests vacation time that includes a day already approved as a floating holiday and that would  
660 cause replacement hiring to maintain minimum staffing level per battalion on that day will be responsible to find a swap or have to forego the change in vacation.

Firefighters shall be entitled to unlimited changes in previously selected vacations provided that notice of such change is approved by the Battalion Chief, and all other conditions



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665 for vacation changes are met. Approval or denial of the requested change shall be in written form. Such approval by a Battalion Chief shall not be unreasonably withheld.

670 A firefighter may accumulate an absolute maximum of 288 hours (six weeks @48 hours per week) at the end of any calendar year. If the hours exceed 288 hours, all unused hours will be forfeited, except if a firefighter is unable to take vacation due to an on-the-job-injury or extended sick leave. If a firefighter is unable to take vacation due to an OJI or extended sick leave, he/she can exceed the cap by 192 hours.

### Section 5 - Floating Holidays

675 Each firefighter is entitled to choose and take off one floating holiday per calendar year. From 07:00 hours on the Friday after vacation selection through 11/20, firefighters shall either pick or pass on selecting their floating holidays. All requests shall include a single date selection and will be submitted to the Battalion Chief's office in e-mail form. Firefighters may choose a  
680 day on which their battalion would thereby be reduced below the apparatus staffing level except due to prior scheduled vacations or floating holidays. Within twenty-four (24) hours of the request, the Battalion Chief shall notify the requesting firefighter that his/her floating holiday date is confirmed, approved pending the battalion's return above the apparatus staffing level, or that it is denied because of prior scheduled vacation or floating holidays. A floating holiday that  
685 is approved pending the battalion's return above the apparatus staffing level will be a placeholder only. The firefighter shall ensure that his/her holiday has been confirmed at least one shift before his/her selected date.

690 If selecting a holiday after 11/20, no firefighter may choose a holiday on a day on which his/her battalion would thereby be reduced below the apparatus staffing level (because of prior scheduled vacations, existing extended sick leave, on-the-job injuries, or other cause known at the time notice is given). Within twenty-four (24) hours of the request, the Battalion Chief shall notify the requesting firefighter that his/her floating holiday date is confirmed, or that it is denied because it would cause a reduction in force below the staffing level per apparatus.

695 The purpose of this provision is to allow the firefighter choosing a floating holiday to make advance plans for the enjoyment of that holiday, while minimizing the occasion on which the City will incur extra cost for replacement to maintain apparatus staffing.

700 Floating holidays may not be carried over from one year to another without the approval of the Chief. The Chief will consider any extenuating circumstances when approving or denying the carryover of floating holidays.



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## ARTICLE XI - Sick Leave

### 705 Section 1 - Use of Sick Leave

It is the expectation of the City of Auburn and I.A.F.F., Local 797 that firefighters will be available for duty. However, it is recognized from time to time, a firefighter will be absent due to illness. Therefore, firefighters shall accrue sick leave at a rate of thirteen (13) hours for each calendar month of service to be used for the firefighter's personal illness or for a member of the firefighter's "immediate family". For purposes of this article, "immediate family" is defined as a spouse, significant other, child, or parent. A firefighter absent because of any one or more of the foregoing reasons shall cause such fact to be reported to the officer in charge immediately. A firefighter shall also be entitled to sick leave when his/her disability arises out of or in the course of actual gainful employment outside the Fire Department, except when he/she is receiving worker's compensation for injury or illness. A firefighter on sick leave shall call in when he/she is able to return to duty.

Actual hours of sick leave used shall be charged against a firefighter for each workday that he/she is absent from duty for any of the reasons set out in the first paragraph of this Article.

### Section 2 - Return to Work/Fitness for Duty

Any firefighter who is unable to work for eight (8) consecutive calendar days (counted beginning with the date of absence shown on the "Report of Absence" Report ) or more due to personal injury or illness shall deliver a doctor's certificate before returning to work stating that the firefighter is fit for duty. The expenses, if any, for obtaining the doctor's certificate shall be borne by the City, including reimbursement to the firefighter within one (1) week of submission of a request for reimbursement with attached receipt. The officer on duty may require him/her to report to work if it is his/her regularly scheduled workday. Such returning firefighters shall be charged for sick leave on a pro-rated basis, and his/her replacement, if any, shall be paid on a pro-rated basis.

### Section 3 - Sick Leave Authentication

The Fire Chief, or his designee will review the sick leave records to determine if there is a potential pattern of sick leave abuse. Such patterns might include but are not limited to the following be:

1. The firefighter uses sick days as soon as they are credited to him/her



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2. High usage of sick leave for the firefighter or his immediate family without corresponding documentation as to the reasons for sick leave

745 3. Use of sick leave the shift before or the shift after scheduled vacation, floating holidays or swaps

4. Use of sick leave on the days for which leave had been previously requested, but denied

5. Use of sick leave on a particular day of the week

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6. Use of sick leave which corresponds to an undesirable work assignment

7. Use of sick leave for a full 24-hour shift when the firefighter could have reported back to work for a partial shift

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8. Use of sick time for reasons other than as defined explicitly in Article XI Section 1

760 If the Fire Chief or his/her designee notes an occurrence of sick leave use as described above, the principles of "progressive discipline" will be in order recognizing that the gravity and severity of the sick leave abuse may influence what discipline is issued.

a. Written warning - Copy to Union President. Any written warning inserted in the Employee's personnel file shall be removed after a two (2)-year period with no subsequent offenses.

765 b. Written reprimand - Copy to Union President. Any written reprimand inserted in the Employee's personnel file may be removed following the process outlined in Article XVIII Section 5 - Discipline

c. Suspension up to 2 (two) duty days (notice to be given in writing - copy to Union President).

770 If the Employer has reason to discipline an Employee, it shall be done in a manner that will not embarrass the employee before other Employees or the public.

## Section 4 - Wellness Incentive Days

775 Firefighters who participate in the City of Auburn Wellness Incentive Program and who have earned a Wellness Day Off may request the Wellness Day off by submitting the request 96 hours in advance to his/her Battalion Chief. It is the responsibility of the firefighter to call into the Battalion Chief no earlier than 6:00 a.m. to determine if his/her shift is within the apparatus staffing for the day. If the shift does not have to hire extra personnel, the firefighter may have  
780 the shift off without being charged against his/her accrued sick or vacation leave. If the



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apparatus is at minimum staffing, the firefighter may not use his/her Wellness Incentive Day on that day.

### Section 5 - Sick Bank

The City Manager may from time to time authorize a sick bank for individual employees on a case-by-case basis if they meet certain criteria. If a firefighter voluntarily participates in a City-wide sick bank, the hours donated will be deducted from the firefighter's accumulated sick and/or vacation leave.

## **ARTICLE XII - Grievance Procedure**

### Section 1 - Grievance Procedure

A grievance shall be defined as any dispute or disagreement raised by an employee in the bargaining unit or the City involving interpretation or application of the specific provisions of this collective bargaining agreement. Grievances, when presented by the Union to the City or by the City to the Union shall state in writing what provision of the collective bargaining agreement has been violated, and how the agreement has been violated, and shall state what the requested remedy is. Grievances shall be settled as provided in the following sections.

### Section 2 - Firefighters Grievance

**Step 1.** The aggrieved firefighter shall first meet with the individual(s) with whom he/she has the issue in order to determine all the facts and to attempt to resolve the issue before proceeding with the grievance. This meeting should be held as soon as reasonably possible.

**Step 2.** Any aggrieved firefighter shall submit his/her grievance to the Association.

**Step 3.** The Association may submit a grievance on its own behalf, or that of one or more of its members. Any such grievance will be submitted by delivery in writing to the Fire Chief. A grievance on behalf of less than all members of the Association shall be filed within thirty (30) calendar days after the aggrieved firefighter(s) knew, or should have known of the facts giving rise to the grievance. A grievance on behalf of the Association itself, or of all of its members, shall be filed within thirty (30) calendar days after one or more of the Association elected officers knew, or should have known of the facts giving rise to the grievance. Any grievance not filed within the thirty (30) calendar days time limit or, under any circumstances, within one (1) year of the time of occurrence that gave



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820 rise to the grievance shall not be considered timely and shall be deemed waived. The Fire  
Chief shall issue a written response to the Association within ten (10) administrative  
working days of a receipt of a grievance.

825 **Step 4.** (Optional) If unsatisfied with the Fire Chief's action, the Association may request a  
meeting with the Assistant City Manager or Human Resources Director to review the  
grievance. The meeting shall include all parties pertinent to the grievance and shall be held  
within ten (10) working days from the date of the Fire Chief's decision.

830 **Step 5.** If unsatisfied with the Fire Chief's action, or the steps as outlined in Step 4 above, the  
Association may appeal in writing to the City Manager within ten (10) administrative  
working days after receipt of the Fire Chief's decision (or ten (10) administrative working  
days after meeting outlined in Step 4 above). The City Manager will schedule and hear the  
appeal within ten (10) administrative working days after receipt of the notice of appeal. At  
835 this hearing the Association may present witnesses and evidence in support of their  
position. The City Manager shall forthwith consider the appeal, witnesses and evidence  
and notify the Association of his/her decision within ten (10) administrative working days  
after the hearing takes place.

840 **Step 6.** If unsatisfied with the City Manager's decision the Association, within ten (10)  
administrative working days after receipt of the City Manager's decision, may advance the  
grievance to mediation pursuant to Title 26, M.R.S.A. §965(2), Mediation, so as to have a  
mediator appointed from the Panel of Mediators to assist the parties in resolving the  
grievance. Upon filing for mediation, the requesting party may simultaneously file for  
845 arbitration, provided the mediation be scheduled and take place prior to arbitration. To  
expedite the process, the requesting party may provide the estimated share of providing the  
service and then be reimbursed pursuant to Title 26, M.R.S.A §965(5). Mediators  
appointed to grievances that are furthered to arbitration are not allowed to participate with  
the arbitration process. Upon mutual consent, the City and Association may waive the  
preceding steps and progress to Arbitration.

850 In the event the parties were unable to resolve the grievance, the grievance may be  
advanced to binding arbitration, by giving written notice of its intention to do so within ten  
(10) administrative working days after the conclusion of the mediation process. The parties  
shall agree upon a single neutral arbitrator *from the Maine Board of Arbitration and*  
855 *Conciliation (MBAC)* or if the parties are unable to agree, either party may request the  
American Arbitration Association (AAA) to assign an arbitrator. The request to the MBAC  
or AAA must be made within thirty (30) days after the conclusion of the mediation process.



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The arbitration shall be in accordance with the Rules of the *MBAC* or the *AAA*. The arbitrator shall have no authority to add to, subtract from or modify the provisions of this Agreement. The arbitrator shall be requested to issue his decision within thirty (30) days after the conclusion of the testimony and argument. The decision shall be final and binding upon the parties thereto although subject to appeal to the Maine Superior Court and Maine Supreme Judicial Court.

Costs associated with this process and arbitrator decisions shall be determined by Title 26, M.R.S.A. §965.

### Section 3 - City Grievance

The City shall notify the Association within thirty (30) days of the day it knows, or reasonably should have known the facts giving rise to the dispute. Any grievances not filed within the thirty (30) day time limit, or, under any circumstances, within one year of the time of occurrence that gave rise to the grievance shall not be considered timely and shall be deemed waived. Within ten (10) administrative working days thereafter, the parties shall meet to attempt to resolve the matter at the Labor Management Committee.

If unsatisfied with the Labor Management process, the City within ten (10) administrative working days may advance the grievance to mediation pursuant to Title 26, M.R.S.A. §965(2), Mediation, so as to assist the parties in resolving the grievance. Upon filing for mediation, the requesting party may simultaneously file for arbitration, provided the mediation be scheduled and take place prior to arbitration. To expedite the process, the requesting party may provide the estimated share of providing the service and then be reimbursed pursuant to Title 26, M.R.S.A. §965(5). Subsequent and necessary action may be advanced within ten (10) administrative working days after receipt of the mediation process, whereby the parties were unable to effect a settlement of their controversy, by either party, pursuant to Title 26, M.R.S.A. §965(4), Arbitration. Mediators appointed to controversies that are furthered to arbitration are not allowed to participate with the arbitration process. Upon mutual consent, the City and Association may waive the preceding steps to Arbitration. Costs associated with this process and arbitrator decisions shall be determined by Title 26, M.R.S.A. §965, Obligation to bargain, as amended.

### Section 4 - Extensions of Time Limits

Time limits provided herein may be extended by written agreement of the parties. Request for extension shall not unreasonably be withheld.



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## **ARTICLE XIII - Leaves**

The Auburn Fire Department and the City of Auburn have a proprietary interest in ensuring the safety and security of its staff, citizens, and visitors. To that end it is the goal of both stakeholders to limit the amount of time that firefighters are away from their apparatus or stations. Evidence has proven that the earlier a sufficient number of trained responders arrive to manage an incident, regardless of nature, the faster the incident will be controlled increasing the chances of a positive outcome.

### Section 1 - Funeral Leave

Leave of absence without loss of pay and without loss of sick leave shall be granted to any firefighter for five (5) consecutive calendar days because of death of a spouse or child and three (3) consecutive calendar days because of a death in the immediate family, plus any actual travel time reasonably required to return from out-of-state. Immediate family shall be defined to include mother, stepmother, father, stepfather, brother, stepbrother, sister, stepsister, father-in-law, mother-in-law, son-in-law, daughter-in-law, sister-in-law, brother-in-law, grandparents, spouse's grandparents, grandchildren and any other person living in the firefighter's household. Such leave shall commence not later than the date of interment. Any additional time needed after the expiration of the five (5) day period in the case of a spouse or child or three (3) day period in the case of other immediate family members shall be charged against the firefighter's sick leave. If the firefighter is unable to return to duty at the end of the five (5) or three (3) day period, he/she shall so notify the Battalion Chief on duty at Central Fire Station by the fifth or third day.

A firefighter may also be granted leave to attend the funerals of the persons not mentioned in the Article at the discretion of the Chief. If the firefighter takes more than six (6) hours for the funeral for an individual not specifically mentioned in the list above, the entire time will be charged against the firefighter's accrued sick leave.

### Section 2 - Emergency Leave

Any firefighter shall be permitted to leave immediately (without loss of pay) and without replacement on account of any emergency concerning his/her home or his/her family upon giving notice to the Battalion Chief or officer in charge, provided that he/she report within an hour after taking leave the amount of time that will be required to attend the emergency. Any time away from work in excess of one (1) hour will be charged to sick leave.



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### 935 Section 3 – Incidental Leaves

Incidental Leave is an unplanned leave for taking care of non-emergency personal business, such as going to the bank to cash a check. It is not meant for a long-term absence of more than 15 to 30 minutes or for planned events. These are reasonable conditions to be imposed on incidental leave to accomplish the needed task. The Battalion Chief and the Acting Battalion Chief may approve incidental leave and have the right to impose other restrictions on this leave or may allow for longer leave if the reason makes sense. For normal incidental leave 15 to 30 minutes will be the time limits to shoot for.

Emergency leave is for an *emergency*, and not a leave to be used for in a planned event. Emergency leave is for those unplanned events that need your immediate attention such as an emergency concerning your family or your home.

### Section 4 - Association Meetings and Seminar Leave

A firefighter shall be granted leave of absence without loss of pay to attend meetings or seminars approved by the Association provided, however, that such leave shall not exceed an accumulated total of three (3) on-duty working days, and provided further, that the City shall not be required to grant such leave if a replacement would have to be obtained in accordance with the staffing requirements established in Article XV, Section 1 of this Agreement.

Leave will be granted for the firefighter for the meeting and any reasonable travel time. The firefighter will be expected to return to work following the leave. Multi-day/overnight leave will be granted as necessary. The maximum number of days approved shall not exceed twelve (12) on-duty days per calendar year. If approved, association leave shall be interpreted the same as Floating Holidays when approving other time off.

### Section 5 - Leave of Absence

An Employee may be granted a leave of absence without pay by the City Manager on recommendation of the Fire Chief with such leave not to exceed one (1) year in length. A request for absence will not be unreasonably withheld if there is no undue hardship within the department. The granting of the leave shall protect the Employee's existing continuous service for the leave period but shall not count as service time for Maine State Retirement, nor shall vacation or sick leave accrue during the absence, nor will the Employee receive pay for municipal holidays or any other benefits such as health insurance. The Employer may hire a replacement for the vacant position, if the employee desires to return to work, the employee must notify the Fire Chief in writing. The Employee will be required to maintain all certifications for the position and to take a pre-employment medical exam, substance abuse test, physical agility test to determine if he/she is physically fit to perform the essential job functions, and criminal



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background. The Employee will only be offered reinstatement if a position is available and if the request is made within the granted leave period.

## ARTICLE XIV - Exchange of Shifts and Transfers

### Section 1 - Exchange of Shifts

Firefighters shall be permitted to exchange work shifts provided that exchanges of shifts shall not occur in which it would allow an individual to accept and get paid for overtime and then trade that shift. Further provisions include:

1. Their replacements are qualified to perform their duties.

2. Exchanges may be made for the purpose of engaging in gainful employment so long as such gainful employment involves activities directly related to the firefighter's job duties and/or professional development. Such an exchange must be pre-approved in writing by the Chief or his/her designee. Approved exchanges for gainful employment shall not count towards the bank referenced below.

3. An employee whose loaned time off is being repaid may perform such work as he/she usually performs when not on duty with the Fire Department.

4. Exchanges being made for the purpose of satisfying military service requirements or approved education and training, shall not be counted towards the bank referenced in number five below for either the firefighter initiating or fulfilling "pay-back" the swap

5. Each firefighter shall have a bank of 288 hours from which he/she may draw for exchange of shifts in excess of twelve (12) hours. Swaps of twelve (12) hours or less do not count toward the swap bank. Swaps referenced in #7 below may also not count at the discretion of the Chief or his/her designee.

6. No more than three (3) firefighters on any work shift may be granted such exchanges except that, in the discretion of the Battalion Chief, additional exchanges may be permitted provided their replacements are qualified and no weakening in the department's firefighting capacity will result.



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1015 7. A firefighter may not be allowed to participate in 24-hour exchanges of shifts which would cause him to be off-duty for more than four consecutive work cycles (a work cycle is defined as one 24 hour period on-duty followed by three 24 hour periods off-duty) unless approved by the Chief or his/her designee. Situations qualifying for such approval include but shall not be limited to military leave, educational endeavors, and extended illness/injury.

8. The Battalion Chief may approve swaps according to these guidelines except as noted elsewhere in this article.

1020 9. Swaps shall be repaid on an hour for hour basis within one year of the swap being initiated. With the exception of IAFF Local 797 union business, no other arrangements or considerations shall be made between the swapping parties.

1025 10. If an individual is hired for 12 or more hours of overtime, they may allow another individual to work up to six (6) sequential hours of that shift. The hired individual will be checked off according to the overtime hiring rules and each party will be compensated at time and one half for the actual hours they worked.

1030 This exchange of twenty-four (24) hour shift limitation shall not affect vacation or other off-duty time provided for in this agreement and is not intended to prevent individuals from coordinating exchanges of shift with vacations or other off-duty time provided for in this agreement.

1035 The limitation on the number of allowable exchanges of twenty-four hour shifts shall not affect occasions when the firefighter requests a swap for the purposes of attending a job-related seminar, course or other educational program, provided that the firefighter has the proper documentation as to the nature and schedule of the seminar, course, etc., and has received prior approval from the Chief or his designee.

1040 If a firefighter who is due to work the shift of another on account of an exchange becomes ill or is injured off the job more than 24 hours prior to the time he/she is due to report for that shift, it is that firefighter's responsibility to find a replacement so that the exchange does not cost the City additional money in the form of overtime for a replacement. If a firefighter who is due to work the shift of another is injured on the job more than seventy-two (72) hours prior to the time he/she is due to report for duty, it is that firefighter's responsibility to find a replacement so that the exchange does not cost the City additional money in the form of overtime for a replacement. If such a replacement is not found, the firefighter shall be responsible for

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reimbursing the City in the amount of the difference between what his regular pay would have been for that shift and the amount actually paid to the person who replaced him/her.

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## Section 2 - Transfers, Permanent Positions, Bidding, EMT Assignments

1055 **1. Vacancies:** When a permanent vacancy occurs in a position, transfers will be governed by the provisions of this article. As used in this article a "vacancy" shall mean a position not occupied due to death, retirement, transfer, resignation, dismissal, promotion of an incumbent or an unfilled newly created position. When a vacancy occurs, rank for rank picking by seniority will be done within the battalion that has the vacancy. Only the affected rank will pick. If the selection creates a non-EMS unit, refer to Section 2-5.

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1065 **2. Establishing Permanent Positions:** On the first Wednesday of every other October commencing in 2002, each member will be given the opportunity to pick his permanent assignment from any of the remaining positions in his rank. An Executive Committee member will assist the Deputy Chief in the administration of this transfer process. The most senior Battalion Chief will pick first having four (4) choices. The next senior Battalion Chief will have three (3) choices, etc., until all Battalion Chiefs have picked. The next picking will be done by the Captains, Lieutenants and the Privates observing the same procedure. After all members have picked according to the provisions of this section they will be in their permanent positions. If a member is not available to make this selection, a prioritized list of selections must be left in writing with the Deputy Chief. All transfers will take effect on the first Sunday in January.

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Any employee, who holds an EMS position under this Article, shall maintain his/her EMS license required for his/her permanent position.

1075 **3. Bidding:** Every year (except when establishing permanent positions) during the last two weeks in September any member who would like to change his position shall put it in writing in a sealed envelope and submit it to the Deputy Chief. Those positions will be put into a pool and are the only positions up for bid. All bids will be awarded in order of seniority according to rank. Members who have not submitted their position to the pool will not be allowed to bid.

1080 Posting date will be October 1st and will include all available positions and personnel by rank and seniority. Bidding will be done during the first two weeks in October.

**4. Seniority:** Transfers shall be rank for rank and seniority is defined as time in rank. "Time-in-rank" seniority is defined as the length of continuous service in their present rank from the date



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1085 of promotion, less any adjustments due to approved leaves of absence without pay (unless otherwise agreed by the City Manager).

1090 In the case of an officer who has been reduced in rank, that officer's time-in-rank seniority shall be considered to be the length of continuous service in that particular rank including the time the officer was in the rank from which he was reduced. If time in rank is equal, then time in the Department prevails.

### 5. EMT Assignment Procedures:

1095 (a) The rescue crew shall consist of a State of Maine licensed paramedic and at least a State of Maine licensed EMS provider.

(b) All apparatus will have at least one State of Maine licensed EMS provider assigned to it.

1100 (c) Paramedics will be distributed as equally as possible between the battalion with a minimum of four (4) assigned per battalion.

1105 (d) If an apparatus/rescue does not have a State of Maine licensed EMS provider assigned to it after establishing permanent positions, the senior State of Maine licensed provider of the same rank on the battalion will be asked to go to the apparatus/rescue that is lacking a State of Maine licensed EMS provider. If he chooses that assignment, he will bump the junior person of the same rank on that truck. The person who got bumped has the right to go to the firefighter on the battalion that he is most senior to and bump him, that following suit until everyone has a position. If he chooses, he can go to the vacant spot held by the State of  
1110 Maine licensed EMS provider that is moving. If the senior State of Maine licensed EMS provider of the same rank does not want to move, the next senior State of Maine licensed EMS provider of the same rank on the battalion will be asked to go to that position continuing the same procedure as described above. This process will be repeated until all apparatus/rescue have State of Maine EMS provider assigned to it. If the EMS position is  
1115 not filled, the junior State of Maine EMS provider of the same rank on that battalion will assume that position.

**6. Paramedic Roster:** The Fire Department shall have a minimum Paramedic roster level of sixteen (16). Current Paramedics will be included as part of the roster. The increase to 16  
1120 paramedics will be accomplished as new firefighters are hired. Paramedics shall be required to maintain their EMS license while part of the minimum paramedic roster level. The most senior Paramedic will be removed from the Paramedic roster when his/her replacement has attained



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their Paramedic license. On a case-by-case basis, a firefighter may request a temporary reduction in their EMS License due to personal reasons. Any reduction will first be discussed by Labor Management Committee.

### Paramedic Roster Rules

1. Employees hired after January 1, 2015 shall obtain and continue to retain a paramedic license while part of the minimum Paramedic roster. This includes complying with state mandated continuing education requirements. Maintenance of such licensure level required by this article shall constitute a condition of employment and failure to maintain such required license shall be considered just cause for dismissal.

2. Employees hired before January 1, 2015 shall continue to retain a Paramedic license while part of the minimum Paramedic roster. This includes complying with state mandated continuing education requirements. Any employee whose EMS license has lapsed or has been downgraded for failure to comply with continuing education requirements will forfeit their EMS pay and be reduced an amount equal to two (2) anniversary steps. If and when the employee's license is reinstated, the employee will return to full pay and status.

3. Paramedics may request to downgrade licensure under the following conditions:

- a. There are sufficient number of Paramedics with less seniority which will allow the reduction to occur without negatively impacting minimum Paramedic staffing levels;
- b. The Paramedic has experienced a catastrophic event, not of his own doing, that would prohibit him/her from continuing to perform as a Paramedic safely. For example, an incident that results in post-traumatic stress.
- c. Either incident will require an administrative review followed by discussion with the Labor/Management Group.

### Actions against the Provider's License:

1. Any employee whose EMS license is being investigated by MEMS shall notify the Chief or his designee immediately.

2. The employee shall maintain full pay and status pending the results of the MEMS investigation unless the State, Regional, and/or Department's Medical Director prohibits the employee from working in EMS or limits the capacity in which an employee can provide EMS.

3. In cases where the employee is prohibited from working in EMS or has limits on their capacity in which he/she can provide EMS as a result of an internal action, the employee will be paid in accordance with their ability to perform EMS.



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1160 4. Providers hired after January 1, 2015 that are on the Paramedic Roster who are downgraded  
as an action of MEMS from an investigation, regardless of duration, may be subject to  
termination.

1165 **7. Filling of a Temporary Vacancy:** This situation is intended to cover long term vacancies of  
one month or more such as leaves of absence, on the job injuries and/or extended sick leave a  
firefighter from an unaffected battalion may volunteer to fill the vacant position after the need  
for the vacancy has been posted. The specific criteria (such as rank and EMS licensure level) will  
be identified in the posting and only those that fit the criteria may apply. The vacancy will be  
1170 posted for two work cycles (8 days). Any firefighter who would like to volunteer to fill the  
temporary vacancy shall do so in writing to the Deputy Chief. The volunteer with the most  
seniority will be selected.

Should no firefighter volunteer to fill the temporary vacancy, then the Chief will select a  
firefighter to do so from an unaffected battalion. Those firefighters filling temporary vacancies  
1175 may take previously selected vacations and floating holidays, even though it will cause a  
decrease in the apparatus staffing for those days. The Chief will take into consideration other  
types of negative impacts the firefighter may have when filling the temporary vacancy. The  
firefighter who is assigned to fill the temporary vacancy will go back to his previous assignment  
when the absent firefighter returns to the department or the vacancy becomes permanent. If the  
1180 bidding for the temporary vacancy creates a non-EMS pump/rescue, refer to Sec. 2-5.

### ARTICLE XV - Recall to Work

#### Section 1 - Off-Duty

1185 Off-duty firefighters may be recalled to duty in the case of multiple alarms, major  
emergencies, or when staffing per apparatus is below the required level. The required minimum  
staffing level for each structural engine company is three (3); aerial company is three (3) and one  
Battalion Chief. The parties agree that in no event will the City be required to assign more than  
1190 three firefighters per apparatus as set forth above, plus the Battalion Chief. The Chief may  
increase the staffing requirements when conditions reasonably warrant his/her doing so.

Staffing for other apparatus not listed above will be at the discretion of the Fire Chief or  
designee.

1195 Stand-by duty shall no longer be required provided that a sufficient number of firefighters  
return to duty for multiple alarms or major emergencies. If a sufficient number of firefighters do



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not return to duty, in the judgment of the Chief, up to four (4) firefighters may be required to serve on stand-by. All firefighters will be called on multiple alarms and Box 33's unless canceled by the Incident Commander.

The firefighter will be notified of second alarms and/or Box 33's by automated text messaging system (primary notification) and/or by telephone (secondary notification). Acknowledgment of arrival time occurs when the firefighter reports for duty at the station or substation and is logged on to the Battalion Chief's multiple alarm sheets.

The time of work performed in the case of multiple alarms shall be computed from the time of notification based upon the nearest quarter hour, except that any firefighter reporting more than forty-five (45) minutes after notification of the alarm shall be paid for work performed computed from actual reporting. Any firefighter must report within forty-five (45) minutes from the time the firefighter is notified of a multiple alarm to be eligible for three hours of time and a half for a minimum payment.

Any firefighter responding to a multiple alarm arriving more than one (1) hour prior to the time that he/she would otherwise have been required to report for duty shall receive a minimum of \$50.00.

### Section 2 - Replacement Coverage Turns

When staffing falls below requirements as set forth in Article XV, Section 1, replacements shall be obtained from the extra work list. When there is no EMT on duty and additional staff is required, the City shall recall an EMT as the name appears on the extra work list or compulsory work list. If there are no firefighters/EMTs willing to work, replacements shall then be obtained from the compulsory work list. Any firefighter or firefighter/EMT selected to work from the compulsory work list shall have the right to find his/her own replacement.

When hiring replacement, the Department will follow the Rules for Overtime Hiring.

## **ARTICLE XVI - Health and Safety**

### Section 1 - Health Promotion Program and Employee Cost Share

Firefighters and the City agree to implement a Health Promotion Program with the following goals:



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1. To promote wellness and health by rewarding employees and their dependents for healthy behavior that will encourage employees to develop and maintain healthy habits;

1240 2. To reduce the overall need for health care services by City employees and their dependents; and,

3. To slow the rate of increase in the City's health insurance premiums.

1245 Employees (and the spouse if applicable) who participate in the Health Promotion Program and make their best efforts to achieve health management goals will pay a minimum of 15% of the monthly premiums. Employees who do not participate in the Health Promotion Program will pay a maximum of 25% of the monthly premiums, as established by the Maine Municipal Employees Health Trust (or alternative health insurance carrier); regardless if the  
1250 employee is in a single, single parent or family plan. The employee's contribution will be withheld on a weekly basis, based upon 48 weeks in the calendar year.

In the event that the Health Promotion Program is eliminated, through loss of funding or any other reason, the employee cost share will continue to be 15% of monthly premiums for the  
1255 life of this agreement.

A full description of the Health Promotion Program is attached as Appendix A.

## Section 2 - Health Insurance

1260 The Association recognizes the increasing cost of providing health insurance to employees. To assist the City in addressing this mutual concern, the Association will join with the City in its efforts to provide further education and information for members in regards to the use of MMEHT cost containment benefit guidelines.

1265 Effective 1/1/14 the City will implement the PPO 500 Plan through the Maine Municipal Employees Health Trust, on a voluntary basis at the employer/employee cost share as outlined in Article XVI Section 1. Health Promotion Program and Employee Cost. Employees who opt to remain in the Point of Service C Plan will pay the difference in premiums between the PPO 500  
1270 Plan and the POS C Plan for single, single parent and family subscribers. The City may change or offer alternative health insurance programs including, but not limited to insurance carriers, health maintenance organizations, preferred provider organizations, or to self-insure so long as



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the new or alternative coverage and benefits are substantially similar to the plan most recently provided to the membership and further provided that:

1. The City, by written communication, notifies the Association, no less than sixty days prior to implementation, of the specific details of any changes or alternatives in health insurance.
2. That the City, subsequent to the written notification but within sixty days, meets with the Association to discuss the changes or alternatives.
3. That any disagreement between the parties to this labor contract as to the changes or alternatives being "substantially similar" be resolved by arbitration.
4. That such changes or alternatives shall not increase the financial burden places upon employees above the current level.

The City may institute cost containment measures relative to insurance coverage so long as the basic level of insurance benefits remains "substantially similar" to the current coverage and no financial burden is incurred by the employees. Such changes may include, but are not limited to, mandatory second opinions for elective surgery, pre-admission and continuing admission review, prohibition on weekend admission except in emergency situations, and mandatory out-patient elective surgery for certain designated surgical procedures.

The City shall provide adequate staff assistance to help firefighter's process claim forms, including mailing of claims and medical forms to health care providers.

## Section 3 – Health Reimbursement Account –

Effective 7/1/14, the City will implement a Health Reimbursement Account (HRA) for use toward deductibles and co-insurance in the amount of \$750 for single person and \$1,500 for single parent subscribers and family subscribers in the PPO 500 Plan. Unused money in the HRA rolls over from one year to the next and each fiscal year, the City will refund each account up to the \$750 and \$1500 maximums.

## Section 4 - Payment Program for Waiving Health Insurance Coverage with the City of Auburn

Any firefighter may elect to waive coverage in the City's health insurance plan. Any firefighter waiving full coverage or partial coverage for which he/she would otherwise be eligible shall be paid according to the following conditions:



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1315 Except as stated in Article XVII Section 1. Separation From Department, any firefighter eligible for full family coverage or single coverage and who elects to waive health insurance coverage shall receive a payment equal to the amount of five (5) months of health insurance premiums. The waiver payments will be made in twelve (12) monthly payments.

1320 A firefighter who is eligible for a full family plan but opts to take either a "single parent plan" or a "single plan" shall receive an annual payment equal to five months of the difference in premiums between the plan for which he/she is eligible and the plan which he/she opts to take.

Firefighters who are married to other City (non-school) employees covered by the health insurance shall be eligible for an amount equal to five (5) months of insurance premiums at the single rate if he/she waives health insurance coverage with the City.

1325 The payments in lieu of health insurance shall be based on the premiums in effect the month the premiums are paid. All health insurance waiver premiums are based upon the PPO 500 Plan premiums effective 1/1/2014.

1330 A new firefighter who waives health insurance coverage shall not be eligible for the payment in lieu of insurance until he/she has successfully completed the probationary period.

1335 If the firefighter wishes to be reinstated on the health insurance policy or change his/her coverage from a single or a single parent plan (if he/she would otherwise be eligible for full coverage) he/she may do so as long as he or she follows the insurance carrier's requirements for evidence of insurability and portability of coverage provisions.

1340 If a firefighter is reinstated (or covered for the first time) after receiving payment for waiving health insurance coverage, the firefighter shall repay the City the balance of the payment, pro-rated on a monthly basis.

1345 In order to receive payment for waiving health insurance coverage or to be reinstated on the health insurance plan, the firefighter must submit written notice to the Human Resources Director. Discontinuance of health insurance or reinstatement of coverage will be effective the first day of the following month in which written notice has been received, provided that the employee meets all conditions, which may be imposed by the health insurance carrier.

## Section 5 - Extent of Coverage



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The extent of coverage provided under the existing insurance policies (including HMO and self-insured plans) referred to in the Agreement shall be governed by the terms and conditions set forth in said policies or plans in existence at the time of the dispute. Any questions or disputes concerning said insurance policies or plans or benefits hereunder shall be resolved in accordance with the terms and conditions set forth in said policies or plans and shall not be subject to the grievance and arbitration procedures set forth in the Agreement. The failure of any insurance carrier(s) or plan administrator(s) to provide any benefit for which it has contracted or is obligated shall result in no liability to the City, nor shall such failure be considered a breach by the City of any obligation undertaken under this or any other Agreement.

## Section 6 - Benefits Supplementing Workers' Compensation Benefits

If a firefighter receives a personal injury or is disabled by occupational disease arising out of and in the course of his/her employment by the City, the City will, provided that the provisions of this Article are met by the firefighter, continue his/her full contract wages and other benefits, without interruption or waiting period, so long as he/she is incapacitated to perform firefighter's work as a result of the personal injury or occupational disease. The City has the right to contest a workers' compensation claim. Such a claim will be appealed and resolved according to the procedures provided by the workers' compensation statutes and regulations.

An aggrieved firefighter may seek relief only under the Workers' Compensation Act before the Workers' Compensation Commission. In the event of a final decision by the Workers' Compensation Commission that the firefighter's injury or illness arose out of and in the course of his/her employment with the City, and incapacitated him/her for his/her work as a firefighter, then, in addition to benefits payable under the Workers' Compensation Act, the City shall provide the firefighter all additional benefits due under this contract, if any, retroactive to the date of incapacity. No firefighter shall receive any combination of benefits from the City or its Workers' Compensation carrier, including, but not limited to sick pay and vacation pay, which benefits total more than such employee's benefits under this contract, or the Workers' Compensation Act, whichever is greater. No firefighter shall lose sick pay benefits during time he/she is entitled to benefits under this section.

The firefighter who is receiving or claims benefits under this Article shall, if requested by the City, promptly file a claim for Workers' Compensation benefits. Otherwise, the employee may exercise rights under Workers' Compensation Act as he/she wishes, or not. If a claim for Workers' Compensation benefits is not filed within thirty (30) days after receipt of a written request making reference to this provision in the contract, then the City may terminate wages provided under this Article unless and until the firefighter files the requested claim.



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1390 Upon filing a claim for continuation of wages under this Article, the firefighter shall, upon request by the City, execute a certificate authorizing the City to obtain in writing from any physician, osteopath, chiropractor, or any other health care provider, any written information which is or has been obtained in connection with the examination or treatment of the employee and which relates to any injury or disease for which compensation is claimed.

1395 The City shall have, for any benefits paid a firefighter pursuant to this Article, the identical lien and rights as against third parties and the firefighter as the City or its insurance carrier may give as regards worker's compensation benefits under 39 M.R.S.A. §68. At the request of the City, the firefighter shall sign such documents and perform such acts as are reasonably required in order to effectively subrogate the City to the firefighter's claim(s).

1400 The rights of the City and the firefighter under this Article are in addition to and not limited by the Workers' Compensation Act of the State of Maine and regulations issued pursuant thereto.

## 1405 Section 7 - Expense of Injury or Illness

The City shall pay all hospital, medical, and surgical expenses incurred by any firefighters on account of injury or illness arising out of and during the course of their employment; except that it shall not be required to pay for any such expenses which are covered by insurance provided by the City or otherwise assumed by the City.

## 1410 Section 8 - Light Duty Return to Work

The City and Local 797, IAFF agree to continue the Light Duty Return-to-Work Program for firefighters. The goal of the program is:

- 1415
1. To assist the firefighter in the return to his/her pre-injury position with the Fire Department;
  - 1420 2. To provide some "connectedness of the firefighter to the Department;
  3. To speed the recovery process;
  4. To provide for meaningful work for the Department and the Firefighter;



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- 1425      5. To make maximum use of the Firefighter's skills and abilities. To that end, the City has defined specific work assignments or light duty activities that will be made available to employees injured at work who are unable for period of time, as defined in this section, to perform their regular firefighting duties.
- 1430      a. No light duty assignment shall result in the transfer, displacement, or lay-off of another firefighter, nor shall any assignment be made for the purpose of demeaning, discriminating or punishing the employee for his/her injury, illness, or absence from work.
- 1435      b. The individual participating in the light duty program will not count toward the apparatus staffing level on duty for that shift.
- 1440      c. The injured employee will not be required to work on any other shift that his battalion would normally work, unless mutually agreed between the firefighter and the City. If mutually agreed between the firefighter and the City, the firefighter will work the administrative work schedule (8:00 a.m. - 4:30 p.m. M-F) or an alternative flexible schedule to be determined on a case by case basis. It is understood that any alternate schedule will be based upon an average of a 42-hour work week. The firefighter will not be required to work for any other department than the Fire Department, unless mutually agreed upon between the City and the firefighter.
- 1445      d. The employee on light duty will receive full pay and benefits as provided by Article XVI Health and Safety, Section 5. Benefits Supplementing Workers' Compensation Benefits.
- 1450      e. In order to improve the effectiveness of the Light Duty Return to Work Program, and to fully utilize the skills and abilities of the injured firefighter, the Deputy Chief, the Battalion Chief on-duty and the injured firefighter will meet at the beginning of the shift to discuss the firefighter's medical restrictions; the work that falls within the medical restrictions that need to be performed that day; the firefighter's special training, expertise or interests; and the firefighters suggestions for ways that he/she might best enhance the Department's operations while on light duty
- 1455      At the end of each shift, the firefighter on light duty will provide a description of the activities performed during the shift and will turn this record into the Battalion Chief at the end of each shift
- 1460      At the end of each shift, the firefighter on light duty will provide a description of the activities performed during the shift and will turn this record into the Battalion Chief at the end of each shift



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f. The firefighter may be on light duty status for a maximum of one year, or until he/she reaches maximum medical improvement, or until he/she is able to return to regular status, whichever occurs first. A firefighter's medical condition will be reviewed at least quarterly (more frequently if necessary) to determine if the firefighter is still unable to return to firefighter duties.

g. The hours worked on light duty will be turned into the City's workers' compensation claims manager weekly in order that the workers' compensation benefit may be re-calculated. This will have no effect on the firefighter's regular wages from the City, as the firefighter will endorse the workers' compensation check over to the City as is current practice.

h. No firefighter will be required to perform light duty activities that are not within the employee's work capacity. If the employee and the Fire Chief are unable to reach agreement as to the employee's capacity to perform any light duty job, the Chief or his designee will submit a written light duty job description to the department designated physician for his/her determination that the proposed duties are within the employee's work capacity.

I. Light duty assignments may be filled by the firefighter who is unable to perform regular duty as a result of an off-the-job illness or injury as long as the following conditions are met:

i. Participation is on a voluntary basis;

ii. The firefighter has exhausted his accrued sick leave;

iii. There is a light duty position available. Light duty positions will be filled first by firefighters who are unable to return to regular duty as a result of an on-the-job illness or injury.

iv. The firefighter may be in light duty capacity for a maximum of three months, or until he/she reaches maximum medical improvement, or until he/she is able to return to regular duty, whichever is soonest.

v. Firefighters on light duty due to an off-the-job illness or injury will work the administrative work schedule (8:00 a.m. - 4:30 p.m. M-F).



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vi. Firefighters on light duty due to an off-the-job illness or injury will receive payment only for those hours actually worked.

1505 j. The department will develop a list of light duty activities for the firefighter. It will be management's right as to which activity is filled by which firefighter. It shall be the responsibility of the Fire Chief or his designee to match the work capacity skills and abilities of the firefighter with the light duty activities available at the time of the injury.

1510 Section 9 - Damage to Glasses and Teeth

The City shall pay all expenses incurred by a firefighter for loss or damage of eyeglasses, false teeth, and hearing aids while on an emergency call. This benefit shall not diminish any benefits available under the Workers' Compensation Act.

1515 Section 10 - Department Physician

1520 The City of Auburn may retain a department designated physician to be the primary contact for all work-related injuries, to oversee the Respiratory Fitness Program and for other situations when in the judgment of the Fire Chief, medical consultation regarding a firefighter's fitness for duty is needed.

1525 In recognition of the essential job functions, which require the firefighter to be in good physical condition, the City and the firefighter have mutual interest in the firefighter's overall health and well-being. Firefighters are strongly encouraged to have regular exams on a schedule set forth by their primary care physician and to discuss with their primary care physician the physical demands of their profession. The City offers a comprehensive health insurance package, as well as an Employee Assistance Program and Wellness related programs, which defray the costs of annual medical exams and follow-up treatment.

1530 Section 11 - Substance Abuse Testing Program

1535 The City of Auburn and Local 797 will reach agreement on all sections of the Substance Abuse Testing Policy for firefighters before it is submitted to the Department of Labor for approval. If the Substance Abuse Testing Policy is found not to be in compliance with state statutes, the City and the Union agree to reopen the contract for purposes of renegotiating only those specific sections of the Substance Abuse Testing Policy found not to be in compliance. These sections will be resubmitted to the Department of Labor for approval.



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1540 No substance abuse test will be administered until the Substance Abuse Testing Policy for firefighters (attached as an addendum to this contract) has been approved by the Department of Labor and all regulations pertaining to implementation have been met.

### Section 12 - General Safety

1545 The Health and Safety Team will continue to consider and make recommendations on safety issues.

## **ARTICLE XVII - Separation from Department**

1550

### Section 1 - Retirement

1555 The members of the Auburn Fire Department participate in the Maine Public Employees Retirement System Consolidation Plan -- Special Plan II. Effective 7/1/14, the City will implement MePERS Special Plan 3C (two-thirds pension at 25 years with no minimum age) for those firefighters who have less than 25 years of service with the Department. Firefighters with 25 years of service or more at the time of implementation of Special Plan 3C will not be eligible for Special Plan 3C.

1560 The City will implement a In Service Retirement Program for Firefighters who reach 25 years of service in the MePERS on 7/1/14 or later. Participants in the In-Service Retirement Program will retire in order to draw his/her pension and will remain employed for up to five additional years or upon reaching thirty (30) years of service as defined by MePERS.

1565 At the completion of the Firefighter's twenty fourth (24<sup>th</sup>) year as determined by MePERS, the Firefighter will declare his/her intention to participate in the In-Service Retirement Program when eligible and will state his/her intentions to the Fire Chief or his/her designee. The Firefighter may opt into the In-Service Retirement Program at any time after attaining 25 years of service, however, may participate in the plan until he/she reaches 30 years of total service.

1570

1575 The firefighter in the In-Service Retirement Program will cash out all accrued vacation time and all accrued sick time as per this article. Firefighters may reserve 48 hours of sick leave from being cashed out. This sick time may be retained and used as a starting sick leave balance upon participation in the In-Service Retirement Program. Firefighters must state in writing to the Office Manager that they want to reserve this sick time from being cashed out prior to the final



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1580 submission of the termination forms and cash-out is submitted to the Finance Department. The  
Firefighter understands that any sick leave hours held in reserve and not cashed out may  
negatively affect his/her pension through Maine Public Employees Retirement System. It is  
his/her responsibility to thoroughly understand any potential impacts. During the five years that  
the firefighter works under the In-Service Retirement Program, the firefighter will accrue  
vacation and sick time, but will be entitled to cash-out only accrued but unused vacation leave.  
1585 Firefighters who retire and participate in the In-Service Program who have more than 1440 hours  
of accrued sick leave at retirement will put the excess hours over 1440 into a "lapsed sick leave"  
account. The use of the lapsed sick leave account is for the sole purpose of covering the  
firefighter's extended absences of more than 3 weeks and for conditions that would be covered  
by the City's Family and Medical Leave policy. The lapsed sick leave account is for the  
firefighter's own personal absence as a result of illness or accident and is not intended to be  
1590 transferred to a sick bank for any other firefighter or City employee.

The City will share the savings generated from not making employer contributions to  
MePERS with the Firefighter on the In-Service Retirement Program on a 50/50 basis, with the  
savings for the firefighter to be paid to a supplemental retirement fund or a Retirement Health  
1595 Savings Account.

### Section 2 - Vacation Cash-out

1600 If a firefighter separates from the department with accrued and unused vacation hours,  
he/she will be entitled to "cash out" the unused vacation hours according to the following  
parameters:

1. Up to 288 hours.
- 1605 2. Up to 480 hours if on OJI or extended sick leave.

Upon separation, if the firefighter's vacation bank is in the negative, the hours will be  
deducted from the firefighter's last paycheck.

1610 For purposes of "cashing out" unused vacation time, each period/week of vacation time  
shall be calculated as being equivalent to forty-two hours at the firefighters regular rate of pay.  
A vacation hour is equivalent to .875 pay hours (48 times .875 equals 42 hours at regular rate of  
pay).

### 1615 Section 3 – Cash out of Accrued Sick Leave



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With the exception of a voluntary election for those firefighters participating in the In-Service Retirement Program, one-half (1/2) of the accumulated sick leave, subject to a maximum of 720 hours, shall be paid the firefighter upon involuntary separation or retirement, resignation with ten (10) years or more of service with the City of Auburn. In the event of a non-work related death of a firefighter, 50% of the accrued sick leave up to a maximum of 720 hours will be paid to the firefighter's beneficiaries. In the event that a firefighter dies in the line of duty, 100% of the firefighter's accumulated sick leave will be paid to the firefighter's beneficiary. The City's obligations in this regard shall be satisfied by payment, in the discretion of the Manager, to the deceased's estate, his/her administrator or executor, or his/her widow/widower or children, or other person(s) designated in writing by the deceased.

### Section 4 - Compensatory Time

Any accrued but unused compensatory time will be paid to the firefighter upon separation from the department.

### Section 5 - Uniform Reimbursement

The balance in the uniform reimbursement account will be paid in cash in the event of the firefighter's separation from service (retirement, resignation etc.). Any cash payment from this account will be taxed. All firefighters retiring or entering the DROP Program during the term of this contract shall receive the accrued balance of the clothing allowance. All others will have two (2) years (until June 30, 2016) to spend down the balance to meet the two-year maximum balance.

Upon termination of employment, the department member shall reimburse the City for that portion of the clothing allowance paid but not earned. The earned portion of clothing allowance shall consist of the number of months in the final year of employment that a person has been on duty. In this instance, "on duty" refers to separation date from the department.

### Section 6 - Lay-offs

**Lay-off** – In the event it becomes necessary for the City to lay-off firefighters for any reason(s), the firefighters shall be laid off in the inverse order of seniority by rank. Any officer selected to be laid off may elect to accept a reduction in rank in which case the least senior member of the Department in the next lowest rank shall be laid off or reduced in rank if a lower rank is available. Any officer electing to accept a reduction in rank in lieu of a proposed lay-off must be qualified as determined by the Fire Chief to assume the duties of the new position. If



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1655 there is a conflict between seniority during a lay-off and assignment of paramedics in accordance  
to Section 2-5 EMT Assignments, Section 2-5 of the contract shall have precedence.

1660 In the event the Department must make deep personnel cuts which result in lay-off of  
50% of the firefighters, the Fire Chief will have complete discretion as to who will be laid off as  
long as he/she can demonstrate the reasons for his/her selections. Continuous time in the  
Department will be given the utmost consideration when these selections are made.

1665 If possible, the City will provide a two-week notice to the firefighters affected by the lay-  
offs.

1670 **Recall** – The firefighters who are laid off shall be placed on a recall list for a period of  
two years. Firefighters who are reduced in rank will be placed on a reinstatement list. If there is  
a recall, firefighters who are on the recall list shall be recalled or reinstated to their original rank  
in the inverse order of their lay-off or reduction in rank provided that they are presently qualified  
to perform the duties as determined by the Chief. The firefighters will be required maintain all  
certifications for the position and to take a pre-employment medical exam, substance abuse test  
and physical agility test to determine if he/she is physically fit to perform the essential job  
functions of the job. It is the responsibility of the firefighter to provide the Fire Department and  
the Human Resources Department with a current address and telephone number. Notice of recall  
1675 will be sent to the firefighter by certified mail. The firefighter has ten (10) working days to  
respond to the recall notice.

1680 No new firefighters will be hired within this one-year period unless all the laid-off  
firefighters have been afforded the recall.

### ARTICLE XVIII - Miscellaneous Provisions

#### Section 1 - Uniform Reimbursement Policy

1685 The City will establish a reimbursable uniform account similar to the Wellness Account.  
An amount equal to the following amounts will be credited to the firefighter on July 1<sup>st</sup> of each  
year:

1690 Probationary and Permanent Firefighter – \$485.  
Captain -- \$510.00  
Battalion Chief -- \$510.00



# CITY OF AUBURN

## Auburn Firefighters Association Local No. 797



In addition to the above, the City will purchase full dress uniforms for those members of the department required to wear such uniforms at any time. The City will reimburse the firefighter \$100.00 toward the purchase of a new uniform jacket on a one-time basis only.

a. Procedures for submitting bills: The firefighter will purchase the uniforms as per the attached list and then submit the receipts to the AFD administrative office personnel. The administrative personnel will forward the receipts to the Finance Department for reimbursement to the firefighter.

b. Accrual: The entire uniform credit does not have to be drawn down completely each year. Effective 6/30/16, the Firefighter may carryover the value of one year's uniform allowance from one fiscal year to next in order to purchase more expensive uniform items, but in no case may the firefighter's balance in the uniform reimbursement account exceed two years of allowance, except as specifically provided in Article XVII Separation from Department Section 5 Uniform Reimbursement. In April, the City will notify the firefighters of the current balance in the account on order that they may draw down the balance below the maximum two-year allowance. In this way, the firefighter may use the accrual from more than one year to make large infrequent uniform purchases such as structural firefighting boots. The Labor Management Committee will monitor the usage of the uniform reimbursement account. If it appears that firefighters are not drawing down the balance in the accounts over a two to three year period, then the Labor Management Committee will consider the implementation of caps on the maximum amount that can be carried over from one year to the following year (uniform accrual).

c. List of approved uniform items: The firefighter may submit receipts for reimbursement for uniform clothing as specified in the uniform policy in the AFD Employee Handbook. Items purchased through the uniform reimbursement account must meet IRS regulations in order to be tax exempt. This list is subject to change if the Department uniform policy changes.

### Section 2 – Laundry Service

Effective 7/1/14 the City will discontinue contracted laundry service and firefighter will launder department bed linens, towels and uniforms at the stations. Firefighters will receive \$100 per firefighter per year to be used toward the purchase of personal bed linens and towels and laundry cleaning supplies. The City will continue to provide and maintain a washer and dryer at each station. The Fire Chief through Labor/Management will establish policy on items to be purchased with this account and the method of purchasing these items.



# CITY OF AUBURN

## Auburn Firefighters Association Local No. 797



### Section 3 – Use of Wireless Internet

The City agrees to provide internet access/service in all AFD station for use by bargaining unit employees consistent with the City's Computer Use and Support Policy.

### Section 4 - Association Meetings

The Auburn Firefighters Association shall be permitted to hold regularly scheduled meetings at the Central Fire Station, but substation firefighters shall not be called in by the Association. The Association shall also be permitted to hold four (4) meetings per year at the Central Fire Station at which all units shall be allowed to attend. In addition to the above, the Association shall be granted the right to hold additional meetings at Central Station where such are required solely for the purpose of submitting a proposed collective bargaining agreement to the membership for ratification and to include all units at such meetings. The Chief shall be notified of any such special meetings in advance.

### Section 5 - Discipline

Employees shall only be disciplined or discharged for just cause. The employer shall have the authority to bypass any step in the discipline process that is warranted by the severity of the infraction.

- a. Oral reprimand requires a written record of the oral warning given and the reason(s) therefore. Any documented oral reprimand inserted in the Employee's personnel file shall be removed after a six (6) month period.
- b. Written warning requires written notification, indicating the violation, reason(s) therefore, to the employee with a copy given to the Union President. Any written warning inserted in the Employee's personnel file shall be removed after a two (2) year period with no subsequent offenses.
- c. Written reprimand requires written notification indicating the violation, reason(s) therefore, to the employee with a copy given to the Union President. A written reprimand which has not previously been the subject of a hearing shall not be placed in a member's personnel file unless the member is first given the opportunity to see a copy of the reprimand. Within five (5) days thereafter, the member may file a written reply. If the Chief thereafter places the written reprimand in the member's personnel file, he/she shall also include the reply. Two years after the incident, a firefighter may submit a request to the Chief that single incidents be purged from his/her file, such request to be determined by a three member committee composed of: The City Manager or designee, the Chief of the Fire Department, and the Association President or designee (who shall serve on the committee only at the request of the individual).



# CITY OF AUBURN

## Auburn Firefighters Association Local No. 797



- 1770 d. Suspension/Demotion requires written notification, indicating the violation, reason(s) and dates of suspension, demotion, probation, to the employee with a copy given to the Union President.
- e. Discharge requires written notification, indicating the violation, reason(s) and dates of suspension, demotion, probation, to the employee with a copy given to the Union President.
- 1775

If the Employer has reason to reprimand an Employee, it shall be done in a manner that will not embarrass the employee before other Employees or the public. Any disciplinary action or measure will be governed according to Fire Department Rules and Regulations. Such discipline may be processed as a grievance through the regular grievance procedure.

1780

### Section 6 - Indemnity

- 1785 The City agrees to protect, save harmless, and indemnify a firefighter from and against all fines, penalties, loss, damage, cost and expense suffered or sustained by him/her or for which he/she may be held or become liable by reason or injury, including death, to persons or property, or other causes whatsoever, in the event an attempt should be made to hold him/her liable therefore in connection with the performance of his/her duties as a firefighter, including, without
- 1790 limitation on the foregoing, the operation of Fire Department vehicles and apparatus.

### Section 7 - Residence of Firefighters

- 1795 Firefighters may live in any location. The lack of a residency requirement may be re-evaluated in terms of impact on the department.

### Section 8 - Jury Duty and Court Appearances

- 1800 Requirements of jury duty for firefighters shall be as outlined in the Administrative Manual of the City of Auburn, however, if the firefighter is excused by the court for any reason, he/she shall be required to return promptly thereafter unless the time of release is less than one hour of the time the firefighter tour of duty is scheduled to end.

- 1805 Fire Department personnel covered by this Agreement required to make an off-duty attendance at court for purposes directly related to their work as Auburn Firefighters shall receive a minimum of three (3) hours pay at his/her regular base hourly rate for each such attendance or time and one-half (1 1/2) his/her regular base hourly rate for all hours in attendance, whichever is greater. Any compensation (from other than the City) received by



# CITY OF AUBURN

**Auburn Firefighters Association  
Local No. 797**



1810 firefighters for attendance at any court or official hearing while on duty or if called while off-duty for a work-related matter shall be paid to the City.

## **ARTICLE XIX - Fire Prevention Officer**

1815 NFPA Standards and Rules as it applies to inspections, reference, enforcement, and review as it pertains to plans review, building, construction and code enforcement may be conducted by planning/code enforcement staff.

1820 The Fire Prevention Officer will be paid according to the attached wage schedule. The Fire Prevention Officer's evaluation will be conducted on his/her anniversary date of hire.

The Fire Prevention Officer will be entitled to the same tuition and books reimbursement as provided to other firefighters.

1825 The Fire Prevention Officer will work the administrative work schedule -- 8:00 a.m. to 4:30 p.m. Monday through Friday.

### **Flextime –**

1830 The purpose of flex time is to allow some flexibility in the FPO's work schedule so that he/she can more effectively meet the demands of his/her job that occur outside normal business hours.

1835 Flextime will not be awarded on a strict hour for hour basis; rather, the DC and the FPO will meet after the event to determine how much flextime is appropriate.

The FPO will make every attempt to submit a verbal request for flextime off to the DC as soon as possible so that administration can plan for the absence of the FPO.

### **Overtime –**

1840 Overtime will be paid to the FPO at the rate of 1 and ½ times his/her normal rate of pay. A minimum of 3 hours of overtime will be paid when he/she is called before 7:00 am or after 4:30 pm on a normal working day, or for fire investigations occurring anytime during normally scheduled off duty time. The FPO will be compensated at the OT rate only for actual hours  
1845 worked on all other call back situations.



# CITY OF AUBURN

**Auburn Firefighters Association**  
**Local No. 797**



Overtime will be paid in the event that the Police Department, Chief, Deputy Chief, or an Acting/Battalion Chief requests that the FPO attend an emergency event outside his normal work schedule.

1850 Upon receiving such a request, the FPO will make every attempt to contact the requestor and either resolve the issue over the phone or confirm that it is a situation that requires his attendance.

1855 A brief written explanatory report will be submitted to the Deputy Chief along with a request for overtime payment. Upon approval, this will be forwarded to the Office Manager for payroll processing.

1860 Should the situation in fact turn out not to warrant the presence of the FPO, this will be included in a brief report specified in #4 and appropriate action will be taken to educate the person who made the errant request.

Overtime pay will not be withheld from the FPO in the event of an unnecessary request so long as the FPO complies with item 3.

1865 The Fire Prevention Officer will receive the following holidays off with no additional compensation:

- |      |                          |  |
|------|--------------------------|--|
| 1870 | 1. New Year's Day        | 7. Columbus /Indigenous Peoples' Day   |
|      | 2. Washington's Birthday | 8. Veteran's Day   |
|      | 3. Patriot's Day         | 9. Thanksgiving Day and the day after  |
|      | 4. Memorial Day          | 10. Christmas Day  |
|      | 5. Independence Day      | 11. Martin Luther King Day   |
| 1875 | 6. Labor Day             | 12. Any one time national holiday<br>mandated by the President and<br>observed by other Auburn City<br>Departments |

He/she will receive one personal day per contract year.

1880 Vacation accrual for the Fire Prevention Officer will be as follows: One day per month; 15 days per year after completion of the fifth year of employment; 20 days per year after completion of the 12th year of employment. The Fire Prevention Officer may accumulate, up to a maximum of 30 days.



# CITY OF AUBURN

## Auburn Firefighters Association Local No. 797



1885 The Fire Prevention Officer will accumulate one sick day (7.5 hours) per month up to a maximum of 150 days. The Fire Prevention Officer may cash out one half of accumulated sick leave up to a maximum of 75 days conditional upon him/her having 10 or more years of employment with the City of Auburn.

1890 The Fire Prevention Officer may also take Wellness Days, if earned through the City's Wellness Program. He must schedule Wellness Days off through the Deputy Fire Chief.

The Fire Prevention Officer will annually be credited with \$385 in the uniform reimbursement account.

1895

### **ARTICLE XX - Duration of the Contract**

1900 This agreement shall be effective upon execution and shall continue in force and in effect from July 1, 2019 until June 30, 2022. The provisions hereof shall remain in effect after that termination date if the parties are engaged in collective bargaining, mediation, fact-finding, or interest arbitration pursuant to the Maine Public Employees Labor Relations Act, or legal action relating thereto. No interest arbitration decision shall be given retroactive effect unless it is determined by reference to the facts and circumstances surrounding the negotiation that retroactive application would be just. In that case, the decision shall be made retroactive to the extent State law gives the arbitrator the power to make it so.

1905

### **ARTICLE XXI - Inconsistent Rules, Regulations and Ordinances**

1910 The City may adopt such rules, regulations, ordinances, or charter provisions as it deems necessary for the operation of the Fire Department and the conduct of its employees, provided such rules do not conflict with any of the provisions of this Agreement. Any disagreements between the City and the Association as to whether or not a particular rule, regulation, ordinance conflicts with this Agreement shall be resolved by the arbitration procedure as outlined in Article XII of the Collective Bargaining Agreement.

1915

To the extent any rule, regulation, or ordinance is found to be inconsistent with this Collective Bargaining Agreement, this Collective Bargaining Agreement shall prevail to the extent of the inconsistency.

1920 The President of the Association shall receive a copy of all departmental orders and notices and copies of proposed changes in the Administration Manual.



# CITY OF AUBURN

**Auburn Firefighters Association  
Local No. 797**



## 1925 **ARTICLE XXII - Active Agreement**

1930 The contract may be changed during the term of this agreement when (1) the members of the Labor Management Committee have reached consensus and agreed to discuss any particular change(s) in the contract; and (2) the Union and the City Council have voted to make the change that was discussed and is being proposed by the Labor Management Committee.

## **ARTICLE XXIII - Savings Clause**

1935 If any provision of this agreement, or the application of such provision, should be rendered or declared invalid by any court action or by reason of any existing or subsequently enacted legislation, the remaining parts or portions of this Agreement shall remain in full force and effect.

1940

# CITY OF AUBURN

**Auburn Firefighters Association  
Local No. 797**



**IN WITNESS WHEREOF**, the City of Auburn has caused its corporate seal to be affixed to this instrument, and has caused this instrument to be signed for it and in the name of its appropriate municipal authorities and by its duly authorized officials as set forth below, and Auburn Firefighters Association, Local No. 797, of the International Association of Firefighters, A.F.L.-C.I.O. has caused this instrument to be signed by its President, thereunto duly authorized, on the date first above mentioned.

Witnesses:

City of Auburn

By: \_\_\_\_\_

Peter J. Crichton  
Its City Manager

Auburn Firefighters Association, Local  
797 of the International Association of  
Firefighters A.F.L.-C.I.O.

By: \_\_\_\_\_

Michael Scott  
Its President



# CITY OF AUBURN

**Auburn Firefighters Association  
Local No. 797**



## **Appendix A - Health Promotion Program**

The program seeks voluntary participation in a health promotion and health care management system which focuses primarily on prevention activities. The goals include:

1975

- To improve the health of each employee, their spouse, and dependents through a personal risk assessment, continual education, and personal wellness plans;
- By employees being actively involved in their overall healthcare and by focusing on prevention, the use of higher cost medical services may decline which will result in long term savings in health insurance premiums;
- To reward employees and their dependents for healthy behavior.

1980

### Health Risk Analysis and Education

1985

The first major part of the program is an individual health risk analysis which will be available for each employee who desires one. This service may be provided by a health care provider that will be under contract with the City to provide these services or by the employee's primary care physician. If the employee opts to use his/her primary care physician, the result of the health risk analysis will be provided to the City's contracted health promotion provider. The health risk analysis will include but not be limited to high blood pressure, elevated cholesterol, diabetes screening, smoking, and proper body weight. The aggregate results of the analysis for all City employees will be available to the City. However, consistent with federal law, the City will not have access to individual's health risk analysis.

1990

1995

A health care educator will be assigned and responsible to work with each and every member that signs up for the program (dependents are not required but are encouraged to participate in the program). These educators will work to establish the base line for health risk factors for each member. Once established, the educators will work with the member to provide wellness goals and benchmarks. Educational material and motivation will be a core part of the program.

2000

2005

After the initial consultation, each member will receive at least one additional face-to-face meeting annually. Such meetings will be primarily designed to be on the job site for the employees and in a private setting. Depending on the results of the health risk analysis and the goals of the member, additional meetings will be scheduled. Should a face-to-face consultation not be practical, phone and email may be acceptable alternatives.



# CITY OF AUBURN

## Auburn Firefighters Association Local No. 797



2010 The City, after consultation with the Health Care Provider and the City Wellness Team, will, at a minimum, provide monthly health related programs and topics that relate to the challenges that are facing the members. The City will continue to seek creative and meaningful ways to reward and recognize employees making progress in obtaining their individual health care goals.

### Health Care Advisory Team

2015 The City's Wellness Team will meet regularly to assist in recommending health related programs, adjustments to the percentage distribution and any wellness issues or concerns that may arise. There will be at least one fire fighter on the team. Though the Team may recommend changes or adjustments to the program, the City will make the final determination to either  
2020 accept or reject such recommendations. Lastly, since communications is such an integral part of any successful program, the Team will serve as an information conduit to City employees to assist in keeping them apprised of ongoing health care issues.

### Health Care Management Proposal

2025 Except as stated in Article XVII Section 1 Separation From Department, the insurance proposal is as follows: Employees' portion of health insurance premium increases from 15% to 25%, effective July 1, 2006. Alternatively, an employee may participate in the Health Promotion Program and make his/her intentions known to participate by July 1, 2006. The program's  
2030 implementation date is July 1, 2006. During the first year of the program (7/1/06 to 6/30/07), employees need only agree to participate in the program to obtain the 10% health insurance premium savings. After July 1, 2007, employees are expected to meet the specific goals by utilizing their 'best efforts' as established by the Health Care Educators to obtain the full 10% savings.

2035 The components of the 10% health insurance premium savings is as follows:

- 3% savings when the employee agrees to participate in a Health Risk Assessment, a physical examination by personal physician including the prescribed lab/x-rays;
- 2040 ▪ 3% savings when the employee agrees to participate in an exercise program agreed to by the Health Care Educator in conjunction with the employee's physician;
- 2% savings for nonsmokers and those who quit smoking;
- 2% savings for participation in a weight management program.

The total adjustment to the employee's health insurance cost share will not exceed 10%.

### Health Promotion Program and Health Insurance Cost Share



# CITY OF AUBURN

## Auburn Firefighters Association Local No. 797



2050 The employee cost share for firefighters who do not participate in the Health Promotion Program will be 25%. Employees who are participating in the Health Promotion Program are expected to meet the specific goals by utilizing their 'best efforts'. The program has two goals: First, to improve the health of each employee through risk assessment and education; second, to reduce the long-term cost of health insurance for each employee and the City. The use of credits is not intended by the City to be a primary source of savings, but as an instrument to make the program important and meaningful. As such, an employee who makes a 'best effort' but falls short of fully meeting their goals will not be penalized, providing, however, that the following three criteria are met:

- 2060
- a. the employee has participated in the Health Risk Assessment;
  - b. has made reasonable progress and improvement since the last measurement;
  - c. has been recommended by their health care provider/educator as having made their 'best effort'.

2065 The City will meet and discuss with the Union in all cases it deems an employee to not have met this standard. Each case shall be decided on an individual basis and shall not be used as a reference in any way for any other employee.

2070 At all time, the employee Primary Care Physician (PCP) shall be responsible for establishing and /or modifying appropriate goals. The Health Care Educator shall be responsible, in consultation with the employee's PCP, to determine the appropriate activities to meet such goals and to determine whether or not the employee has made a 'best effort'. In the event of a conflict between the PCP and the Health Care Educator, the employee's PCP shall have final say in re-determining and/or modifying previously established goals.

### Cafeteria Benefit Plan Options

2075 The City will contribute \$650 to the Cafeteria Benefit Plan, of which the Flexible Spending Account is an option. The Flexible Spending Account can be used for office visit co-payments, lab work, diagnostic testing, prescriptions and other medicals. A firefighter may elect to put money from the Cafeteria Benefit into the Flex Spending Account and may increase the amount in the account by making additional contributions through payroll deductions. All money must meet the standards set by the IRS. Additionally, firefighters may cash out up to 48 hours of accrued time (sick or vacation) to the Cafeteria Benefit Plan, to be used towards the Flexible Spending Account or any other option on the plan.

# CITY OF AUBURN

**Auburn Firefighters Association**  
**Local No. 797**



## Wage Schedule

2090

Please see the attached Fire Fighter and Fire Prevention Officer Wage Schedules dated July 1, 2019 to June 30, 2022.



Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## **IN CITY COUNCIL**

### **ORDER 87-08192019**

ORDERED, that the City Council hereby authorizes the City Manager to execute the Collective Bargaining Agreement with IAFFA Local 797 for 7/1/19 through 6/30/22.



**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019      **Order:** 88-08192019

**Author:** Eric J. Cousens, Deputy Director of Economic and Community Development

**Subject:** Confirming the additional parking at the 48 Hampshire Street location

---

**Information:** Staff was directed to work on securing parking and street improvements in the Library and Troy Street areas and we were able to secure parking for a 99-year lease at Troy Street as shown on the attached diagram. The contract to do this was signed in November of 2018 and funding was approved as part of the FY 19 and 20 CIPs (Downtown Parking and Walkability). We are now ready to execute the contract and would like the Council to confirm the lease.

13 spaces are to be constructed and maintained by the owner of 48 Hampshire for 99 years of City use. The cost of \$65,000 is less than it would cost the City to do the same and will help meet parking needs of the City and the Library.

---

**City Budgetary Impacts:** \$65,000 one-time expense for 13 spaces to be constructed and maintained by the owner of 48 Hampshire for 99 years.

---

**Staff Recommended Action:** Confirm the contract and authorize the City Manager to execute it.

---

**Previous Meetings and History:** Many meetings that covered the need for Parking in this area and a specific Executive Session in November of 2018.

---

**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Cousens", is written over a horizontal line.

---

**Attachments:** Contract and Plan.



### Term Sheet – Parking at 48 Hampshire Street site

|   |   |
|---|---|
| <b>Date</b>                             | November 30, 2018   |
| <b>Lessor / Developer</b>               | 48 Hampshire Street, LP (to own housing development at 48 Hampshire Street ("Project"))   |
| <b>Lessee</b>                           | City of Auburn  |
| <b>Premises</b>                         | 13 parking spaces in the southeastern portion of Project parking area (ref. Exhibit A), together with rights for entry and egress. None of the spaces are handicapped accessible spaces.  |
| <b>Purpose</b>                          | For vehicle parking and pedestrian access to the parking to support Library and City activities off-Premises and no other purpose. Neither the lease nor the parking spaces shall be assigned or sublet to others, without Lessor's consent, which shall not be unreasonably withheld.  |
| <b>Rent Commencement Date</b>           | Upon Project substantial completion, expected in April 2020 based on a construction start in Mid-March, 2019.   |
| <b>Payment</b>                          | One-time payment of \$5,000 per parking space (\$65,000) at Rent Commencement Date.   |
| <b>Lease Term</b>                       | 99 years  |
| <b>Signage</b>                          | Lessor to install and maintain signage at 13 spaces as follows:<br>FOR EXCLUSIVE USE OF AUBURN PUBLIC LIBRARY<br>MONDAY THROUGH FRIDAY 9:00 A.M – 8:00 P.M<br>SATURDAY 9:00 A.M. – 5:00 P.M.<br><br>These hours are based on current Library usage. Other hours may be used with the mutual consent of Lessor and Lessee.   |
| <b>Rights and Obligations of Lessor</b> | <ol style="list-style-type: none"><li>1. Improve Premises with new pavement, drainage, and striping.</li><li>2. Perform normal maintenance, including snow removal, pavement repairs, and re-striping.</li><li>3. The right to terminate the lease, with reasonable notice and cure periods, if Lessee does not use the spaces in accordance with the lease and leave the Premises in good order (normal wear and tear excepted).</li></ol> |

4. Use of the Premises during time periods not specified in the Signage.
5. The right to tow, immobilize or cause to be ticketed vehicles that use the Premises in violation of the lease.
6. Pay all required property taxes and assessments.

**Rights and  
Obligations of  
Lessee**

1. Exclusive use of the Premises in accordance with the Signage.
2. The right to tow, immobilize or ticket vehicles that use the Premises in violation of the lease.
3. The obligation to keep the Premises in good order (normal wear and tear excepted).
4. The right to terminate this lease for any reason, with 30-day notice, after Payment. In the case of any termination, there will be no refund of amounts previously paid.
5. If the Lessee elects to use the Premises at different hours than those stated on the then current signage the cost of new signage, including fabrication and installation, will be paid by Lessee.

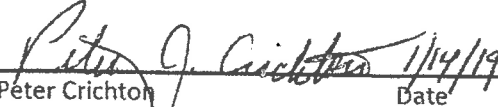
**Lease**

The parties will enter into a lease to be executed at or prior to the acquisition of the Project site from the City expected to occur in March 2019 and are not legally obligated to each other on these matters until the lease is signed. The lease will contain additional commercially reasonable provisions typically found in similar leases. The parties understand that such lease needs to be in a form acceptable to the Project's funders. Lessee represents that no additional approval by the City Council is needed for the City to enter into the Lease and pay the rent required by the Lease.

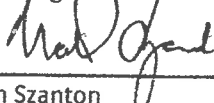
**Insurance**

Each of the Lessor and Lessee shall name the other as an additional insured on its policy of liability insurance that covers the parking area and related access ways.

Seen and Agreed to:

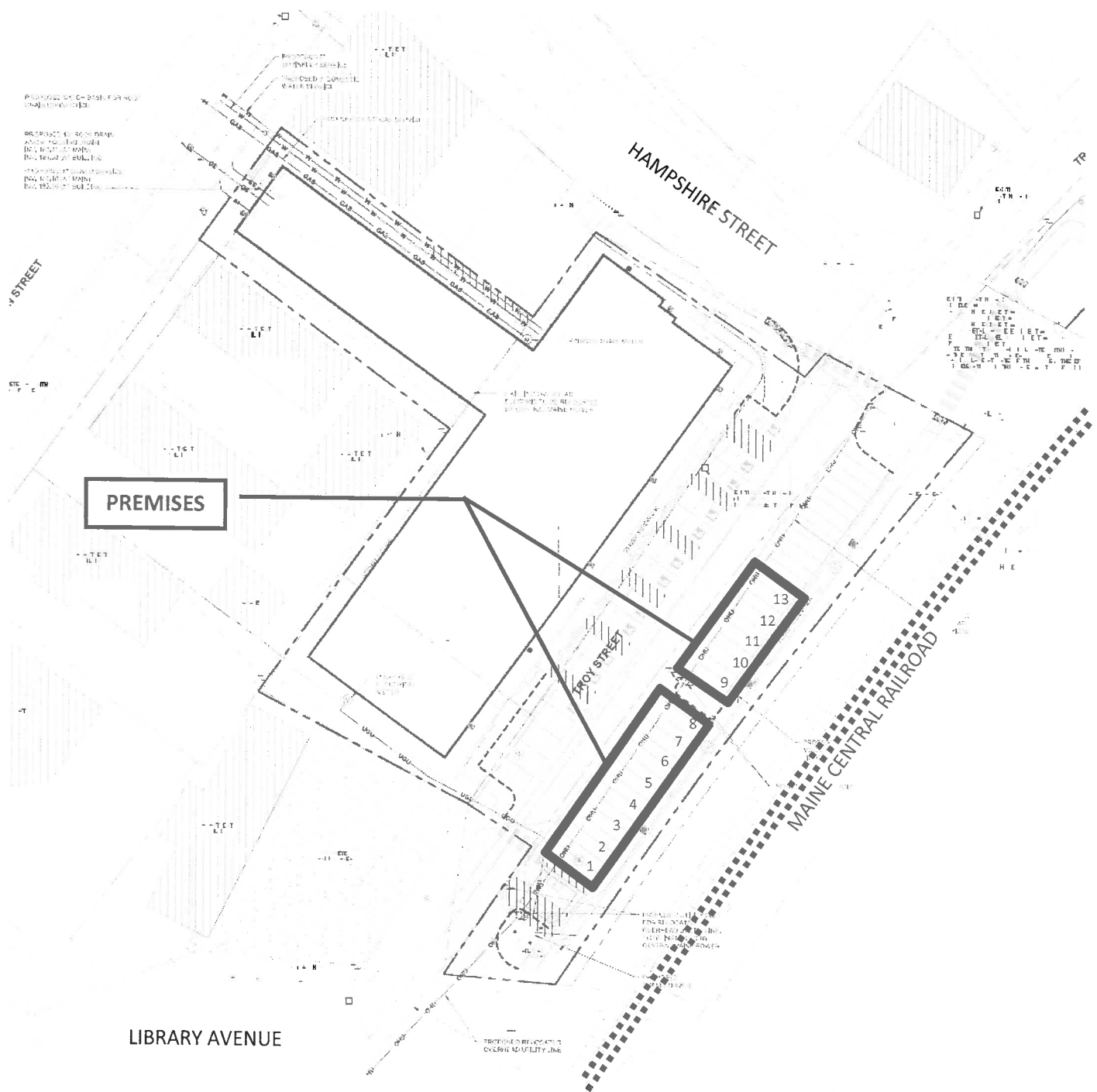
  
Peter Crichton  
City Manager, City of Auburn  
Date 1/14/19

Seen and Agreed to:

  
Nathan Szanton  
Manager of Cushman Hampshire, LLC  
General Partner of 48 Hampshire Street, LP  
Date 1/16/19



## Exhibit A



NOTE: THIS EXHIBIT IS BASED ON PRELIMINARY CONSTRUCTION DOCUMENTS AND MAY BE REVISED BASED ON ACTUAL SITE CONDITIONS.

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## **IN CITY COUNCIL**

### **ORDER 88-08192019**

ORDERED, that the City Council confirm and authorize the City Manager to execute the previously approved contract dated November 30, 2018 to secure additional parking at the 48 Hampshire Street location for 99 years at a one-time cost of \$65,000.00. Funding will be from the previously approved CIP for Downtown Parking and Walkability and the parking will be constructed and maintained by the owner of 48 Hampshire Street.





**City of Auburn  
City Council Information Sheet**

**Council Workshop or Meeting Date:** August 19, 2019

**Orders:** 89-08192019 through 99-08192019

**Author:** Sue Clements-Dallaire, City Clerk

**Subject:** Board and Committee Appointments

---

The Appointment Committee met on August 12, 2019 to review applications and make their nominations for various boards and committees of the City as follows:

**Auburn Housing Authority** – Celia McGuckian, new appointment with a 10/01/2023 term expiration, and Ron Spofford with a term expiration of 10/01/2022.

**Cable TV Advisory Board** – Leroy Walker, Sr., new appointment with a term expiration of 06/01/2021.

**Conservation Commission** – Jane Costlow and Michelle Melaragno, both new appointments and both with term expirations of 06/01/2022.

**Planning Board** – Daniel Carroll, new appointment as full member, with a term expiration of 01/01/2021, and Kyle Pepin, new appointment, associate member with term expiration of 01/01/2020.

**Recycling Ad-hoc Committee** – Sharon Benoit, Ralph Harder, Camille Parrish, and Silver Moore-Leamon with 6 month terms which may be extended to 12 months.

***Council may enter into executive session pursuant to 1 MRSA Sec. 406(6)(A) to review applications or for further discussion before making appointments.***

---

**City Budgetary Impacts:** None

---

**Staff Recommended Action:** Motion to appoint members as recommended by the Appointment Committee.

---

**Previous Meetings and History:** The Appointment Committee met on August 12, 2019 to make their nominations.

---

**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink that reads "Peter J. Costlow".

---

**Attachments:**

List of applicants

List of vacancies

Applications

Orders 89-08192019 through 99-08192019

## VACANCIES

Age Friendly Community Committee - 2 vacancies - one with a term expiration of 6/1/2021, and one with a term expiration of 6/1/2022

*Representatives from the Auburn Public Library, Area Agency on Aging, Seniors Plus, Lewiston Auburn Transit Committee, Auburn Housing Authority, Community Based Senior Organizations and the Auburn School Department are encouraged to apply to serve on the Age Friendly Community Committee.*

Auburn Housing Authority - 2 vacancies - one with a term expiration of 10/01/2022, and one with a term expiration of 10/01/2023

Board of Assessment Review - 3 vacancies - alternate positions. One with a term expiration of 10/1/2020, and two with term expirations of 10/1/2022

Cable TV Advisory Committee - 3 vacancies - two with term expirations of 6/1/2021, one with a term expiration of 6/1/2020

Citizens Advisory Committee - Several vacancies, 3 year terms

Conservation Commission - 2 vacancies - both with term expirations of 06/01/2022

Ethics Committee - 3 vacancies - one full member position with a term expiration of 1/1/2021, and two alternate positions both with term expirations of 1/1/2022

Planning Board - 2 vacancies - one associate position, with a term expiration of 1/1/2020, and one full member position with a term expiration of 1/1/2021

Recycling Ad-hoc Committee - 6 vacancies, all with a 6 month term (term may be extended to 12 months)

Sewer District Board of Trustees - 1 vacancy with a term expiration of 3/1/2022



**Board Committee Applications**  
**August 12, 2019**

| Board or Committee                             | Ward | Last Name    | First Name | Address                      |
|--|------|--------------|------------|------------------------------|
|  |      |              |            |                              |
| Age Friendly Community Committee               |      |              |            |                              |
|  |      |              |            |                              |
| Auburn Housing Authority                       | 2    | Bartlett     | Sara       | 107 Shepley Street           |
|  | 4    | Dumais       | Dorothy    | 20 Great Falls Plaza #417    |
|  | 1    | Iler         | Anita      | 74 Lake Auburn Ave., Apt. 4S |
|  | 1    | Ogilvie      | Leslie     | 141 Gamage Avenue            |
|  | 3    | McGuckian    | Celia      | 10 Fairmount Ave.            |
|  | 2    | Perrino      | John       | 11 Haskell Street            |
|  | 4    | Spoffard     | Ron        | 156 Main St., Apt. 421       |
|  |      |              |            |                              |
| Board of Assessment Review                     |      |              |            |                              |
|  |      |              |            |                              |
| Cable TV Advisory Board                        | 5    | Walker       | Leroy      | 41 Broad Street              |
|  |      |              |            |                              |
| Citizen's Advisory Board ( <b>MAYOR APPT</b> ) |      | Whiting      | Diane      | 833 Summer Street            |
|  |      |              |            |                              |
| Conservation Commission                        | 5    | Costlow      | Jane       | 104 Fourth Street            |
|  | 5    | Melaragno    | Michelle   | 576 Trapp Road               |
|  |      |              |            |                              |
| Ethics Committee                               |      |              |            |                              |
|  |      |              |            |                              |
| Planning Board                                 | 3    | Carol        | Daniel     | 95 Clover Lane               |
|  | 5    | Pepin        | Kyle       | 41 Roy Avenue                |
|  |      |              |            |                              |
| Recycling Ad-hoc Committee                     | 4    | Benoit       | Sharon     | 9 Clubhouse Lane             |
|  | 3    | Engler       | John       | 8 Cushman Place              |
|  | 3    | Harder       | Ralph      | 54 Sheridan Avenue           |
|  | 2    | Parrish      | Camille    | 42 Lake Street               |
|  | 3    | Moore-Leamon | Silver     | 15 Forest Avenue             |
| Sewer District Board of Trustees               |      |              |            |                              |
|  |      |              |            |                              |
|  |      |              |            |                              |

\* Indicates this applicant is seeking re-appointment

\*\* Indicates this person is an associate/alternate member seeking full member status



## CITY OF AUBURN BOARD & COMMITTEE APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: July 10, '19  
Last name: SPOFFORD First name: RON Middle initial: ✓  
Residence address: 156 MAIN ST. Apt 421 Ward: \_\_\_\_\_  
City: Auburn State: ME Zip code: 04210  
Home phone: 207 740 4084 Work phone: \_\_\_\_\_ Cell phone: \_\_\_\_\_  
Email address: \_\_\_\_\_

Current occupation: retired

Previous occupation (if retired or no longer working): Teacher, then church sexton

Educational and/or experience (or attach your resume): Gordon State College, '65 B.S. Ed.

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |  |  |
|--|--|
| <input type="checkbox"/> 9-1-1 Committee                     | <input type="checkbox"/> Airport Board                     |
| <input checked="" type="checkbox"/> Auburn Housing Authority | <input type="checkbox"/> Audit & Procurement Committee     |
| <input type="checkbox"/> Board of Assessment Review          | <input type="checkbox"/> Cable TV Advisory Board           |
| <input type="checkbox"/> CDBG Loan Committee                 | <input type="checkbox"/> Community Forest Board            |
| <input type="checkbox"/> Complete Streets Committee          | <input type="checkbox"/> Conservation Commission           |
| <input type="checkbox"/> Ethics Panel                        | <input type="checkbox"/> Finance Committee                 |
| <input type="checkbox"/> L/A Transit Committee               | <input type="checkbox"/> Parks & Recreation Advisory Board |
| <input type="checkbox"/> Planning Board                      | <input type="checkbox"/> Sewer District                    |
| <input type="checkbox"/> St. Louis Bells Committee           | <input type="checkbox"/> Water District                    |
| <input type="checkbox"/> Zoning Board of Appeals             | <input type="checkbox"/> Other _____                       |



Is this application for a ✓ new appointment or \_\_\_ reappointment or \_\_\_ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). I was recommended by AHA employees, and validated for that.

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). I would hope to promote validation of every person who is served by and employed by AHA. I'd hope to represent and present my neighbors city-wide and present their (our) needs.

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? No

Dates served (if known)? NA

Have you previously served on a City or Community Board or Committee? If so, which one(s)? No

Dates served (if known)? NA

How did you learn of this vacancy? via letter from executive director, AHA. Richard Whiting

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: Ronald V. Spafford Date: July 10, '19  
(Ron)

Please submit your application to:  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210

207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

FOR OFFICE USE ONLY

DATE APPLICATION RECEIVED: July 10, 2019  
APPOINTMENT DATE: \_\_\_\_\_  
TERM EXPIRATION DATE: \_\_\_\_\_  
OATH DATE: \_\_\_\_\_



*Richard S. Whiting, Executive Director*

July 5, 2019

Ron Spofford  
156 Main Street Apt. 421  
Auburn, Maine 04210

Re: Auburn Housing Authority Board Vacancy

Dear Mr. Spofford:

Your name has been recommended to me by employees as a person who might be interested in serving on our Board of Commissioners. Under state law, we are required to have two board members who are residents of HUD-assisted housing. These positions (as are all board slots) are appointed by the Auburn City Council and they have an application process for various board openings. I have included the application for your convenience, if you are interested.

We typically meet on the last Wednesday of each month at 7:30 a.m., with some exceptions.

I'll be out of the office on Monday, July 8<sup>th</sup>, but would happy to speak with you further if you have any questions. Please feel free to call me!

Thanks!

Sincerely,

Richard S. Whiting  
Executive Director







## CITY OF AUBURN BOARD & COMMITTEE APPOINTMENT APPLICATION

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Date: 7-8-19  
Last name: Iler First name: Anita Middle initial: E  
Residence address: 74 Lake Auburn Ave. 45 Ward: \_\_\_\_\_  
City: Aub. State: Me. Zip code: 04210  
Home phone: 783-3079 Work phone: \_\_\_\_\_ Cell phone: \_\_\_\_\_  
Email address: \_\_\_\_\_

Current occupation: Retired

Previous occupation (if retired or no longer working): Cake decorator - CNA - Teacher  
Educational and/or experience (or attach your resume): 3 yrs. college graphic designer

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |  |  |
|--|--|
| <input type="checkbox"/> 9-1-1 Committee                     | <input type="checkbox"/> Airport Board                     |
| <input checked="" type="checkbox"/> Auburn Housing Authority | <input type="checkbox"/> Audit & Procurement Committee     |
| <input type="checkbox"/> Board of Assessment Review          | <input type="checkbox"/> Cable TV Advisory Board           |
| <input type="checkbox"/> CDBG Loan Committee                 | <input type="checkbox"/> Community Forest Board            |
| <input type="checkbox"/> Complete Streets Committee          | <input type="checkbox"/> Conservation Commission           |
| <input type="checkbox"/> Ethics Panel                        | <input type="checkbox"/> Finance Committee                 |
| <input type="checkbox"/> L/A Transit Committee               | <input type="checkbox"/> Parks & Recreation Advisory Board |
| <input type="checkbox"/> Planning Board                      | <input type="checkbox"/> Sewer District                    |
| <input type="checkbox"/> St. Louis Bells Committee           | <input type="checkbox"/> Water District                    |
| <input type="checkbox"/> Zoning Board of Appeals             | <input type="checkbox"/> Other _____                       |

or where needed

Is this application for a \_\_\_ new appointment or ☒ reappointment or \_\_\_ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). I have the time to be

useful in anyway I can.

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). whatever is required of me.

Are you presently serving on a City or Community Board or Committee? If so, which one(s)?

Aub. Housing Development Corp.

Dates served (if known)? Since Webster School project

Have you previously served on a City or Community Board or Committee? If so, which one(s)?

No

Dates served (if known)?

How did you learn of this vacancy? A letter was sent to me.

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: Christa E. [Signature] Date: 7-8-19

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210  
207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

FOR OFFICE USE ONLY

DATE APPLICATION RECEIVED: 7/11/19  
APPOINTMENT DATE: \_\_\_\_\_  
TERM EXPIRATION DATE: \_\_\_\_\_  
OATH DATE: \_\_\_\_\_



## CITY OF AUBURN BOARD & COMMITTEE APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: 6/9/2019

Last name: MCGUCKIAN First name: CELIA Middle initial: A

Residence address: 10 FAIRMOUNT AVE Ward: 3

City: AUBURN State: ME Zip code: 04210

Home phone: 786-3979 Work phone: \_\_\_\_\_ Cell phone: 240-7511

Email address: mainedeja@yahoo.com

Current occupation: adjunct instructor CMCC

Previous occupation (if retired or no longer working): public relations/housing authority <sup>VA.</sup>

Educational and/or experience (or attach your resume): \_\_\_\_\_

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |  |  |
|--|--|
| <input type="checkbox"/> 9-1-1 Committee                     | <input type="checkbox"/> Airport Board                     |
| <input checked="" type="checkbox"/> Auburn Housing Authority | <input type="checkbox"/> Audit & Procurement Committee     |
| <input type="checkbox"/> Board of Assessment Review          | <input type="checkbox"/> Cable TV Advisory Board           |
| <input type="checkbox"/> CDBG Loan Committee                 | <input type="checkbox"/> Community Forest Board            |
| <input type="checkbox"/> Complete Streets Committee          | <input type="checkbox"/> Conservation Commission           |
| <input type="checkbox"/> Ethics Panel                        | <input type="checkbox"/> Finance Committee                 |
| <input type="checkbox"/> L/A Transit Committee               | <input type="checkbox"/> Parks & Recreation Advisory Board |
| <input type="checkbox"/> Planning Board                      | <input type="checkbox"/> Sewer District                    |
| <input type="checkbox"/> St. Louis Bells Committee           | <input type="checkbox"/> Water District                    |
| <input type="checkbox"/> Zoning Board of Appeals             | <input type="checkbox"/> Other _____                       |

Is this application for a ✓ new appointment or      reappointment or      desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed).

To use the experience gained from a career in Community Relations & Affordable Housing to benefit my hometown.

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed).

To help the Authority accomplish its goals.

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? yes  
CDBG LOAN COMMITTEE

Dates served (if known)? 2014(?) to present

Have you previously served on a City or Community Board or Committee? If so, which one(s)?

no

Dates served (if known)?     

How did you learn of this vacancy? Historical Maine Preservation event - Hallowell

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: [Signature] Date: June 9, 2019

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210

207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

FOR OFFICE USE ONLY

DATE APPLICATION RECEIVED: 7/12/19  
APPOINTMENT DATE:       
TERM EXPIRATION DATE:       
OATH DATE:



**Celia McGuckian, ABC**  
10 Fairmount Ave.  
Auburn, ME 04210  
(207) 786-3979 cell: (207) 240-7511  
[mainedeja@yahoo.com](mailto:mainedeja@yahoo.com)

## **SUMMARY**

- Award-winning, innovative and skilled business communicator
- More than 22 years in Public Relations management at a \$7.5 billion quasi-state organization
- Experience pitching stories to print and broadcast reporters
- Directed awareness/marketing campaigns from strategic planning to execution and metrics
- Experience producing, writing and editing organizational publications including an e-newsletter
- Ability to think strategically and foster innovative solutions
- Developed and directed special events including logistics, staffing and exhibits
- Ability to prioritize and handle fast-paced, multiple activities and deadlines
- Effective working independently or as part of a team

## **EXPERIENCE**

### **PUBLIC RELATIONS AND OUTREACH**

*Highlights of accomplishments at Virginia Housing and Development Authority (VHDA), a \$7.5 billion quasi-government agency included the development and management of targeted marketing and outreach programs and/or campaigns that exceeded target goals for key stakeholders, multicultural populations, persons of color, single heads of household, rural populations, people with special needs and first time homebuyers.*

- At VHDA served in various capacities including as an official spokesperson in print and broadcast media; prepared media releases and press kits; routinely contacted housing and financial beat reporters to increase coverage of company's programs and initiatives; wrote articles for external publications increasing awareness of the organization; as Community Relations Manager, initiated and directed several, successful awareness campaigns and events including a rural marketing campaign for the mobile mortgage offices using NASCAR racing sponsorships as well as a tri-state housing agencies' T.V. campaign to reach rural residents looking for affordable home financing options
- Created and co-directed Virginia's first international women and housing conference that was a successful, public/private collaboration; conference exceeded funding and attendance goals, sparked new partnerships, helped increase affordable-housing efforts and garnered positive media coverage and awards
- Developed and directed a comprehensive community relationship program for multicultural and diverse markets improving relations and helping increase the number of home loans in these growing demographics

### **WRITING AND EDITING**

- Writer, photographer and editor—managed and/or produced a monthly internal newsletter, print collateral and a monthly e-newsletter to 5,000 subscribers; also for variety of consulting business clients
- Print Coordinator—proofed and coordinated production of three course catalogs for a large, urban university
- Editor—successful bilingual (French and English) annual appeal brochure for a non-profit
- College Instructor—taught English, Technical Writing and Speech

## **SPECIAL EVENTS MANAGEMENT**

- Skilled in managing awareness campaigns from strategic planning and concept development to metrics-- developed partnerships, negotiated contracts and managed logistics, staff, volunteers, budgets and deadlines.
- Created, developed and mentored an active corporate volunteer program that partnered with other companies and organizations, held successful fundraising events and distributed cash, food, shoes, clothing, personal items and home furnishings to social service agencies, shelters and rural libraries across the state.

## **ADDITIONAL EXPERIENCE**

- Invited Speaker—local, state and national conferences and events
- Managed monthly luncheons and tours for Bahrain Petroleum Company (BAPCO) public relations department in Bahrain that helped foster closer relations between US and British expatriats and Arab nationals
- Selected as the U.S. representative for an international team led by INTA/AIVN of The Hague, Netherlands to Mauritania to research and advise government on viability of establishing a mortgage banking system

## **EDUCATION**

- MLA—University of Richmond, Richmond, Virginia
- BA—University of Southern Maine, Gorham, Maine
- Accredited Business Communicator, [ABC]—International Association of Business Communicators

## **OTHER**

- French speaking; Grantsmanship Center Grant Writing Course; Facilitator training; Computer Skills: [PC and Mac platforms; PageMaker, Excel, Power Point, Banner, Blackboard, Prism, HTML coding
- Valid driver's license and passport

## **AWARDS AND ACTIVITIES**

- Individual Award for Innovation, Virginia Secretariat of Commerce and Trade
- Achievement Award, Virginia Women's Foundation for Affordable Housing
- International Chapter of the Year—IABC/Richmond Board Member
- Active volunteer--Habitat for Humanity, Christmas in April, Virginia Voice (on air reader for blind), NH JAG (Jobs for America's Graduates), Exeter Chamber of Commerce
- Served on Virginia Realtors' Multicultural Advisory Task Force, Workforce Housing Inter-Agency Task Force, Web Accessibility Team; Spanish Portal Team; NH Community College Equity Committee, Board of Directors--H.O.M.E., Richmond, VA
- *Currently:* Board of Directors--Franco Collection/USM-LAC; CDBG Loan Committee City of Auburn

## **WORK HISTORY**

- |  |      |              |
|--|------|--------------|
| • Quality Assurance, GL Research Dept. TD Bank                                 |      | 2011-2016    |
| • College Instructor, CMCC, Auburn, ME   |      | 2009-current |
| • Owner, part-time communications business--PR, writing, editing, proofreading | Est. | 2003         |
| • Development Director--Franco-American Heritage Center, Lewiston, ME          |      | 2007-2008    |
| • College Instructor--NHCTC, NH  |      | 2004-2007    |
| • Substitute Teacher--Exeter, NH   |      | 2003-2004    |
| • Assistant PR Director; Community Affairs Manager--VHDA, Richmond, VA         |      | 1981-2003    |





## CITY OF AUBURN BOARD & COMMITTEE APPOINTMENT APPLICATION

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Date: 7/17/19  
Last name: Bartlett First name: Sara Middle initial: E  
Residence address: 107 Shepley St. Ward: 2  
City: Auburn State: ME Zip code: 04210  
Home phone: (207) 783-1148 Work phone: — Cell phone: 207 330-1334  
Email address: —

Current occupation: Ordained minister  
Previous occupation (if retired or no longer working): Social Worker (licensed)  
Educational and/or experience (or attach your resume): Please see attached

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> 9-1-1 Committee          | <input type="checkbox"/> Airport Board                     |
| <input checked="" type="checkbox"/> Auburn Housing Authority | <input type="checkbox"/> Audit & Procurement Committee     |
| <input type="checkbox"/> Board of Assessment Review          | <input type="checkbox"/> Cable TV Advisory Board           |
| <input type="checkbox"/> CDBG Loan Committee                 | <input type="checkbox"/> Community Forest Board            |
| <input type="checkbox"/> Complete Streets Committee          | <input type="checkbox"/> Conservation Commission           |
| <input type="checkbox"/> Ethics Panel                        | <input type="checkbox"/> Finance Committee                 |
| <input type="checkbox"/> L/A Transit Committee               | <input type="checkbox"/> Parks & Recreation Advisory Board |
| <input type="checkbox"/> Planning Board                      | <input type="checkbox"/> Sewer District                    |
| <input type="checkbox"/> St. Louis Bells Committee           | <input type="checkbox"/> Water District                    |
| <input type="checkbox"/> Zoning Board of Appeals             | <input type="checkbox"/> Other <u>—</u>                    |

Is this application for a X new appointment or \_\_\_ reappointment or \_\_\_ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). Please See Attached

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). Please See Attached

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? no

Dates served (if known)? n/a

Have you previously served on a City or Community Board or Committee? If so, which one(s)?

no

n/a

Dates served (if known)? n/a

How did you learn of this vacancy? From Richard Whiting

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: [Signature] Date: 7/20/19

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210  
207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

FOR OFFICE USE ONLY

DATE APPLICATION RECEIVED: 7/24/19  
APPOINTMENT DATE: \_\_\_\_\_  
TERM EXPIRATION DATE: \_\_\_\_\_  
OATH DATE: \_\_\_\_\_



Rev. Sara E. Bartlett  
107 Shepley Street  
Auburn, Maine 04210  
(Home) 207-783-1148  
(Cell) 207-330-1336

**\*Education:**

University of Southern Maine B.A. History/Minor Education. 1994.  
Andover Newton Theological School, Masters in Divinity. 2015.

**\*Internships:**

Cumberland Congregational Church, Pastoral Intern 2011-2014.  
Foreside Community Church, Pastoral Intern 2014-2015.  
Maine Medical Center, Clinical Pastoral Education. 2016.

**\*Volunteer Work:**

Bates Multifaith Chaplain, 2015-2017.  
Grace Street Ministry, Pulpit supply for those experiencing homelessness, 2011-2015.  
Pilgrim Lodge, dean and counselor for high school aged youth, 2016-present.  
Maine United Church of Christ Board of Directors, 2017- present.  
Chairperson, Mission Board for York Association, 2018-present.

**\*Employment:**

Alfred Parish Church, United Church of Christ, Alfred, Maine. 2017-Present

Pastor, Teacher, Preacher, Ordained Minister

- Provide leadership to the church committees and teams.
- Prepare and Preach for Sunday morning worship.
- Provide pastoral care.
- Work with community.

First Congregational Church of South Portland, Maine 2015-2017

Youth Minister

- Organized weekly groups.
- Taught classes on human development and social justice.
- Travel with youth group.

Old South Church, Hallowell, Maine 2011-2012

Christian Education Director

- Wrote Curriculum and plays.
- Coordinated Volunteers.
- Public speaking.

Frannie Peabody Center, Portland, Maine 2008-2011

Licensed Social Worker/Medical Case Manager

- Worked with clients to find appropriate housing.
- Worked with HIV positive clients on maintaining health and wellbeing.
- Advocated for persons living with HIV.

**Other Employment as Licensed Social Worker:**

Community Counseling Center (Work with Seniors who have experienced trauma), 2007 - 2008.

PROP Foster Grandparents Program (Work with Seniors in volunteer program), 2006 - 2007.

Maine Department of Health and Human Service child protection services (Support Safety of Children in the Foster Care System), 2002-2006.

PROP Youth Resiliency Project (Work with Immigrant families in Portland Public Housing Neighborhoods), 1999-2002.

**Briefly describe why you want to serve on this committee:**

Our culture has many long-term, systemic issues, housing being one of them. However, finding, maintaining, and having stable housing available to all regardless of income is one of the major ways a community can remain healthy. I would like to volunteer for the Housing Authority so I can learn how the systems work, as well as how they can support the city of Auburn. I would also like to share whatever background and gifts I may bring to the table from my experiences, both as a pastor, and a social worker. Lastly, as a parent with two school-age children, it is also important to me that Auburn grow and maintain caring neighborhoods for all.

**What Would You Like to Accomplish:**

I would like to be part of supporting housing in Auburn for folks, and if there are barriers to people finding stability (funding resources, HUD, etc) that I can offer support as part of a group effort.





RECEIVED

JUL 19 2019

AUBURN HOUSING  
AUTHORITY

CITY OF AUBURN  
BOARD & COMMITTEE  
APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: 7-16-19

Last name: DUMAIS

First name: DOROTHY

Middle initial: M

Residence address: 20 GREAT FALLS PLAZA # 417 Ward: \_\_\_\_\_

City: AUBURN

State: ME

Zip code: 04210

Home phone: 0

Work phone: 0

Cell phone: 207-742-0126

Email address: \_\_\_\_\_

Current occupation: retired

Previous occupation (if retired or no longer working): Baker at Shaw

Educational and/or experience (or attach your resume): G.E.D.

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- ☐ 9-1-1 Committee
- ☒ Auburn Housing Authority
- ☐ Board of Assessment Review
- ☐ CDBG Loan Committee
- ☐ Complete Streets Committee
- ☐ Ethics Panel
- ☐ L/A Transit Committee
- ☐ Planning Board
- ☐ St. Louis Bells Committee
- ☐ Zoning Board of Appeals

- ☐ Airport Board
- ☐ Audit & Procurement Committee
- ☐ Cable TV Advisory Board
- ☐ Community Forest Board
- ☐ Conservation Commission
- ☐ Finance Committee
- ☐ Parks & Recreation Advisory Board
- ☐ Sewer District
- ☐ Water District
- ☐ Other \_\_\_\_\_

Is this application for a ✓ new appointment or \_\_\_ reappointment or \_\_\_ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). \_\_\_\_\_

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). \_\_\_\_\_

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? no

Dates served (if known)? \_\_\_\_\_

Have you previously served on a City or Community Board or Committee? If so, which one(s)? no

Dates served (if known)? \_\_\_\_\_

How did you learn of this vacancy? News Letter

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: Dorothy Dumas Date: 7-19-19

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210  
207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

| FOR OFFICE USE ONLY        |                |
|----------------------------|----------------|
| DATE APPLICATION RECEIVED: | <u>7/24/19</u> |
| APPOINTMENT DATE:          | _____          |
| TERM EXPIRATION DATE:      | _____          |
| OATH DATE:                 | _____          |





## CITY OF AUBURN BOARD & COMMITTEE APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: 7/24/19

Last name: Ogilvie First name: Leslie Middle initial: F

Residence address: 141 Gamage Ave. Ward: 1

City: Auburn State: ME Zip code: 04210

Home phone: \_\_\_\_\_ Work phone: (207) 221-3124 Cell phone: (910) 540-4271

Email address: lesogilvie85@gmail.com

Current occupation: Senior Research Associate

Previous occupation (if retired or no longer working): \_\_\_\_\_

Educational and/or experience (or attach your resume): See attached resume.

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |  |  |
|--|--|
| <input type="checkbox"/> 9-1-1 Committee                     | <input type="checkbox"/> Airport Board                     |
| <input checked="" type="checkbox"/> Auburn Housing Authority | <input type="checkbox"/> Audit & Procurement Committee     |
| <input type="checkbox"/> Board of Assessment Review          | <input type="checkbox"/> Cable TV Advisory Board           |
| <input type="checkbox"/> CDBG Loan Committee                 | <input type="checkbox"/> Community Forest Board            |
| <input type="checkbox"/> Complete Streets Committee          | <input type="checkbox"/> Conservation Commission           |
| <input type="checkbox"/> Ethics Panel                        | <input type="checkbox"/> Finance Committee                 |
| <input type="checkbox"/> L/A Transit Committee               | <input type="checkbox"/> Parks & Recreation Advisory Board |
| <input type="checkbox"/> Planning Board                      | <input type="checkbox"/> Sewer District                    |
| <input type="checkbox"/> St. Louis Bells Committee           | <input type="checkbox"/> Water District                    |
| <input type="checkbox"/> Zoning Board of Appeals             | <input type="checkbox"/> Other _____                       |

Is this application for a \_\_\_\_ new appointment or \_\_\_\_ reappointment or \_\_\_\_ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). I currently assist communities with strategic planning around the issue of homelessness and housing affordability. I believe this experience will provide a benefit to the City and my own community.

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). To continue expanding housing affordability in our community so all residents can live in decent, safe and affordable housing no matter their income level, while promoting self-sufficiency and economic independence without judgement.

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? No

Dates served (if known)? \_\_\_\_\_

Have you previously served on a City or Community Board or Committee? If so, which one(s)?

No

Dates served (if known)? \_\_\_\_\_

How did you learn of this vacancy? Facebook and the City website

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: [Signature] Date: 7/24/19

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210  
207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

FOR OFFICE USE ONLY

DATE APPLICATION RECEIVED: JUL 26 2019  
APPOINTMENT DATE: \_\_\_\_\_  
TERM EXPIRATION DATE: \_\_\_\_\_  
OATH DATE: \_\_\_\_\_



## LESLIE OGILVIE, MPA

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Senior Research Associate

Analytic Insight  
60 Pine Street  
Lewiston, ME 04240

## RESPONSIBILITIES

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- Assist in the development of interview and moderators' guides
- Conduct key informant interviews and analysis
- Assist with the community meeting
- Stakeholder planning session agenda, invitation and material development
- Stakeholder planning session RSVP management
- Assist/facilitate stakeholder planning sessions
- Data analysis and literature review
- Report development
- Presentation development

## EDUCATION

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|     |   |                       |      |
|-----|---|-----------------------|------|
| MPA | University of North Carolina Wilmington | Public Administration | 2017 |
| BA  | University of North Carolina Wilmington | Political Science     | 2007 |

## SELECTED PROJECTS

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**Santa Clarita Homelessness Plan.** Analytic Insight (AI) conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. Ms. Ogilvie assisted in facilitating a two-day planning event with these stakeholders to develop a homelessness plan for the City of Santa Clarita. AI also conducted a social network analysis for the City.

**Chattanooga Homelessness Plan.** AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. Ms. Ogilvie assisted Dr. Flowers in facilitating nine stakeholder focus group planning sessions with key stakeholders to develop a homelessness plan for the City of Chattanooga, as well as a public meeting to prioritize action items discussed throughout the focus group planning sessions.

**Oklahoma City Homelessness Plan.** AI is currently working with the City of Oklahoma City on strategies to reduce and end homelessness in the City. AI plans to conduct 50 key informant interviews with city staff and other relevant stakeholders including Housing Authority staff, as well as facilitate 12 strategic planning sessions. Several public meetings and workshops will be held with the community to secure the needed support to implement actions into the future.

## EXPERIENCE

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Jan 2015 – April 2017

Assistant to the Executive Director  
Cape Fear Public Utility Authority, Wilmington, NC

During the course of this work, Ms. Ogilvie conducted large scale surveys of Cape Fear Public Utility Authority's customer base, development community and third party vendor/contractors, which helped the Authority Board establish goals and priorities, determine whether any policies, practices and procedures needed to be revised or changed; assess customer and business perception of the Authority; evaluate the Authority's performance in providing services to external customers; and provided a benchmark in order to evaluate changes in perception in future years. Other responsibilities included generating meeting minutes for weekly staff meetings and employee disciplinary hearings, as well as participation in Authority Board and Committee meetings. Additionally, Ms. Ogilvie created and spearheaded a Mentor Program for the organization, as well as managed the yearly United Way Workplace Campaign and Adopt-A-Highway with the Department of Transportation.

July 2004 – Dec 2014

Certified Paralegal  
The Law Offices of Kathleen Shannon Glancy, PA

Ms. Ogilvie worked as a certified paralegal specializing in workers' compensation. Ms. Ogilvie worked with over 100 clients to secure their benefits and healthcare. Ms. Ogilvie drafted correspondence, motions and other litigation materials, as well as appellate court briefings.





CITY OF AUBURN  
BOARD & COMMITTEE  
APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: 7/19/2019

Last name: PERRINO First name: JOHN Middle initial: D

Residence address: 11 HASKELL ST. Ward: 2

City: AUBURN State: ME Zip code: 04210

Home phone: 786-3676 Work phone: \_\_\_\_\_ Cell phone: 577-6203

Email address: perrinojohn@hotmail.com

Current occupation: BETIRED

Previous occupation (if retired or no longer working): POLICE SUPERVISOR

Educational and/or experience (or attach your resume): 2 YRS UNIV. OF ME (USM)

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |  |  |
|--|--|
| <input type="checkbox"/> 9-1-1 Committee                     | <input type="checkbox"/> Airport Board                     |
| <input checked="" type="checkbox"/> Auburn Housing Authority | <input type="checkbox"/> Audit & Procurement Committee     |
| <input type="checkbox"/> Board of Assessment Review          | <input type="checkbox"/> Cable TV Advisory Board           |
| <input type="checkbox"/> CDBG Loan Committee                 | <input type="checkbox"/> Community Forest Board            |
| <input type="checkbox"/> Complete Streets Committee          | <input type="checkbox"/> Conservation Commission           |
| <input type="checkbox"/> Ethics Panel                        | <input type="checkbox"/> Finance Committee                 |
| <input type="checkbox"/> L/A Transit Committee               | <input type="checkbox"/> Parks & Recreation Advisory Board |
| <input type="checkbox"/> Planning Board                      | <input type="checkbox"/> Sewer District                    |
| <input type="checkbox"/> St. Louis Bells Committee           | <input type="checkbox"/> Water District                    |
| <input type="checkbox"/> Zoning Board of Appeals             | <input type="checkbox"/> Other _____                       |

Is this application for a ☒ new appointment or \_\_\_ reappointment or \_\_\_ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). TO HELP THE CITY OF AUBURN  
IN WHATEVER WAY I CAN

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). SAME AS ABOVE

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? NO

Dates served (if known)? \_\_\_\_\_

Have you previously served on a City or Community Board or Committee? If so, which one(s)?  
NO

Dates served (if known)? \_\_\_\_\_

How did you learn of this vacancy? RICHARD VALCOURT

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: John D. Perrine Date: 07/19/2019

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210  
207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

**FOR OFFICE USE ONLY**

DATE APPLICATION RECEIVED: 7-31-19  
APPOINTMENT DATE: \_\_\_\_\_  
TERM EXPIRATION DATE: \_\_\_\_\_  
OATH DATE: \_\_\_\_\_



## Susan Clements-Dallaire

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**From:** donotreply@auburnmaine.gov  
**Sent:** Thursday, August 8, 2019 3:38 PM  
**To:** Susan Clements-Dallaire  
**Subject:** A New Form Has Been Submitted - Board/Committee Application

The following form has been submitted by an end-user of the website: Board/Committee Application

Date of Application: 08/08/2019

First Name: Leroy

Middle Initial: G

Last Name: Walker

Residence Address: 41 Broad St

Ward: Ward 5

City: Auburn

Home Phone: 207-5772694

Cell Phone: 207-577-2694

E-mail Address: LeroyWalker@roadrunner.com

Current Occupation: Retired

Previous Occupation (if retired or no longer working): Parks & Rec

Education and/or experience: GED

Please check which board or committee you are interested in serving on. Individual applications for each board or committee (if you wish to serve on more than one): Cable TV Advisory Board

This application is for a... (choose one): New appointment

Briefly describe why you want to serve on a board/committee (1,000 character limit): To see if we can have a better service and communication.

What do you hope to accomplish?: By attending the meetings and being kept up to date on facts.

Are you presently serving on a City or Community Board or Committee? If so, which one(s)?: Council

Have you previously served on a City or Community Board or Committee? If so, which one(s)?: Many

Dates served (if known): Currently

How did you learn of this vacancy?: Council Pkg

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.  
By typing your full name below, you are "signing" this electronic application.: Leroy G. Walker

Date of Electronic Signature: 08-08-19





City of Auburn, Maine

Community Development

60 Court Street | Auburn, Maine 04210

www.auburnmaine.gov | 207.333.6600

**Citizens Advisory Committee  
Volunteer Form**

**JUN 27 2019**

Name: Diane M. Whitney

Home Mailing Address: 833 Summer St.

Years an Auburn resident: 39 years

Daytime Contact #

Home Telephone 783-8881 Work: — or Cell: 576-5811

Email: yun207@aol.com

Please indicate what is applicable to you.

Minority Race: ☐

Minority Ethnic Background: ☐

Landlord: ☐

Live in Target Area: Downtown: ☐

Union Street: ☐

New Auburn: ☐

Own Business in Target Area: Downtown: ☐

Union Street: ☐

New Auburn: ☐

Represents the Interests of the Homeless: ☒

Represents Community or Faith-based Organization ☐

Organization Name: \_\_\_\_\_

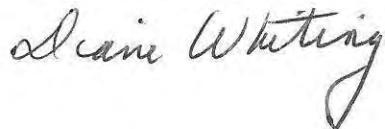
Describe why you would like to serve on this committee (attach separate sheet and please limit to 150 words or less).

Signature: Diane M. Whitney Date: 6/24/19

I would like to be appointed to the Citizens Advisory Committee because I have compassion for those who are homeless in our community. At present I am a member of Lewiston Auburn Services for the Homeless. (LASH) I have in the past been a board member for Saint Martin's De Pores Residence. I want to be a voice for the homeless. Many people are still blind to the homeless in our community. I would like to be a part of helping to have some of their needs met.

I grew in the Lew./Aub. area. I have been a citizen of Auburn for almost 39 years. I would like to have some input in the 5 year plan.

Diane Whiting

A handwritten signature in cursive script that reads "Diane Whiting". The signature is written in dark ink and is positioned below the printed name.



## Susan Clements-Dallaire

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**From:** donotreply@auburnmaine.gov  
**Sent:** Monday, July 29, 2019 5:08 PM  
**To:** Susan Clements-Dallaire  
**Subject:** A New Form Has Been Submitted - Board/Committee Application

The following form has been submitted by an end-user of the website: Board/Committee Application

Date of Application: 07/29/2019

First Name: Michelle

Middle Initial:

Last Name: Melaragno

Residence Address: 576 Trapp Rd

Ward: Ward 5

City: Auburn

Home Phone: 207-240-1316

Cell Phone: 207-240-1316

E-mail Address: whistleridge@roadrunner.com

Current Occupation: Owner/Compassionate Compost. & Vet. Practice Mgr

Previous Occupation (if retired or no longer working):

Education and/or experience: 15+; Maine Compost School; Participation in State, USDA/APHIS & other national courses

Please check which board or committee you are interested in serving on. Individual applications for each board or committee (if you wish to serve on more than one): **Conservation Commission**

This application is for a... (choose one): New appointment

Briefly describe why you want to serve on a board/committee (1,000 character limit): During the course of attending several City Council, Planning Board, Committee and Ad Hoc meetings over the past year, I've grown increasingly interested in serving on one of Auburn's committees. As I've become more familiar with each committee, it seems my interests and experience are most closely aligned with the mission of the Conservation Commission. I believe my involvement will support and help strengthen the overall effectiveness of the Commission, in conjunction with environmentally focused groups/organizations and Auburn's other committees. I have owned property in Auburn for 27 years, and I grew up in the Auburn school system, so I feel I'm ready for a bit of public service!

What do you hope to accomplish?: It is my hope to add my strong environmentally conscious viewpoint to the efforts of the Conservation Commission. Their work for the betterment of Auburn's lands ? to conserve/protect/improve open

spaces, wetlands, forests, farm lands, parks & trails, recreation lands ? is vital to the health and well being of our city and our citizens. My intention is to help bring increased awareness to Auburn's citizens about the important work of this Commission (and other committees) and to improve the in

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? No

Have you previously served on a City or Community Board or Committee? If so, which one(s)? No

Dates served (if known):

How did you learn of this vacancy?: Via attendance at City Council, Planning Board & Conservation Commission meetings

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above. By typing your full name below, you are "signing" this electronic application.: Michelle I. Melaragno

Date of Electronic Signature: July 29, 2019





## CITY OF AUBURN BOARD & COMMITTEE APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: July 10, 2019

Last name: Costlow First name: Jane Middle initial: T

Residence address: 104 Fourth Street Ward: 5

City: Auburn State: Me Zip code: 04210

Home phone: 207-782-3101 Work phone: 207-786-6289 Cell phone: 207-576-4092

Email address: jcostlow@bates.edu

Current occupation: College Professor, Bates College (Program in Environmental Studies)

Previous occupation (if retired or no longer working): \_\_\_\_\_

Educational and/or experience (or attach your resume): Please see attached page

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |   |   |
|---|---|
| <input type="checkbox"/> 9-1-1 Committee            | <input type="checkbox"/> Airport Board                      |
| <input type="checkbox"/> Auburn Housing Authority   | <input type="checkbox"/> Audit & Procurement Committee      |
| <input type="checkbox"/> Board of Assessment Review | <input type="checkbox"/> Cable TV Advisory Board            |
| <input type="checkbox"/> CDBG Loan Committee        | <input type="checkbox"/> Community Forest Board             |
| <input type="checkbox"/> Complete Streets Committee | <input checked="" type="checkbox"/> Conservation Commission |
| <input type="checkbox"/> Ethics Panel               | <input type="checkbox"/> Finance Committee                  |
| <input type="checkbox"/> L/A Transit Committee      | <input type="checkbox"/> Parks & Recreation Advisory Board  |
| <input type="checkbox"/> Planning Board             | <input type="checkbox"/> Sewer District                     |
| <input type="checkbox"/> St. Louis Bells Committee  | <input type="checkbox"/> Water District                     |
| <input type="checkbox"/> Zoning Board of Appeals    | <input type="checkbox"/> Other _____                        |

Is this application for a   X   new appointment or        reappointment or        desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). Please see attached page

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). Please see attached page

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? \_\_\_\_\_

Dates served (if known)? \_\_\_\_\_

Have you previously served on a City or Community Board or Committee? If so, which one(s)?  
No

Dates served (if known)? \_\_\_\_\_

How did you learn of this vacancy? My husband told me about it, and so did Sam Boss.

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: Jane Connor Date: July 11, 2019

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210  
207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

FOR OFFICE USE ONLY

DATE APPLICATION RECEIVED: JUL 1 2019  
APPOINTMENT DATE: \_\_\_\_\_  
TERM EXPIRATION DATE: \_\_\_\_\_  
OATH DATE: \_\_\_\_\_



## **Jane Costlow – Application for Auburn Conservation Commission**

### **Education and/or Experience**

I hold undergrad and grad degrees in Russian language and literature, and came to Lewiston-Auburn in 1986 to teach Russian at Bates. Over the years I became involved in the Environmental Studies program at Bates. That's actually less of a switch than it might seem! I have always been interested in how people feel attached to particular places, and what makes them care about those places and want to care for them. My work in ES at Bates is in the humanities – I teach courses on literature and visual art. I am NOT a scientist – but I try to follow scientific/environmental perspectives on contemporary issues to the extent that I can. As I think about what it means to take care of a place you live and love, I think you have to listen to people's perspectives (their stories and memories) but also think about scientific understanding and the dynamics of the natural world. My husband and I raised our two children taking advantage of Auburn's many outdoor spaces, and one way to think about "conservation" is in terms of being able to pass on what you've inherited and enjoyed to the next generation and beyond. That's a sense of responsibility that I got from my own parents (both biologists) who were very involved in the small town in North Carolina where I grew up.

### **Please describe why you want to serve on this committee.**

Part of what makes Auburn such a terrific place to live is how many natural and open spaces it has. I live in New Auburn and regularly walk, ski or snowshoe at Huston Field, or in the woods behind Sherwood Heights, or along the path by the Little Androscoggin. I think it is amazing that these are places we as a community work to preserve – they make this a healthier and more welcoming place for humans and for other creatures. I'm moving toward retirement (I have one more year of teaching), and so I'm thinking about how I can serve the community where I live more intensively. (In the past I've volunteered at Walton School and served on the Huston Field stewardship committee, and I'm a longstanding member of Trinity Episcopal Church in Lewiston).

### **What do you hope to accomplish?**

I hope to learn more about Auburn's land areas and the particular locations that come under the Commission's purview. I hope to work with fellow Commission members to address the Commission's charge. I don't have a predetermined agenda - beyond the desire to think about local issues in ways that are informed by science and broad environmental knowledge. As someone who reads the news and tries to follow what's going on in the wider world – particularly in environmental terms – it's clear that there are forces beyond us that will have an impact on places we love. But I think it's possible to be a thriving community that acts for long-term health and stability, even in the face of significant and often unpredictable changes.





## Susan Clements-Dallaire

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**From:** Dan Carroll <dcarroll@androtitle.com>  
**Sent:** Tuesday, July 30, 2019 7:42 AM  
**To:** Susan Clements-Dallaire  
**Subject:** Planning board application  
**Attachments:** application.pdf

Good morning Susan,

I had emailed you my application on 7/11. At that time, there was only an associate member opening. I believe now there is also a full member opening. On my application I noted associate member. Is there any way to change it to either/or associate or full member? I have attached my original application, with the associate designation removed, to this email. Thank you for your help on this!

Daniel Carroll  
Processor/Settlement Agent  
**ANDROSCOGGIN TITLE COMPANY**  
95 Main St, 2<sup>nd</sup> Floor  
Auburn, ME 04210  
207-755-9780







## CITY OF AUBURN BOARD & COMMITTEE APPOINTMENT APPLICATION

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Date: 07/11/19

Last name: Daniel First name: Carroll Middle initial: S

Residence address: 95 Clover Lane Ward: 3

City: Auburn State: ME Zip code: 04210

Home phone: N/A Work phone: 755-9780 Cell phone: 754-5992

Email address: dcarroll@androtitle.com

Current occupation: Processor & settlement agent @ Androscoggin Title

Previous occupation (if retired or no longer working): \_\_\_\_\_

Educational and/or experience (or attach your resume): \_\_\_\_\_

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |   |  |
|---|--|
| <input type="checkbox"/> 9-1-1 Committee            | <input type="checkbox"/> Airport Board                     |
| <input type="checkbox"/> Auburn Housing Authority   | <input type="checkbox"/> Audit & Procurement Committee     |
| <input type="checkbox"/> Board of Assessment Review | <input type="checkbox"/> Cable TV Advisory Board           |
| <input type="checkbox"/> CDBG Loan Committee        | <input type="checkbox"/> Community Forest Board            |
| <input type="checkbox"/> Complete Streets Committee | <input type="checkbox"/> Conservation Commission           |
| <input type="checkbox"/> Ethics Panel               | <input type="checkbox"/> Finance Committee                 |
| <input type="checkbox"/> L/A Transit Committee      | <input type="checkbox"/> Parks & Recreation Advisory Board |
| <input checked="" type="checkbox"/> Planning Board  | <input type="checkbox"/> Sewer District                    |
| <input type="checkbox"/> St. Louis Bells Committee  | <input type="checkbox"/> Water District                    |
| <input type="checkbox"/> Zoning Board of Appeals    | <input type="checkbox"/> Other _____                       |







CITY OF AUBURN  
BOARD & COMMITTEE  
APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: 7/30/19

Last name: Pepin First name: Kyle Middle initial: L

Residence address: 41 Roy ave Ward: \_\_\_\_\_

City: Auburn State: Maine Zip code: 04210

Home phone: \_\_\_\_\_ Work phone: \_\_\_\_\_ Cell phone: 207.754.5465

Email address: Klpepin88@gmail.com

Current occupation: Business Owner

Previous occupation (if retired or no longer working): \_\_\_\_\_

Educational and/or experience (or attach your resume): ELHS. Dealer/Floor Manager @ Oxford Casino 2012-2016  
Owner of WorkP Services 2014-Present.

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |   |  |
|---|--|
| <input type="checkbox"/> 9-1-1 Committee            | <input type="checkbox"/> Airport Board                     |
| <input type="checkbox"/> Auburn Housing Authority   | <input type="checkbox"/> Audit & Procurement Committee     |
| <input type="checkbox"/> Board of Assessment Review | <input type="checkbox"/> Cable TV Advisory Board           |
| <input type="checkbox"/> CDBG Loan Committee        | <input type="checkbox"/> Community Forest Board            |
| <input type="checkbox"/> Complete Streets Committee | <input type="checkbox"/> Conservation Commission           |
| <input type="checkbox"/> Ethics Panel               | <input type="checkbox"/> Finance Committee                 |
| <input type="checkbox"/> L/A Transit Committee      | <input type="checkbox"/> Parks & Recreation Advisory Board |
| <input checked="" type="checkbox"/> Planning Board  | <input type="checkbox"/> Sewer District                    |
| <input type="checkbox"/> St. Louis Bells Committee  | <input type="checkbox"/> Water District                    |
| <input type="checkbox"/> Zoning Board of Appeals    | <input type="checkbox"/> Other _____                       |

Is this application for a ☒ new appointment or ☐ reappointment or ☐ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). I'd like to help shape my community and be involved. I love history and researching new things.

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). I'd like to get experience and expand my writing and public speaking skills.

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? No.

Dates served (if known)? \_\_\_\_\_

Have you previously served on a City or Community Board or Committee? If so, which one(s)? No

Dates served (if known)? \_\_\_\_\_

How did you learn of this vacancy? Mayor Levesque.

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: [Signature] Date: 7/30/19

Please submit your application to:  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210

207-333-6601, extension 1126

| FOR OFFICE USE ONLY        |                |
|----------------------------|----------------|
| DATE APPLICATION RECEIVED: | <u>7/30/19</u> |
| APPOINTMENT DATE:          | _____          |
| TERM EXPIRATION DATE:      | _____          |
| OATH DATE:                 | _____          |





CITY OF AUBURN  
BOARD & COMMITTEE  
APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: 6/28/2019

Last name: Parrish First name: Camille Middle initial: S

Residence address: 42 Lake Street Ward: 2

City: Auburn State: ME Zip code: 04210

Home phone: 713-0202 Work phone: 786-6464 Cell phone: same as home

Email address: cparrish@bates.edu

Current occupation: Teacher

Previous occupation (if retired or no longer working): \_\_\_\_\_

Educational and/or experience (or attach your resume): B.S. Geology, Carleton College  
M.S. Environmental Science, Rutgers University (see sheet)  
Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

☐ 9-1-1 Committee  
☐ Auburn Housing Authority  
☐ Board of Assessment Review  
☐ CDBG Loan Committee  
☐ Complete Streets Committee  
☐ Ethics Panel  
☐ L/A Transit Committee  
☐ Planning Board  
☐ St. Louis Bells Committee  
☐ Zoning Board of Appeals

☐ Airport Board  
☐ Audit & Procurement Committee  
☐ Cable TV Advisory Board  
☐ Community Forest Board  
☐ Conservation Commission  
☐ Finance Committee  
☐ Parks & Recreation Advisory Board  
☐ Sewer District  
☐ Water District  
☐ Other Recycling Committee

Is this application for a ☒ new appointment or \_\_\_ reappointment or \_\_\_ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). see sheet

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). see sheet

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? No

Dates served (if known)? \_\_\_\_\_

Have you previously served on a City or Community Board or Committee? If so, which one(s)?

Yes  
Ad hoc Solid Waste and Recycling Committee

Dates served (if known)? 2014-2015

How did you learn of this vacancy? city website and word of mouth

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: Camille Parvish Date: 7/1/19

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210  
207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

**FOR OFFICE USE ONLY**

DATE APPLICATION RECEIVED: 7-8-19  
APPOINTMENT DATE: \_\_\_\_\_  
TERM EXPIRATION DATE: \_\_\_\_\_  
OATH DATE: \_\_\_\_\_



**Education and Experience:** B.A. Geology, Carleton College; M.S. Environmental Science, Rutgers University. I have worked in an environmental science capacity with 2 private environmental consulting firms and the Maine Department of Environmental Protection for a total of 12 years. For the past 19 years I have been employed by Bates College in their Environmental Science Program as a Lecturer. I teach environmental science labs, a GIS class, oversee community based environmentally focused internships, and work with students on independent research projects. I also have been active in the sustainability efforts at Bates as part of their Committee on Environmental Responsibility. I started the Bates Clean Sweep program that is in its 14<sup>th</sup> year of partnering with non-profits to collect and sell student items to the larger community at the end of the academic year. I served on the most recent Ad hoc solid waste and recycling committee for the city of Auburn.

**Description of why I want to serve on this committee:** I have a long term interest in solid waste management with knowledge of both landfills, waste to energy plants, and recycling options. I would like to bring that knowledge and passion to the recycling committee, and work with others to find the best path forward for our city's solid waste management.

**What do you hope to accomplish:** I am committed to researching and analyzing the options and opportunities that other communities and recycling operators are using in an objective fashion, and bringing that information to the city council. These data would include costs, environmental impacts, and any other relevant information, and how they compare to our current system. Important as well is to understand and educate the city council on the implications of the recent state legislation that will address packaging and manufacturers' responsibilities to assist cities with recycling costs. I also want to find effective means to educate Auburn citizens about recycling and its easy implementation in their homes/apartments.





## CITY OF AUBURN BOARD & COMMITTEE APPOINTMENT APPLICATION

Please complete this application for consideration to serve on a board or committee of the City of Auburn. Submission of an application does not imply or guarantee an appointment to any board or committee. The City reserves the right to appoint board and committee members as vacancies arise and to perform background checks or any other necessary investigations on applicants. Incomplete applications and those which list more than one committee will not be considered.

Date: 7/15/19

Last name: Engler First name: John Middle initial: M

Residence address: 8 Cushman Place Ward: 3

City: Auburn State: ME Zip code: 04210

Home phone: — Work phone: — Cell phone: 857-272-5069

Email address: jengler70@gmail.com

Current occupation: Med. Marijuana Caregiver

Previous occupation (if retired or no longer working): —

Educational and/or experience (or attach your resume): Attached

Please check which Board or Committee you are interested in serving on. Individual applications are required if you wish to apply for more than one Board or Committee.

- |   |   |
|---|---|
| <input type="checkbox"/> 9-1-1 Committee<br><input type="checkbox"/> Auburn Housing Authority<br><input type="checkbox"/> Board of Assessment Review<br><input type="checkbox"/> CDBG Loan Committee<br><input type="checkbox"/> Complete Streets Committee<br><input type="checkbox"/> Ethics Panel<br><input type="checkbox"/> L/A Transit Committee<br><input type="checkbox"/> Planning Board<br><input type="checkbox"/> St. Louis Bells Committee<br><input type="checkbox"/> Zoning Board of Appeals | <input type="checkbox"/> Airport Board<br><input type="checkbox"/> Audit & Procurement Committee<br><input type="checkbox"/> Cable TV Advisory Board<br><input type="checkbox"/> Community Forest Board<br><input type="checkbox"/> Conservation Commission<br><input type="checkbox"/> Finance Committee<br><input type="checkbox"/> Parks & Recreation Advisory Board<br><input type="checkbox"/> Sewer District<br><input type="checkbox"/> Water District<br><input checked="" type="checkbox"/> Other <u>Ad hoc Comm. on Recycling</u> |
|---|---|





Is this application for a ☒ new appointment or ☐ reappointment or ☐ desire to move from an alternate/associate to full member?

Briefly describe why you want to serve on this committee (please limit to 150 words or less. Please attach additional sheet if needed). Attached

What do you hope to accomplish (please limit to 150 words or less. Please attach additional sheet if needed). Attached

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? Planning Board

Dates served (if known)? Apr 17 - present

Have you previously served on a City or Community Board or Committee? If so, which one(s)?  
No

Dates served (if known)? —

How did you learn of this vacancy? I was at Council when Resolution to create this was discussed/passed

The City Council strives to promote membership and by practice will attempt to limit the number of boards or committees any one person will serve. The city Council also strives to maintain balance of ward distribution on all boards, commissions, or committees.

Thank you for your interest and willingness to serve our community. The giving of your time is commendable and appreciated. Without people like you coming forward, our community would not be as strong, as vibrant, or as great as it is. On behalf of all of us at the City of Auburn, we hope your volunteer experience is rewarding and we thank you for being an outstanding citizen!

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.

Signature: [Signature] Date: 7/15/19

Please submit your application to;  
Susan Clements-Dallaire, City Clerk  
60 Court Street, Auburn, ME 04210

207-333-6601, extension 1126 [sdallaire@auburnmaine.gov](mailto:sdallaire@auburnmaine.gov)

FOR OFFICE USE ONLY

DATE APPLICATION RECEIVED: 7/17/19  
APPOINTMENT DATE: \_\_\_\_\_  
TERM EXPIRATION DATE: \_\_\_\_\_  
OATH DATE: \_\_\_\_\_



### **Desire to serve on Ad Hoc Recycling Committee**

I worked on Waste Management issues in a variety of contexts, professionally as a Management Consultant, and more informally as a community activist as a young person. I did a volunteer consulting engagement in 2011 that does not appear on my resume that is very relevant to the challenge at hand. My client was a social enterprise based in India named Waste Ventures, and they engaged me to do a market entry study of South America to see if their model could be for landfill diversion in India could be extended to Latin America. I had to chart the recycling industry ecosystem in Colombia and analyzed market rates of different materials to determine economic feasibility. I presume Auburn and other Maine municipalities need to engage in a similar exercise now that the economics have shifted for some of these material classes. I also believe my personal connections to Bowdoinham can be of service, the Recycling Program there has received many accolades for years and best practice sharing among local municipalities will be another important component of the solution here.

### **What I hope to accomplish if named to Ad Hoc Recycling Committee**

- Increase recycling rates and diversion rates if possible
- Decrease city investment in recycling and waste management if possible
- Work with my fellow citizens to help create better solutions for the community





# JOHN M. ENGLER

8 Cushman Place #5 Auburn ME 04210 • jengler7@gmail.com • (857) 272-5069

## SUMMARY

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Maine born-and-raised entrepreneur with background in business strategy consulting and international/community development, recently moved to Auburn and interested in becoming more active in the community

## EXPERIENCE

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### Riverview Equipment LLC

Auburn, Maine

*Owner*

*2017 - present*

- Providing state-of-the-art indoor horticultural production capacity to compliant medical cannabis growers

### High Sail Cannabis

Auburn, Maine

*Owner/Caregiver*

*2016 - present*

- Growing premium cannabis medicines organically for local medical marijuana patients

### The Boston Consulting Group

Boston, Massachusetts

*Project Leader (promoted from Consultant)*

*2011 - 2015*

- Served Fortune 500 and smaller clients across industries including Financial Services, Energy, Consumer Packaged Goods, Industrial Goods, Retail, Pharmaceuticals
- Assisted clients in a variety of projects including strategic analysis & planning, cost reduction & efficiency improvements, organizational design & transformation, customer insight, and due diligence
- See below for full project summary

### United States Peace Corps

Sololá, Guatemala

*Environmental Education Volunteer*

*2007-2009*

- Initiated and managed reforestation project in four rural indigenous communities that was replicated by an international NGO and expanded to 44 villages and 100K trees
- Developed and directed school infrastructure and education project that improved health, hygiene and nutrition for children in three rural primary schools
- Designed, financed, and executed cook stove project in four rural communities, reducing firewood consumption by 50% and respiratory illness by an estimated 45%
- Participated in redesign of national HIV prevention program to shift focus from low-risk to high-risk groups and trained hundreds of health care and educational professionals

## EDUCATION

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**Duke University**, The Fuqua School of Business

Durham, North Carolina

*Master of Business Administration*

*2011*

**McGill University**, The McGill School of Environment

Montreal, Canada

*Bachelor of Arts, Environment and Sustainable Development*

*2004*

## ADDITIONAL

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- Born and raised in Bowdoinham, lived there for two years before moving to Auburn in 2018
- Fluent in Spanish
- PADI-certified Dive Master and outdoors enthusiast
- Completed 10,000mi solo bicycle tour Portland, OR > Lima, Peru in 2016





## **Boston Consulting Group Project Summary**

- **Strategic analysis and road-mapping:**

- Designed growth strategy for financial services technology provider resulting in >50% volume lift for declining legacy business while creating new product strategy for future growth
- Identified / prioritized >\$500M in cost savings for office supply retailer to fund implementation of a new corporate strategy
- Led supply chain diagnostic and prioritization of operational efficiency initiatives, and supported the creation of a PMO for Brazilian subsidiary of a global Food & Beverage company resulting in >\$150M (15%) in sales above plan the following year

- **Customer insight-driven strategy:**

- Created a strategic roadmap to transform the brand and business of an apparel and accessories retailer leveraging qualitative and quantitative consumer insight and big data analytics resulting in >\$100M projected sales growth
- Defined ideal customer experience for consumer and small and medium enterprise segments and created pilots and metrics to measure success for a major North American Postal Service
- Developed roadmap for the redesign of a financial services provider's website using qualitative and quantitative consumer research and competitor benchmarking
- Implemented customer retention initiatives at a market-leading liquid fuel supplier, including the creation of an IT tool for customer service reps and customer segmentation based on lifetime value

- **Organizational design and transformation:**

- Led enterprise-wide effort to identify and prioritize efficiency and simplification opportunities for global pharmaceutical firm to support a larger business model transformation
- Designed target operating model for support functions of new business unit being launched by a tax and advisory firm
- Reorganized operations division of global eye health company achieving organizational efficiencies and >\$10M in cost savings

- **Due diligence:**

- Evaluated the prospects of a North American footwear brand in three key international markets using quantitative consumer research and strategic analysis; successfully counseled bidder to proceed forward with acquisition
- Supported a financial services firm through months of exclusive negotiations over purchase of business units incorporating nearly \$500B assets under management; successfully counseled seller to walk away from unattractive deal terms
- Developed investment thesis and valuation for a bidder pursuing the purchase of a direct online bank



## Susan Clements-Dallaire

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**From:** donotreply@auburnmaine.gov  
**Sent:** Sunday, June 30, 2019 3:23 PM  
**To:** Susan Clements-Dallaire; Rachel Collamore  
**Subject:** A New Form Has Been Submitted - Board/Committee Application

The following form has been submitted by an end-user of the website: Board/Committee Application

Date of Application: 06/30/2019

First Name: Ralph

Middle Initial: V

Last Name: HARDER

Residence Address: 54 Sheridan Avenue

Ward: Ward 3

City: Auburn

Home Phone: 2072406162

Cell Phone: 2072406162

E-mail Address: rharter@roadrunner.com

Current Occupation: retired. NOTE Application to Recycling Comm.

Previous Occupation (if retired or no longer working): physician

Education and/or experience: prior to medical school I was a general assignment reporter for daily and weekly newspapers in New Jersey. one of my assignments was reporting on municipal solid waste issues

Please check which board or committee you are interested in serving on. Individual applications for each board or committee (if you wish to serve on more than one): Conservation Commission

This application is for a... (choose one): New appointment

Briefly describe why you want to serve on a board/committee (1,000 character limit): This application is for the newly forming Ad Hoc Recycling Committee. I have an interest in trying to live sustainably, minimizing adverse impacts on our environment. At the same time this objective must be balanced with the need of Auburn's government through it's policies and programs to return the optimum value to it's citizens. Our current recycling program has been identified as not returning optimum value

What do you hope to accomplish?: Help investigate and measure, where possible, the value of the current recycling program and where it is not meeting it's objectives, suggest to the city council specific improvements.



Are you presently serving on a City or Community Board or Committee? If so, which one(s)?: No

Have you previously served on a City or Community Board or Committee? If so, which one(s)?: No

Dates served (if known):

How did you learn of this vacancy?: newspaper articles on the recycling program

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above.  
By typing your full name below, you are "signing" this electronic application.: Ralph V Harder

Date of Electronic Signature: 6/30/2019

## Susan Clements-Dallaire

---

**From:** Ralph Harder <rharder@roadrunner.com>  
**Sent:** Sunday, June 30, 2019 3:27 PM  
**To:** Susan Clements-Dallaire  
**Subject:** Recycling Committee Application

Hello,

I submitted an online application for appointment to the Recycling Committee. Under the drop-down menu this Committee is not listed. I put Conservation Committee since I was required to make a selection.

Please confirm that you have received my application for appointment to the Recycling Committee.

Thank-you

Ralph Harder





## Susan Clements-Dallaire

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**From:** donotreply@auburnmaine.gov  
**Sent:** Wednesday, August 7, 2019 4:15 PM  
**To:** Susan Clements-Dallaire  
**Subject:** A New Form Has Been Submitted - Board/Committee Application

The following form has been submitted by an end-user of the website: Board/Committee Application

Date of Application: 08/07/19

First Name: Sharon

Middle Initial: B

Last Name: Benoit

Residence Address: 9 Clubhouse Lane

Ward: Ward 4

City: AUBURN

Home Phone: 2072418852

Cell Phone: 2072418852

E-mail Address: sharonbenoit@gmail.com

Current Occupation: retired; Seasonal employee LL Bean

Previous Occupation (if retired or no longer working): Director Public Relations and Development, Mercy H

Education and/or experience: College graduate

Please check which board or committee you are interested in serving on. Individual applications for each board or committee (if you wish to serve on more than one): Recycling

This application is for a... (choose one): New appointment

Briefly describe why you want to serve on a board/committee (1,000 character limit): I have long been interested in environmental issues. My husband and I have participated in recycling programs for almost 35 years. As a state legislator, I served on the Natural Resources Committee.

What do you hope to accomplish?: I hope that the committee will be able to develop a new recycling program, if that's what we need to do. I understand the some of the issues/problems that communities are dealing with in regard to recycling, but I want to see our city give it a good shot.

Are you presently serving on a City or Community Board or Committee? If so, which one(s)?: no but I volunteer on election days.

Have you previously served on a City or Community Board or Committee? If so, which one(s)? Not in Auburn. I served on the South Portland City Council and served one term as mayor.

Dates served (if known): 1986-89

How did you learn of this vacancy?: An email from Sue Dellaire

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above. By typing your full name below, you are "signing" this electronic application.: Sharon B Benoit

Date of Electronic Signature: August 7, 2020

## Susan Clements-Dallaire

---

**From:** donotreply@auburnmaine.gov  
**Sent:** Tuesday, July 2, 2019 12:00 PM  
**To:** Susan Clements-Dallaire; Rachel Collamore  
**Subject:** A New Form Has Been Submitted - Board/Committee Application

The following form has been submitted by an end-user of the website: Board/Committee Application

Date of Application: 7/2/2019

First Name: Silver

Middle Initial:

Last Name: Moore-Leamon

Residence Address: 15 Forest Ave

Ward: Ward 3

City: Auburn

Home Phone: 2077823049

Cell Phone: 207 333 1451

E-mail Address: silverml34@aol.com

Current Occupation: retired

Previous Occupation (if retired or no longer working): teacher and administrator

Education and/or experience: BSc, Bates '55; MEd, USM

Please check which board or committee you are interested in serving on. Individual applications for each board or committee (if you wish to serve on more than one): Planning Board

This application is for a... (choose one): New appointment

Briefly describe why you want to serve on a board/committee (1,000 character limit): I am interested only in serving on the Recycling Committee (not listed above) because it has the potential to make a real difference in the size of the carbon footprint our community makes on our Earth. I have been recycling to the extent supported by Poland where I lived for 20 years and Auburn where I have lived since 1990. The current system makes recycling difficult for ordinary citizens to do properly and I believe the manufacturers must bear more responsibility for using packaging which makes recycling easier. This will require concerted effort among consumers and regulators; now is the time to get serious about it, beginning with local government.

What do you hope to accomplish?: Increase the percent of Auburn's waste that is USABLY recycled by making the process more consistent and user-friendly.



Start the process of requiring recycling-friendly packaging by talking about the logical connection among making a product, packaging it, and disposing of it when its useful life is over.

Are you presently serving on a City or Community Board or Committee? If so, which one(s)? No

Have you previously served on a City or Community Board or Committee? If so, which one(s)? No

Dates served (if known): None

How did you learn of this vacancy?: I was at the City Council meeting when recycling was discussed.

I certify that this information is true to the best of my knowledge and agree to the terms and conditions set forth above. By typing your full name below, you are "signing" this electronic application.: Silver Moore-Leamon

Date of Electronic Signature: 7/2/2019

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 89-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee       | Term Exp. Date | Name                              |
|--------------------------|----------------|-----------------------------------|
| Auburn Housing Authority | 10/01/2023     | Celia McGuckian – new appointment |

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 90-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee       | Term Exp. Date | Name                           |
|--------------------------|----------------|--------------------------------|
| Auburn Housing Authority | 10/01/2022     | Ron Spofford – new appointment |



Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 91-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee      | Term Exp. Date | Name                                |
|-------------------------|----------------|-------------------------------------|
| Cable TV Advisory Board | 06/01/2021     | Leroy Walker, Sr. – new appointment |

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 92-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee      | Term Exp. Date | Name                           |
|-------------------------|----------------|--------------------------------|
| Conservation Commission | 06/01/2022     | Jane Costlow – new appointment |

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 93-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee      | Term Exp. Date | Name                                 |
|-------------------------|----------------|--------------------------------------|
| Conservation Commission | 06/01/2022     | Michelle Melaragno – new appointment |



Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 94-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee           | Term Exp. Date | Name                             |
|------------------------------|----------------|----------------------------------|
| Planning Board – full member | 01/01/2021     | Daniel Carroll – new appointment |

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 95-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee                | Term Exp. Date | Name                         |
|-----------------------------------|----------------|------------------------------|
| Planning Board – associate member | 01/01/2020     | Kyle Pepin – new appointment |

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 96-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee         | Term Exp. Date                                  | Name                            |
|----------------------------|---|---------------------------------|
| Recycling Ad-hoc Committee | 6 month term which may be extended to 12 months | Sharon Benoit – new appointment |



Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 97-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee         | Term Exp. Date                                  | Name                           |
|----------------------------|---|--------------------------------|
| Recycling Ad-hoc Committee | 6 month term which may be extended to 12 months | Ralph Harder – new appointment |

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 98-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee         | Term Exp. Date                                  | Name                              |
|----------------------------|---|-----------------------------------|
| Recycling Ad-hoc Committee | 6 month term which may be extended to 12 months | Camille Parrish – new appointment |

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 99-08192019

ORDERED, that the City Council hereby appoints the following board and committee member as nominated by the Appointment Committee on 08/12/2019;

| Board or Committee         | Term Exp. Date                                  | Name                                  |
|----------------------------|---|---------------------------------------|
| Recycling Ad-hoc Committee | 6 month term which may be extended to 12 months | Silver Moore-Leamon – new appointment |





**City of Auburn  
City Council Information Sheet**

**Council Meeting Date:** August 19, 2019

**Order:** 100-08192019

**Author:** Jason D. Moen, Chief of Police

**Subject:** Transfer of Forfeiture Assets – Shan Thompson

---

**Information:**

In December 2018, Agents from the Maine Drug Enforcement Agency, Auburn Police Department and Maine State Police conducted a drug trafficking investigation. While investigating the complaint probable cause developed to arrest Shan Thompson for Aggravated Trafficking a Schedule "W" Drug. During the course of the investigation 11.7 grams of crack cocaine were located in Shan Thompson's possession. Additionally, \$2,350.00 in cash, suspected drug profit, was located. Thompson was arrested for Aggravated Trafficking of a Scheduled Drug Cocaine (Class A) At the time of his arrest, Thompson was within 1000 feet of a designated drug-free safe zone.

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**City Budgetary Impacts:** The State of Maine, Office of the Attorney General, seeks to transfer \$1,175.00 U.S. Currency to the Auburn Police Department. Funds will be used for ongoing K-9 expenses.

---

**Staff Recommended Action:** Vote to accept the transfer of \$1,175.00.

---

**Previous Meetings and History:** None

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**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Carleton".

**Attachments:**

\*None

Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

## IN CITY COUNCIL

ORDER 100-08192019

ORDERED, that the City Council hereby accepts the transfer of \$1,175.00 forfeiture assets in Rem in U.S. Currency to the Auburn Police Department (Unified Criminal Court Docket No. CR-18-4372 Shan Thompson).



**City of Auburn  
City Council Information Sheet**

**Council Meeting Date:** August 19, 2019

**Order:** 101-08192019

**Author:** Jason D. Moen, Chief of Police

**Subject:** Transfer of Forfeiture Assets – Rasheem Johnson

---

**Information:**

In June 2017, MDEA Agents along with other local, state and federal Law enforcement agencies executed a search warrant at 128 Pierce Street, 2<sup>nd</sup> Floor, Lewiston - the residence of Rasheem Johnson. During the execution of the search warrant, several grams of Cocaine Base were sized along with \$4,855.00 in U.S. Currency.

Rasheem Johnson was arrested for Unlawful Possession of a Scheduled Drug Cocaine (Class A). Pursuant to 15M.S.R.A 5824(3) & 5822(4)(A), the municipality of Auburn did make a substantial contribution to the investigation of the case and has been approved to receive the transfer of \$1213.75.

---

**City Budgetary Impacts:** The State of Maine, Office of the Attorney General, seeks to transfer \$1,213.75 U.S. Currency to the Auburn Police Department. Funds will be used for ongoing K-9 expenses.

---

**Staff Recommended Action:** Vote to accept the transfer of \$1,213.75

---

**Previous Meetings and History:** None

---

**City Manager Comments:**

I concur with the recommendation. Signature:

A handwritten signature in blue ink, appearing to read "Peter J. Carthage".

**Attachments:**

\*None



Holly C. Lasagna, Ward One  
Robert P. Hayes, Ward Two  
Andrew D. Titus, Ward Three  
Alfreda M. Fournier, Ward Four



Leroy G. Walker, Ward Five  
Belinda A. Gerry, At Large  
David C. Young, At Large

Jason J. Levesque, Mayor

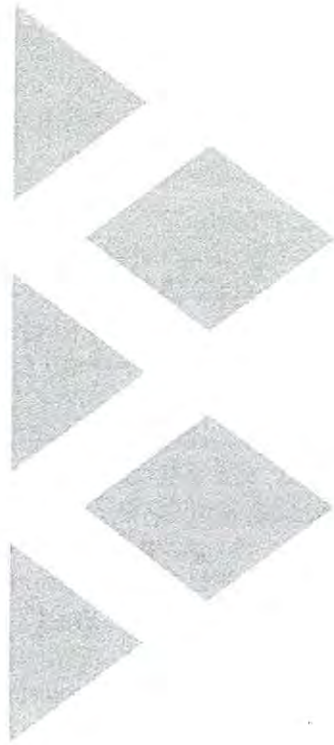
## IN CITY COUNCIL

ORDER 101-08192019

Accepting the transfer of \$1,213.75 forfeiture assets in Rem in U.S. Currency to the Auburn Police Department (Unified Criminal Court Docket No. CR-17-1753 Rasheem Johnson).

# MONTHLY ACTIVITY REPORT

June 2019  
2019 Fiscal Year



**maine waste**  
to energy

## Member Communities

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

**Maine Waste to Energy**

110 Goldthwaite Road

Auburn, Maine 04210

(207) 783-8805

Fax (207) 783-9831

[www.mainewastenergy.com](http://www.mainewastenergy.com)

**MEMORANDUM**

To: Board of Directors  
From: John King, Executive Director  
Michael Daily, Finance Director  
Subject: June Financial/Activity Report - Unaudited  
Date: July 14, 2019

Enclosed please find the unaudited June Activity Report covering the period from June 1 through June 30, 2019.

**Fiscal Year-End Summary**

The facility completed its 27<sup>th</sup> year of operations in FY19. The plant safely processed 71,460 tons of waste, 31,538 tons coming from member municipalities. Maine Waste to Energy (MWE) produced 22,819,916 kilowatt-hours of electricity, of which 15,767,261 kilowatt-hours were sold to the grid. During non-maintenance periods the plant achieved a throughput rate of 206 tons per day.

Member tip fees were \$41/ton, commercial member rates were \$64.66/ton, commercial haulers and non-contract municipal waste customers were charged \$86.34/ton, and transfer station waste was at \$98.22/ton. Member communities paid \$79.91/ton for transfer station service. Pricing for the 15 municipal contracts for FY19 ranged widely depending on timing and the length of the contract. All of the municipalities with expiring contracts in FY19 decided to renew with MWE.

MWE's Transfer Station continued to be an important piece of the waste handling solution. Excess MSW and CDD waste is hauled to the Waste Management landfill in Norridgewock, thus eliminating the need for local towns and contractors to travel all the way to the landfill. MWE's wood separation continued this year diverting 577 tons of wood, and MWE has diverted over 2,237 tons of wood from the landfill to wood boilers or remanufactured wood products in the past five years. Total tonnage thru the transfer station was 21,960.

MWE's Executive Committee approved a post burn metal recovery line which was recommended by the facility team. The project was installed in late February and was running by March 1<sup>st</sup>. The team had initially projected the project to have a 3 year payback but early results would indicate a shorter payback period. In just 4 months the revenue and savings has recouped 11% of the investment.

**MEMBER COMMUNITIES:**

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



MWE contracted a branding and marketing firm, Anchor, to bring a fresh look to MWE. The executive committee approved the changes presented by Anchor in FY19. Maine Waste Energy is our new DBA name. MWE also has new logo's, signage, and uniforms. In FY20 we will be working on ways to present our facility to the communities.

In FY19 MMWAC entered into another year of fixed price electric rates with Nextera Energy. This will provide stability to electric revenue going forward. This year our electrical sales created \$703,358 of revenue.

At its June 18, 2019 Annual Meeting, the Board of Directors elected to keep the reserve fund target at \$5,900,000 for FY20 and member MSW tipping fees at \$41/ton for FY21.

### General Summary

Plant throughput for the month was 5,766 tons processed, or about 192 tons per day and running time throughput was 201 tons per day. Operating Revenues exceeded Expenses resulting in June having an operating profit of \$55,191 (These figures do not reflect balance sheet expenses). Year-to-date operating loss is \$16,043 compared to projected budget gain of \$337,659 and a \$54,583 operating gain in FY18. Cash and investments totaled \$5,182,454. Cash and investments are down \$900,081 from the start of FY19. The reserve goal established by the Board for FY19 is \$5,900,000 and is now at 87.8% of goal. The balance sheet shows current assets less liabilities at \$5,720,014, which is down \$675,849 from the beginning of the fiscal year.

### Waste Deliveries/Operations

In the month of June 5,466 tons were delivered to the pit for an average of 182 tons per day. 8,467 tons were received from all sources for the month. Details on deliveries are presented in the following table:

| Waste Type           | Year-To-Date Tons |               | Variance     |             |
|----------------------|-------------------|---------------|--------------|-------------|
|                      | FY19 Actual       | FY18 Actual   | Tons         | %           |
| MSW Member           | 17,598            | 17,068        | 530          | 3.1%        |
| Comm Member          | 13,941            | 13,440        | 501          | 3.7%        |
| Municipal Non-Member | 24,500            | 22,446        | 2,054        | 9.2%        |
| Gate/Hauler          | 19,469            | 17,534        | 1,935        | 11.0%       |
| OBW/Res TS           | 11,793            | 11,099        | 694          | 6.3%        |
| Other                | 8,755             | 13,055        | (4,300)      | -32.9%      |
| <b>Total</b>         | <b>96,056</b>     | <b>94,642</b> | <b>1,414</b> | <b>1.5%</b> |

Waste flows to the plant and transfer station are running 1.5% above last year. Year-to-date tons processed in the plant are equal to 196 tons per day. Running time year-to-date throughput equaled 206 tons per day. The transfer station processed 2,683 tons during the month from all sources an average of 119.2 tons per day (5.5 day receiving week). The transfer station handled 21,960 tons during the year. Recyclables totaled 316 tons for the month and 3,152 tons year-to-date. Prior year and budget comparisons of processing records as follows:



|                  | Prior Year Comparison YTD |        |          |       | Budget Comparison YTD |        |          |       |
|------------------|---------------------------|--------|----------|-------|-----------------------|--------|----------|-------|
|                  | FY19                      | FY18   | Variance |       | FY19                  | FY19   | Variance |       |
|                  | Actual                    | Actual | Tons     | %     | Actual                | Budget | Tons     | %     |
| Waste-To-Energy  | 71,460                    | 72,539 | (1,079)  | -1.5% | 71,460                | 72,268 | (808)    | -1.1% |
| Transfer Station | 21,960                    | 18,889 | 3,071    | 16.3% | 21,960                | 18,226 | 3,734    | 20.5% |
| Recycling        | 3,152                     | 3,048  | 104      | 3.4%  | 3,152                 | 2,824  | 328      | 11.6% |
| Total            | 96,572                    | 94,476 | 2,096    | 2.2%  | 96,572                | 93,318 | 3,254    | 3.5%  |

### Cash Available to Operations

Cash balances in checking and investments total \$5,182,454 down \$12,165 from the prior month. The following is the status of the reserve goal:

| Reserve Status       |            |               |
|----------------------|------------|---------------|
|                      | FY 19 Goal | As of 6/30/19 |
| Operating            | 2,006,000  | 1,762,034     |
| Capital Improvement  | 944,000    | 829,193       |
| 20-Year Plan         | 1,711,000  | 1,502,912     |
| Rate Stabilization   | 1,239,000  | 1,088,315     |
| Total                | 5,900,000  | 5,182,454     |
|                      |            |               |
| Total Cash           |            | 5,182,454     |
|                      |            |               |
| Surplus or (Deficit) |            | (717,546)     |

### Revenue

Revenue for the month totaled \$632,474. Major categories of revenue by month include: tipping fees, \$561,838; power contract, \$32,160; recycling, \$27,222; interest, \$8,990; other, \$2,264. Revenue for the month was \$26,891 above budget projections and \$35,404 above FY18. Year-to-date revenue is \$7,373,326, which is \$332,029 above budget and \$332,970 above FY18.

The table that follows shows detail relative to electrical sales:



|       | Price per MWHr |        |        | Electrical Output MWHr |        |        | Electrical Revenue |           |           |
|-------|----------------|--------|--------|------------------------|--------|--------|--------------------|-----------|-----------|
|       | FY18           | FY19   |        | FY18                   | FY19   |        | FY18               | FY19      |           |
| Month | Actual         | Budget | Actual | Actual                 | Budget | Actual | Actual             | Budget    | Actual    |
| Jul   | \$30           | \$38   | \$36   | 1,288                  | 1,300  | 1,256  | \$38,560           | \$49,737  | \$44,985  |
| Aug   | \$29           | \$33   | \$35   | 1,259                  | 1,275  | 1,213  | \$36,364           | \$41,702  | \$41,982  |
| Sep   | \$24           | \$28   | \$29   | 1,291                  | 1,300  | 1,255  | \$31,372           | \$36,840  | \$35,917  |
| Oct   | \$36           | \$37   | \$36   | 1,033                  | 1,100  | 1,004  | \$37,670           | \$41,129  | \$36,272  |
| Nov   | \$30           | \$37   | \$37   | 1,357                  | 1,425  | 1,378  | \$41,334           | \$53,036  | \$51,399  |
| Dec   | \$48           | \$56   | \$55   | 1,452                  | 1,425  | 1,536  | \$69,776           | \$79,156  | \$84,047  |
| Jan   | \$70           | \$82   | \$78   | 1,391                  | 1,450  | 1,460  | \$97,374           | \$119,088 | \$114,345 |
| Feb   | \$70           | \$78   | \$78   | 1,412                  | 1,325  | 1,311  | \$98,164           | \$103,608 | \$102,582 |
| Mar   | \$45           | \$51   | \$51   | 1,337                  | 1,450  | 1,396  | \$59,835           | \$73,430  | \$71,262  |
| Apr   | \$28           | \$36   | \$36   | 1,374                  | 1,400  | 1,340  | \$39,089           | \$50,029  | \$48,905  |
| May   | \$26           | \$28   | \$28   | 1,285                  | 1,400  | 1,391  | \$33,221           | \$39,593  | \$39,501  |
| Jun   | \$32           | \$26   | \$26   | 1,173                  | 1,300  | 1,226  | \$38,079           | \$33,510  | \$32,160  |
| YTD   | \$40           | \$45   | \$45   | 15,652                 | 16,150 | 15,767 | \$620,838          | \$720,858 | \$703,358 |

Total gross kWh for the latest period was 1,852,209 of which 1,226,329 were sold to the grid. Net kWh per ton equaled 213, as compared to 219 for the comparable period in FY18.

### Expenditures

Operating expenses in all categories total \$577,283 for the month, which is \$6,403 below budget projections, and \$63,457 below last year. Year-to-date expenses are \$7,389,369 which is \$685,731 above budget and \$403,596 above FY18.

### Investments Status

As of June 30, MWE's investments totaled \$5,182,454. Table 8 details all of our investments.

### Capital Expenditures:

Year-to-date expenditures total \$660,298, which is comprised of \$556,992 for the metal recovery project, \$41,208 for Honeywell DCS upgrade (phase II), \$28,622 for two 30 yard ash containers and covers, \$18,837 for plant signage, \$11,273 for conference room cabinets, \$3,366 for three computers.

cc: Member Municipalities  
Reference No.: 04007



# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Financial Services



**TO: Peter Crichton, City Manager**

**FROM: Jill Eastman, Finance Director**

**REF: June 2019 Financial Report (pre audit)**

**DATE: August 19, 2019**

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

The City has completed the final month of the current fiscal year. As a guideline for tracking purposes, revenues and expenditures should amount to approximately 100% of the annual budget. The attached reports are where we are right now. We have completed processing all invoices for FY 19 and most of the revenues have been posted. When the audit is completed, the auditors will give a formal presentation of the final year end reports.

### **Revenues**

- A. Revenues collected through June 30th, including the school department were \$85,907,883, or 99.06%, of the budget. The municipal revenues including property taxes were \$60,786,627 or 99.61% of the budget. The accounts listed below are noteworthy.
- B. The current year tax revenue is at 98.85% as compared to 96.26% last year. The 30 day notice of liens were sent out in May this year and the tax liens were filed in June.
- C. Excise tax for the month of June is at 110.11%. This is a \$102.763 increase from FY 18. Our excise revenues for FY19 are 10.11% above projections as of June 30, 2019.
- D. State Revenue Sharing for the month of June is 103.41% or \$1,747,207.

## **Expenditures**

City expenditures through June 2019 were \$41,573,064 or 96.62%, of the budget. This is 0.4% higher than last year at this time.

Noteworthy variances are:

- A. There are a few of the departmental accounts over budget at year end, but the entire municipal budget is under by \$452,103.

## **Investments**

This section contains an investment schedule as of June 30th. Currently the City's funds are earning an average interest rate of 1.92%.

Respectfully submitted,

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

Jill M. Eastman  
Finance Director

**CITY OF AUBURN, MAINE**  
**BALANCE SHEET - CITY GENERAL FUND, WC AND UNEMPLOYMENT FUND**  
**AS of June 2019, May 2019, and June 2018**

|   | UNAUDITED<br>June 30<br>2019 | UNAUDITED<br>May 31<br>2019 | Increase<br>(Decrease) | AUDITED<br>JUNE 30<br>2018 |
|---|------------------------------|-----------------------------|------------------------|----------------------------|
| <b>ASSETS</b>                             |                              |                             |                        |                            |
| CASH                                      | \$ 13,715,463                | \$ 16,241,623               | \$ (2,526,160)         | \$ 11,450,641              |
| RECEIVABLES                               |                              |                             | -                      |                            |
| ACCOUNTS RECEIVABLES                      | 1,680,559                    | 1,608,613                   | 71,945                 | 1,941,626                  |
| TAXES RECEIVABLE-CURRENT                  | 102,035                      | 1,237,694                   | (1,135,660)            | 1,822,799                  |
| DELINQUENT TAXES                          | 755,527                      | 754,630                     | 897                    | 664,795                    |
| TAX LIENS                                 | 1,522,438                    | 632,262                     | 890,176                | 724,636                    |
| NET DUE TO/FROM OTHER FUNDS               | 3,086,807                    | 1,471,400                   | 1,615,407              | 3,182,810                  |
| <b>TOTAL ASSETS</b>                       | <b>\$ 20,862,829</b>         | <b>\$ 21,946,223</b>        | <b>\$ (1,083,394)</b>  | <b>\$ 19,787,307</b>       |
| <b>LIABILITIES &amp; FUND BALANCES</b>    |                              |                             |                        |                            |
| ACCOUNTS PAYABLE                          | \$ (793,429)                 | \$ (44,603)                 | \$ (748,826)           | \$ (1,073,230)             |
| PAYROLL LIABILITIES                       | (1,140,965)                  | 249,980                     | (1,390,945)            | (709,471)                  |
| ACCRUED PAYROLL                           | (3,467,807)                  | (3,272)                     | (3,464,535)            | (2,771,642)                |
| STATE FEES PAYABLE                        | (51)                         | (44,613)                    | 44,562                 |                            |
| ESCROWED AMOUNTS                          | (25,643)                     | (25,600)                    | (43)                   | (1,600)                    |
| DEFERRED REVENUE                          | (1,508,095)                  | (1,705,993)                 | 197,898                | (2,054,690)                |
| <b>TOTAL LIABILITIES</b>                  | <b>\$ (6,935,991)</b>        | <b>\$ (1,574,101)</b>       | <b>\$ (5,361,890)</b>  | <b>\$ (6,610,633)</b>      |
| FUND BALANCE - UNASSIGNED/ASSIGNED        | \$ (10,394,439)              | \$ (16,839,724)             | \$ 6,445,285           | \$ (9,644,275)             |
| FUND BALANCE - RESTRICTED                 | (1,931,802)                  | (1,931,802)                 |                        | (1,931,802)                |
| FUND BALANCE - NON SPENDABLE              | (1,600,597)                  | (1,600,597)                 | -                      | (1,600,597)                |
| <b>TOTAL FUND BALANCE</b>                 | <b>\$ (13,926,838)</b>       | <b>\$ (20,372,123)</b>      | <b>\$ 6,445,285</b>    | <b>\$ (13,176,674)</b>     |
| <b>TOTAL LIABILITIES AND FUND BALANCE</b> | <b>\$ (20,862,829)</b>       | <b>\$ (21,946,223)</b>      | <b>\$ 1,083,394</b>    | <b>\$ (19,787,307)</b>     |



**CITY OF AUBURN, MAINE**  
**REVENUES - GENERAL FUND COMPARATIVE**  
**THROUGH June 30, 2019 VS June 30, 2018**

| DEPARTMENT                                | FY 2019<br>BUDGET    | Unaudited<br>EXP<br>THRU JUNE 2019 | % OF<br>BUDGET | FY 2018<br>BUDGET    | Unaudited<br>EXP<br>THRU JUNE 2018 | % OF<br>BUDGET | VARIANCE            |
|---|----------------------|------------------------------------|----------------|----------------------|------------------------------------|----------------|---------------------|
| <b>TAXES</b>                              |                      |                                    |                |                      |                                    |                |                     |
| PROPERTY TAX REVENUE-                     | \$ 48,772,945        | \$ 48,214,053                      | 98.85%         | \$ 48,061,530        | \$ 46,262,079                      | 96.26%         | \$ 1,951,974        |
| PRIOR YEAR TAX REVENUE                    | \$ -                 | \$ 816,881                         |                | \$ -                 | \$ 1,002,069                       |                | \$ (185,187)        |
| HOMESTEAD EXEMPTION REIMBURSEMENT         | \$ 1,190,000         | \$ 1,331,328                       | 111.88%        | \$ 1,015,000         | \$ 1,084,829                       | 106.88%        | \$ 246,499          |
| EXCISE                                    | \$ 3,835,000         | \$ 4,222,613                       | 110.11%        | \$ 3,810,000         | \$ 4,119,850                       | 108.13%        | \$ 102,763          |
| PENALTIES & INTEREST                      | \$ 150,000           | \$ 147,439                         | 98.29%         | \$ 150,000           | \$ 142,033                         | 94.69%         | \$ 5,405            |
| <b>TOTAL TAXES</b>                        | <b>\$ 53,947,945</b> | <b>\$ 54,732,314</b>               | <b>101.45%</b> | <b>\$ 53,036,530</b> | <b>\$ 52,610,860</b>               | <b>99.20%</b>  | <b>\$ 2,121,454</b> |
| <b>LICENSES AND PERMITS</b>               |                      |                                    |                |                      |                                    |                |                     |
| BUSINESS                                  | \$ 62,000            | \$ 69,759                          | 112.51%        | \$ 62,000            | \$ 71,499                          | 115.32%        | \$ (1,741)          |
| NON-BUSINESS                              | \$ 355,000           | \$ 435,026                         | 122.54%        | \$ 345,000           | \$ 443,915                         | 128.67%        | \$ (8,889)          |
| <b>TOTAL LICENSES</b>                     | <b>\$ 417,000</b>    | <b>\$ 504,785</b>                  | <b>121.05%</b> | <b>\$ 407,000</b>    | <b>\$ 515,414</b>                  | <b>126.64%</b> | <b>\$ (10,630)</b>  |
| <b>INTERGOVERNMENTAL ASSISTANCE</b>       |                      |                                    |                |                      |                                    |                |                     |
| STATE-LOCAL ROAD ASSISTANCE               | \$ 400,000           | \$ 403,684                         | 100.92%        | \$ 400,000           | \$ 406,860                         | 101.72%        | \$ (3,176)          |
| STATE REVENUE SHARING                     | \$ 1,689,669         | \$ 1,747,207                       | 103.41%        | \$ 1,509,117         | \$ 1,535,468                       | 101.75%        | \$ 211,739          |
| WELFARE REIMBURSEMENT                     | \$ 103,747           | \$ 59,470                          | 57.32%         | \$ 95,000            | \$ 158,252                         | 166.58%        | \$ (98,782)         |
| OTHER STATE AID                           | \$ 32,000            | \$ 33,478                          | 104.62%        | \$ 32,000            | \$ 33,283                          | 104.01%        | \$ 195              |
| CITY OF LEWISTON                          | \$ 228,384           | \$ 258,517                         | 113.19%        | \$ 228,384           | \$ 249,600                         | 109.29%        | \$ 8,918            |
| <b>TOTAL INTERGOVERNMENTAL ASSISTANCE</b> | <b>\$ 2,453,800</b>  | <b>\$ 2,502,356</b>                | <b>101.98%</b> | <b>\$ 2,264,501</b>  | <b>\$ 2,383,462</b>                | <b>105.25%</b> | <b>\$ 118,894</b>   |
| <b>CHARGE FOR SERVICES</b>                |                      |                                    |                |                      |                                    |                |                     |
| GENERAL GOVERNMENT                        | \$ 144,440           | \$ 153,581                         | 106.33%        | \$ 144,440           | \$ 123,444                         | 85.46%         | \$ 30,137           |
| PUBLIC SAFETY                             | \$ 236,277           | \$ 212,722                         | 90.03%         | \$ 236,277           | \$ 189,644                         | 80.26%         | \$ 23,078           |
| EMS TRANSPORT                             | \$ 1,250,000         | \$ 1,083,449                       | 86.68%         | \$ 1,250,000         | \$ 708,907                         | 56.71%         | \$ 374,542          |
| <b>TOTAL CHARGE FOR SERVICES</b>          | <b>\$ 1,630,717</b>  | <b>\$ 1,449,753</b>                | <b>88.90%</b>  | <b>\$ 1,630,717</b>  | <b>\$ 1,021,996</b>                | <b>62.67%</b>  | <b>\$ 427,757</b>   |
| <b>FINES</b>                              |                      |                                    |                |                      |                                    |                |                     |
| PARKING TICKETS & MISC FINES              | \$ 70,000            | \$ 70,302                          | 100.43%        | \$ 70,000            | \$ 51,889                          | 74.13%         | \$ 18,413           |
| <b>MISCELLANEOUS</b>                      |                      |                                    |                |                      |                                    |                |                     |
| INVESTMENT INCOME                         | \$ 32,000            | \$ 95,933                          | 299.79%        | \$ 32,000            | \$ 96,126                          | 300.39%        | \$ (193)            |
| RENTS                                     | \$ 35,000            | \$ 25,890                          | 73.97%         | \$ 35,000            | \$ 34,394                          | 98.27%         | \$ (8,504)          |
| UNCLASSIFIED                              | \$ 10,000            | \$ 15,639                          | 156.39%        | \$ 10,000            | \$ 41,790                          | 417.90%        | \$ (26,151)         |
| COMMERCIAL SOLID WASTE FEES               | \$ -                 | \$ 44,117                          |                | \$ -                 | \$ 44,269                          |                | \$ (152)            |
| SALE OF PROPERTY                          | \$ 20,000            | \$ 87,198                          | 435.99%        | \$ 20,000            | \$ 20,787                          | 103.94%        | \$ 66,411           |
| RECREATION PROGRAMS/ARENA                 |                      |                                    |                |                      |                                    |                | \$ -                |
| MMWAC HOST FEES                           | \$ 221,000           | \$ 225,739                         | 102.14%        | \$ 215,000           | \$ 218,385                         | 101.57%        | \$ 7,354            |
| TRANSFER IN: TIF                          | \$ 1,317,818         | \$ 1,000,000                       | 75.88%         | \$ 1,287,818         | \$ 980,000                         | 76.10%         | \$ 20,000           |
| TRANSFER IN: Other Funds                  | \$ 97,718            | \$ -                               | 0.00%          | \$ 54,718            | \$ -                               | 0.00%          | \$ -                |
| ENERGY EFFICIENCY                         |                      |                                    |                |                      |                                    |                | \$ -                |
| CDBG                                      | \$ 214,430           | \$ 10,250                          | 4.78%          | \$ 214,430           | \$ 27,425                          | 12.79%         | \$ (17,175)         |
| UTILITY REIMBURSEMENT                     | \$ 27,500            | \$ 22,353                          | 81.28%         | \$ 27,500            | \$ -                               | 0.00%          | \$ 22,353           |
| CITY FUND BALANCE CONTRIBUTION            | \$ 527,500           | \$ -                               | 0.00%          | \$ 412,500           | \$ -                               | 0.00%          | \$ -                |
| <b>TOTAL MISCELLANEOUS</b>                | <b>\$ 2,502,966</b>  | <b>\$ 1,527,119</b>                | <b>61.01%</b>  | <b>\$ 2,308,966</b>  | <b>\$ 1,463,176</b>                | <b>63.37%</b>  | <b>\$ 63,943</b>    |
| <b>TOTAL GENERAL FUND REVENUES</b>        | <b>\$ 61,022,428</b> | <b>\$ 60,786,627</b>               | <b>99.61%</b>  | <b>\$ 59,717,714</b> | <b>\$ 58,046,797</b>               | <b>97.20%</b>  | <b>\$ 2,739,830</b> |
| <b>SCHOOL REVENUES</b>                    |                      |                                    |                |                      |                                    |                |                     |
| EDUCATION SUBSIDY                         | \$ 24,302,914        | \$ 24,462,399                      | 100.66%        | \$ 22,039,568        | \$ 22,168,323                      | 100.58%        | \$ 2,294,076        |
| EDUCATION                                 | \$ 674,191           | \$ 658,858                         | 97.73%         | \$ 811,744           | \$ 734,174                         | 90.44%         | \$ (75,316)         |
| SCHOOL FUND BALANCE CONTRIBUTION          | \$ 719,417           | \$ -                               | 0.00%          | \$ 906,882           | \$ -                               | 0.00%          | \$ -                |
| <b>TOTAL SCHOOL</b>                       | <b>\$ 25,696,522</b> | <b>\$ 25,121,256</b>               | <b>97.76%</b>  | <b>\$ 23,758,194</b> | <b>\$ 22,902,497</b>               | <b>96.40%</b>  | <b>\$ 2,218,759</b> |
| <b>GRAND TOTAL REVENUES</b>               | <b>\$ 86,718,950</b> | <b>\$ 85,907,883</b>               | <b>99.06%</b>  | <b>\$ 83,475,908</b> | <b>\$ 80,949,294</b>               | <b>96.97%</b>  | <b>\$ 4,958,589</b> |

**CITY OF AUBURN, MAINE**  
**EXPENDITURES - GENERAL FUND COMPARATIVE**  
**THROUGH June 30, 2019 VS June 30, 2018**

| DEPARTMENT                             | FY 2019<br>BUDGET    | Unaudited<br>EXP<br>THRU JUNE 2019 | % OF<br>BUDGET | FY 2018<br>BUDGET    | Unaudited<br>EXP<br>THRU JUNE 2018 | % OF<br>BUDGET | VARIANCE            |
|--|----------------------|------------------------------------|----------------|----------------------|------------------------------------|----------------|---------------------|
| <b>ADMINISTRATION</b>                  |                      |                                    |                |                      |                                    |                |                     |
| MAYOR AND COUNCIL                      | \$ 111,610           | \$ 107,210                         | 96.06%         | \$ 80,300            | \$ 81,819                          | 101.89%        | \$ 25,391           |
| CITY MANAGER                           | \$ 474,086           | \$ 483,040                         | 101.89%        | \$ 581,170           | \$ 475,192                         | 81.76%         | \$ 7,848            |
| CITY CLERK                             | \$ 185,898           | \$ 170,316                         | 91.62%         | \$ 181,332           | \$ 185,276                         | 102.18%        | \$ (14,960)         |
| FINANCIAL SERVICES                     | \$ 694,109           | \$ 704,850                         | 101.55%        | \$ 675,239           | \$ 649,302                         | 96.16%         | \$ 55,548           |
| HUMAN RESOURCES                        | \$ 149,953           | \$ 144,268                         | 96.21%         | \$ 156,887           | \$ 147,874                         | 94.26%         | \$ (3,606)          |
| INFORMATION TECHNOLOGY                 | \$ 588,403           | \$ 536,477                         | 91.18%         | \$ 531,551           | \$ 523,151                         | 98.42%         | \$ 13,326           |
| <b>TOTAL ADMINISTRATION</b>            | <b>\$ 2,204,059</b>  | <b>\$ 2,146,161</b>                | <b>97.37%</b>  | <b>\$ 2,206,479</b>  | <b>\$ 2,062,614</b>                | <b>93.48%</b>  | <b>\$ 83,547</b>    |
| <b>COMMUNITY SERVICES</b>              |                      |                                    |                |                      |                                    |                |                     |
| ECONOMIC & COMMUNITY DEVELOPMENT       | \$ 1,471,918         | \$ 1,108,075                       | 75.28%         | \$ 1,717,028         | \$ 1,019,589                       | 59.38%         | \$ 88,486           |
| HEALTH & SOCIAL SERVICES               | \$ 223,500           | \$ 152,736                         | 68.34%         | \$ 220,870           | \$ 224,537                         | 101.66%        | \$ (71,801)         |
| RECREATION & SPECIAL EVENTS            | \$ 384,630           | \$ 454,462                         | 118.16%        | \$ 388,581           | \$ 341,239                         | 87.82%         | \$ 113,223          |
| PUBLIC LIBRARY                         | \$ 998,189           | \$ 998,189                         | 100.00%        | \$ 998,189           | \$ 998,189                         | 100.00%        | \$ -                |
| <b>TOTAL COMMUNITY SERVICES</b>        | <b>\$ 3,078,237</b>  | <b>\$ 2,713,462</b>                | <b>88.15%</b>  | <b>\$ 3,324,668</b>  | <b>\$ 2,583,554</b>                | <b>77.71%</b>  | <b>\$ 129,908</b>   |
| <b>FISCAL SERVICES</b>                 |                      |                                    |                |                      |                                    |                |                     |
| DEBT SERVICE                           | \$ 6,702,508         | \$ 6,709,037                       | 100.10%        | \$ 6,366,533         | \$ 6,213,645                       | 97.60%         | \$ 495,392          |
| FACILITIES                             | \$ 650,641           | \$ 586,603                         | 90.16%         | \$ 640,201           | \$ 544,805                         | 85.10%         | \$ 41,798           |
| WORKERS COMPENSATION                   | \$ 581,360           | \$ 581,360                         | 100.00%        | \$ 555,164           | \$ 555,164                         | 100.00%        | \$ 26,196           |
| WAGES & BENEFITS                       | \$ 6,471,614         | \$ 5,956,959                       | 92.05%         | \$ 5,960,970         | \$ 5,951,945                       | 99.85%         | \$ 5,014            |
| EMERGENCY RESERVE (10108062-670000)    | \$ 431,003           | \$ -                               | 0.00%          | \$ 415,454           | \$ -                               | 0.00%          | \$ -                |
| <b>TOTAL FISCAL SERVICES</b>           | <b>\$ 14,837,126</b> | <b>\$ 13,833,959</b>               | <b>93.24%</b>  | <b>\$ 13,938,322</b> | <b>\$ 13,265,559</b>               | <b>95.17%</b>  | <b>\$ 568,400</b>   |
| <b>PUBLIC SAFETY</b>                   |                      |                                    |                |                      |                                    |                |                     |
| FIRE DEPARTMENT                        | \$ 4,422,256         | \$ 4,418,263                       | 99.91%         | \$ 4,227,575         | \$ 4,515,808                       | 106.82%        | \$ (97,545)         |
| FIRE EMS                               | \$ 683,181           | \$ 674,069                         | 98.67%         | \$ 708,828           | \$ 552,899                         | 78.00%         | \$ 121,170          |
| POLICE DEPARTMENT                      | \$ 4,166,631         | \$ 4,157,977                       | 99.79%         | \$ 4,043,998         | \$ 4,137,918                       | 102.32%        | \$ 20,059           |
| <b>TOTAL PUBLIC SAFETY</b>             | <b>\$ 9,272,068</b>  | <b>\$ 9,250,309</b>                | <b>99.77%</b>  | <b>\$ 8,980,401</b>  | <b>\$ 9,206,625</b>                | <b>102.52%</b> | <b>\$ 43,684</b>    |
| <b>PUBLIC WORKS</b>                    |                      |                                    |                |                      |                                    |                |                     |
| PUBLIC WORKS DEPARTMENT                | \$ 4,778,668         | \$ 4,759,682                       | 99.60%         | \$ 4,611,116         | \$ 4,481,984                       | 97.20%         | \$ 277,698          |
| SOLID WASTE DISPOSAL*                  | \$ 988,013           | \$ 1,071,048                       | 108.40%        | \$ 964,118           | \$ 867,479                         | 89.98%         | \$ 203,569          |
| WATER AND SEWER                        | \$ 645,216           | \$ 632,716                         | 98.06%         | \$ 632,716           | \$ 645,215                         | 101.98%        | \$ (12,499)         |
| <b>TOTAL PUBLIC WORKS</b>              | <b>\$ 6,411,897</b>  | <b>\$ 6,463,446</b>                | <b>100.80%</b> | <b>\$ 6,207,950</b>  | <b>\$ 5,994,678</b>                | <b>96.56%</b>  | <b>\$ 468,768</b>   |
| <b>INTERGOVERNMENTAL PROGRAMS</b>      |                      |                                    |                |                      |                                    |                |                     |
| AUBURN-LEWISTON AIRPORT                | \$ 172,000           | \$ 173,559                         | 100.91%        | \$ 167,800           | \$ 167,353                         | 99.73%         | \$ 6,206            |
| E911 COMMUNICATION CENTER              | \$ 1,123,081         | \$ 1,103,445                       | 98.25%         | \$ 1,088,857         | \$ 1,069,122                       | 98.19%         | \$ 34,323           |
| LATC-PUBLIC TRANSIT                    | \$ 199,130           | \$ 199,130                         | 100.00%        | \$ 189,949           | \$ 189,949                         | 100.00%        | \$ 9,181            |
| TAX SHARING                            | \$ 270,000           | \$ 232,025                         | 85.94%         | \$ 270,000           | \$ 257,783                         | 95.48%         | \$ (25,758)         |
| <b>TOTAL INTERGOVERNMENTAL</b>         | <b>\$ 1,764,211</b>  | <b>\$ 1,708,159</b>                | <b>96.82%</b>  | <b>\$ 1,716,606</b>  | <b>\$ 1,684,207</b>                | <b>98.11%</b>  | <b>\$ 23,952</b>    |
| <b>COUNTY TAX</b>                      | <b>\$ 2,407,766</b>  | <b>\$ 2,407,765</b>                | <b>100.00%</b> | <b>\$ 2,296,224</b>  | <b>\$ 2,296,224</b>                | <b>100.00%</b> | <b>\$ 111,541</b>   |
| <b>TIF (10108058-580000)</b>           | <b>\$ 3,049,803</b>  | <b>\$ 3,049,803</b>                | <b>100.00%</b> | <b>\$ 3,049,803</b>  | <b>\$ 3,049,803</b>                | <b>100.00%</b> | <b>\$ -</b>         |
| <b>OVERLAY</b>                         | <b>\$ -</b>          | <b>\$ -</b>                        |                | <b>\$ -</b>          | <b>\$ -</b>                        | <b>0.00%</b>   | <b>\$ -</b>         |
| <b>TOTAL CITY DEPARTMENTS</b>          | <b>\$ 43,025,167</b> | <b>\$ 41,573,064</b>               | <b>96.62%</b>  | <b>\$ 41,720,453</b> | <b>\$ 40,143,264</b>               | <b>96.22%</b>  | <b>\$ 1,429,800</b> |
| <b>EDUCATION DEPARTMENT</b>            | <b>\$ 43,693,783</b> | <b>\$ 42,769,677</b>               | <b>97.89%</b>  | <b>\$ 41,755,455</b> | <b>\$ 40,863,707</b>               | <b>97.86%</b>  | <b>\$ 1,905,970</b> |
| <b>TOTAL GENERAL FUND EXPENDITURES</b> | <b>\$ 86,718,950</b> | <b>\$ 84,342,741</b>               | <b>97.26%</b>  | <b>\$ 83,475,908</b> | <b>\$ 81,006,971</b>               | <b>97.04%</b>  | <b>\$ 3,335,770</b> |

**CITY OF AUBURN, MAINE  
INVESTMENT SCHEDULE  
AS OF June 30, 2019**

| INVESTMENT         |       | FUND                    | BALANCE<br>June 30, 2019 | BALANCE<br>May 31, 2019 | INTEREST<br>RATE |
|--------------------|-------|-------------------------|--------------------------|-------------------------|------------------|
| ANDROSCOGGIN BANK  | 449   | CAPITAL PROJECTS        | \$ 4,253,917.67          | \$ 4,243,267.58         | 1.50%            |
| ANDROSCOGGIN BANK  | 502   | SR-TIF                  | \$ 1,029,205.63          | \$ 1,026,628.99         | 1.50%            |
| ANDROSCOGGIN BANK  | 836   | GENERAL FUND            | \$ 4,266,307.76          | \$ 4,281,229.13         | 1.50%            |
| ANDROSCOGGIN BANK  | 801   | WORKERS COMP            | \$ 51,415.39             | \$ 51,286.69            | 1.50%            |
| ANDROSCOGGIN BANK  | 684   | EMS CAPITAL RESERVE     | \$ 73,620.23             | \$ 73,435.93            | 1.50%            |
| ANDROSCOGGIN BANK  | 414   | INGERSOLL TURF FACILITY | \$ 86,156.13             | \$ 85,940.46            | 1.50%            |
| ANDROSCOGGIN BANK  | 0888  | ELHS FUNDRAISING        | \$ 59,165.65             | \$ 58,984.67            | 1.50%            |
| NORTHERN CAPITAL   | 02155 | CAPITAL PROJECTS        | \$ 750,000.00            | \$ 750,000.00           | 2.30%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND            | \$ 250,000.00            | \$ 250,000.00           | 2.45%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND            | \$ 250,000.00            | \$ 250,000.00           | 2.00%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND            | \$ 500,000.00            | \$ 500,000.00           | 2.15%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND            | \$ 500,000.00            | \$ 500,000.00           | 2.30%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND            | \$ 250,000.00            | \$ 250,000.00           | 2.60%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND            | \$ 1,000,000.00          | \$ 1,000,000.00         | 2.55%            |
| <b>GRAND TOTAL</b> |       |                         | <b>\$ 13,319,788.46</b>  | <b>\$ 13,320,773.45</b> | <b>1.92%</b>     |



**EMS BILLING**  
**SUMMARY OF ACTIVITY**  
**July 1, 2018 - June 30, 2019**  
**Report as of June 30, 2019**

|                  | Beginning<br>Balance<br>06/01/19 | June 2019            |                       |                    |                       | Write-Offs            | Ending<br>Balance<br>6/30/2019 |
|------------------|----------------------------------|----------------------|-----------------------|--------------------|-----------------------|-----------------------|--------------------------------|
|                  |                                  | New Charges          | Payments              | Refunds            | Adjustments           |                       |                                |
| Bluecross        | \$ 15,484.90                     | \$ 10,399.20         | \$ (4,288.55)         | \$ 361.93          | \$ (7,858.25)         |                       | \$ 14,099.23                   |
| Intercept        | \$ 300.00                        |                      | \$ (300.00)           |                    |                       |                       | \$ -                           |
| Medicare         | \$ 41,324.37                     | \$ 110,882.80        | \$ (32,946.44)        |                    | \$ (46,504.40)        |                       | \$ 72,756.33                   |
| Medicaid         | \$ 33,669.43                     | \$ 34,476.20         | \$ (22,816.42)        |                    | \$ (8,559.66)         |                       | \$ 36,769.55                   |
| Other/Commercial | \$ 72,860.89                     | \$ 19,900.40         | \$ (9,445.97)         | \$ 491.63          | \$ (11,995.55)        |                       | \$ 71,811.40                   |
| Patient          | \$ 131,316.99                    | \$ 17,935.80         | \$ (4,793.48)         | \$ 338.59          | \$ 14,647.91          | \$ (38,679.12)        | \$ 120,766.69                  |
| Worker's Comp    | \$ 2,421.59                      |                      | \$ (1,789.60)         |                    |                       |                       | \$ 631.99                      |
| <b>TOTAL</b>     | <b>\$ 297,378.17</b>             | <b>\$ 193,594.40</b> | <b>\$ (76,380.46)</b> | <b>\$ 1,192.15</b> | <b>\$ (60,269.95)</b> | <b>\$ (38,679.12)</b> | <b>\$ 316,835.19</b>           |

**EMS BILLING**  
**BREAKDOWN -TOTAL CHARGES**  
**July 1, 2018 - June 30, 2019**  
**Report as of June 30, 2019**

|                          | July<br>2018  | August<br>2018 | Sept<br>2018  | Oct<br>2018   | Nov<br>2018   | Dec<br>2018   | Jan<br>2019   | Feb<br>2019   | Mar<br>2019   | Apr<br>2019   | May<br>2019   | June<br>2019  | Adjustment     | Totals          | % of<br>Total |
|--------------------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|-----------------|---------------|
| No Insurance Information | \$ 10,977.40  | \$ 2,518.00    | \$ 1,550.40   | \$ 3,166.60   | \$ 4,538.40   | \$ 1,371.40   | \$ 934.00     | \$ 6,586.40   | \$ 5,522.20   | \$ 6,163.20   | \$ -          | \$ 673.80     | \$ (43,328.00) | \$ 673.80       | 0.03%         |
| Bluecross                | \$ 6,344.40   | \$ 8,486.40    | \$ 4,124.40   | \$ 7,998.20   | \$ 2,676.20   | \$ 12,286.20  | \$ 6,583.60   | \$ 6,765.40   | \$ 5,279.20   | \$ 3,342.80   | \$ 13,231.60  | \$ 10,399.20  | \$ 4,687.80    | \$ 92,205.40    | 3.92%         |
| Intercept                | \$ 200.00     | \$ 100.00      |               | \$ 300.00     | \$ 100.00     |               | \$ 100.00     | \$ -          | \$ 400.00     |               | \$ 300.00     |               |                | \$ 1,500.00     | 0.06%         |
| Medicare                 | \$ 103,152.60 | \$ 132,913.20  | \$ 118,842.80 | \$ 122,609.60 | \$ 97,778.80  | \$ 94,531.40  | \$ 118,093.60 | \$ 129,081.40 | \$ 129,994.20 | \$ 83,305.00  | \$ 164,056.00 | \$ 110,882.80 | \$ 46,487.40   | \$ 1,451,728.80 | 61.78%        |
| Medicaid                 | \$ 30,752.80  | \$ 47,771.60   | \$ 30,102.60  | \$ 31,127.20  | \$ 27,115.80  | \$ 25,258.20  | \$ 31,541.00  | \$ 29,991.20  | \$ 29,461.20  | \$ 22,047.00  | \$ 43,657.40  | \$ 34,476.20  | \$ 9,023.40    | \$ 392,325.60   | 16.70%        |
| Other/Commercial         | \$ 24,030.40  | \$ 19,494.00   | \$ 13,526.00  | \$ 21,522.60  | \$ 25,029.40  | \$ 19,307.80  | \$ 25,738.40  | \$ 33,013.60  | \$ 17,484.20  | \$ 9,112.80   | \$ 18,208.40  | \$ 19,226.60  | \$ (9,243.60)  | \$ 236,450.60   | 10.06%        |
| Patient                  | \$ 19,183.20  | \$ 17,841.80   | \$ 12,560.00  | \$ 15,276.60  | \$ 17,126.80  | \$ 8,533.60   | \$ 15,658.20  | \$ 11,075.60  | \$ 9,013.40   | \$ 10,633.40  | \$ 16,463.40  | \$ 17,935.80  | \$ (13,371.80) | \$ 157,930.00   | 6.72%         |
| Worker's Comp            | \$ 2,425.60   | \$ 901.80      | \$ 1,591.00   | \$ 908.80     |               | \$ 1,880.60   | \$ 1,784.00   |               |               |               | \$ 1,796.60   |               | \$ 5,744.80    | \$ 17,033.20    | 0.72%         |
| <b>TOTAL</b>             | \$ 197,066.40 | \$ 230,026.80  | \$ 182,297.20 | \$ 202,909.60 | \$ 174,365.40 | \$ 163,169.20 | \$ 200,432.80 | \$ 216,513.60 | \$ 197,154.40 | \$ 134,604.20 | \$ 257,713.40 | \$ 193,594.40 | \$ -           | \$ 2,349,847.40 | 100.00%       |

**EMS BILLING**  
**BREAKDOWN -TOTAL COUNT**  
**July 1, 2018 - June 30, 2019**  
**Report as of June 30, 2019**

|                          | July<br>2018 | August<br>2018 | Sept<br>2018 | Oct<br>2018 | Nov<br>2018 | Dec<br>2018 | Jan<br>2019 | Feb<br>2019 | Mar<br>2019 | Apr<br>2019 | May<br>2019 | June<br>2019 | Totals | % of<br>Total |
|--------------------------|--------------|----------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--------|---------------|
| No Insurance Information | 14           | 3              | 2            | 4           | 5           | 2           | 1           | 8           | 7           | 7           | 0           | 1            | 54     | 1.82%         |
| Bluecross                | 8            | 10             | 5            | 10          | 3           | 15          | 8           | 8           | 6           | 4           | 18          | 12           | 107    | 3.61%         |
| Intercept                | 2            | 1              | 0            | 3           | 1           | 0           | 1           | 0           | 4           | 0           | 5           | 0            | 17     | 0.57%         |
| Medicare                 | 129          | 164            | 148          | 153         | 119         | 116         | 145         | 161         | 158         | 104         | 208         | 132          | 1737   | 58.60%        |
| Medicaid                 | 39           | 60             | 38           | 42          | 33          | 32          | 40          | 40          | 37          | 28          | 59          | 42           | 490    | 16.53%        |
| Other/Commercial         | 35           | 27             | 17           | 28          | 34          | 25          | 32          | 42          | 24          | 11          | 29          | 24           | 328    | 11.07%        |
| Patient                  | 23           | 23             | 16           | 19          | 23          | 11          | 20          | 13          | 11          | 14          | 23          | 22           | 218    | 7.35%         |
| Worker's Comp            | 3            | 1              | 2            | 1           | 0           | 2           | 2           | 0           |             |             | 2           |              | 13     | 0.44%         |
| <b>TOTAL</b>             | 253          | 289            | 228          | 260         | 218         | 203         | 249         | 272         | 247         | 168         | 344         | 233          | 2964   | 100.00%       |

**EMS BILLING  
AGING REPORT  
July 1, 2018 to June 30, 2019  
Report as of June 30, 2019**

|                  | Current       |      | 31-60        |     | 61-90        |     | 91-120       |     | 121+ days     |     | Totals        |         |
|------------------|---------------|------|--------------|-----|--------------|-----|--------------|-----|---------------|-----|---------------|---------|
| Bluecross        | \$ 14,176.15  | 101% | \$ 889.20    | 6%  | \$ -         | 0%  | \$ -         | 0%  | \$ (966.12)   | -7% | \$ 14,099.23  | 4.45%   |
| Intercept        | \$ -          | 100% | \$ -         |     | \$ -         |     | \$ -         |     | \$ -          |     | \$ -          | 0.00%   |
| Medicare         | \$ 68,051.16  | 94%  | \$ 5,355.30  | 7%  | \$ -         | 0%  | \$ -         | 0%  | \$ (650.13)   | -1% | \$ 72,756.33  | 22.96%  |
| Medicaid         | \$ 34,240.43  | 93%  | \$ 2,081.60  | 6%  | \$ 1,742.00  | 5%  | \$ -         | 0%  | \$ (1,294.48) | -4% | \$ 36,769.55  | 11.61%  |
| Other/Commercial | \$ 49,252.05  | 69%  | \$ 9,107.40  | 13% | \$ 4,605.20  | 6%  | \$ 2,164.26  | 3%  | \$ 6,682.49   | 9%  | \$ 71,811.40  | 22.67%  |
| Patient          | \$ 43,154.06  | 36%  | \$ 26,079.68 | 22% | \$ 16,996.56 | 14% | \$ 25,540.42 | 21% | \$ 8,995.97   | 7%  | \$ 120,766.69 | 38.12%  |
| Worker's Comp    | \$ -          |      |              |     |              | 0%  | \$ 631.99    |     | \$ -          |     | \$ 631.99     | 0.20%   |
| TOTAL            | \$ 208,873.85 |      | \$ 43,513.18 |     | \$ 23,343.76 |     | \$ 28,336.67 |     | \$ 12,767.73  |     | \$ 316,835.19 |         |
|                  | 66%           |      | 14%          |     | 7%           |     | 9%           |     | 4%            |     | 100%          | 100.00% |



CITY OF AUBURN  
SPECIAL REVENUE FUNDS REVENUE AND EXPENDITURES  
As of June 30, 2019

|                      | 1902          | 1905            | 1910              | 1913                     | 1914                | 1915                   | 1917           | 1922                  | 1926                 | 1927                    | 1928      | 1929            | 1930            | 1931        |
|----------------------|---------------|-----------------|-------------------|--------------------------|---------------------|------------------------|----------------|-----------------------|----------------------|-------------------------|-----------|-----------------|-----------------|-------------|
|                      | Riverwatch    | Winter Festival | Community Service | Police Fitness Equipment | Oak Hill Cemeteries | Fire Training Building | Wellness Grant | Walmart Risk/Homeless | Healthy Androskoggin | Insurance Reimbursement | Vending   | Fire Prevention | 211 Fairview    | Donations   |
| Fund Balance 7/1/18  | \$ 969,900.91 | \$ (5,390.23)   | \$ 5,008.52       | \$ 5,112.53              | \$ 30,205.71        | \$ (488.84)            | \$ 4,851.85    | \$ 7,278.18           | \$ 3,368.05          | \$ 925.21               | \$ -      | \$ 4,791.12     | \$ (566,303.71) | \$ 1,084.69 |
| Revenues FY19        | \$ 57,776.92  | \$ 3,159.11     | \$ 826.00         |                          | \$ 1,652.39         |                        | \$ 7,442.61    |                       | \$ 1,836.00          |                         | \$ 874.00 |                 |                 |             |
| Expenditures FY19    | \$ 161,865.00 | \$ 12,868.07    | \$ 408.81         | \$ 343.00                |                     |                        | \$ 8,987.81    | \$ 7,278.18           |                      | \$ 925.21               | \$ 874.00 |                 |                 | \$ 432.54   |
| Fund Balance 6/30/19 | \$ 865,812.83 | \$ (15,099.19)  | \$ 5,425.71       | \$ 4,769.53              | \$ 31,858.10        | \$ (488.84)            | \$ 3,306.65    | \$ -                  | \$ 5,204.05          | \$ -                    | \$ -      | \$ 4,791.12     | \$ (566,303.71) | \$ 652.15   |

|                      | 2003          | 2005            | 2006        | 2007           | 2008              | 2010             | 2013         | 2014         | 2019                     | 2020            | 2025            | 2030           | 2032          | 2033                       |
|----------------------|---------------|-----------------|-------------|----------------|-------------------|------------------|--------------|--------------|--------------------------|-----------------|-----------------|----------------|---------------|----------------------------|
|                      | Byrne JAG     | MDOT            | PEACE       | Seatbelt Grant | Homeland Security | State Drug Money | OUI Grant    | Speed Grant  | Law Enforcement Training | CDBG            | Community Cords | Parking        | HEAPP         | Safe School/ Health (COPS) |
| Fund Balance 7/1/18  | \$ 2,808.57   | \$ (101,600.31) | \$ 2,099.08 | \$ 4,322.93    | \$ (110,031.67)   | \$ 6,158.77      | \$ 9,263.39  | \$ 6,931.00  | \$ (7,637.91)            | \$ 2,643,304.93 | \$ 30,846.63    | \$ (47,430.39) | \$ (4,994.50) | \$ (15,906.07)             |
| Revenues FY19        | \$ 5,995.00   | \$ 699,304.74   | \$ 561.11   |                | \$ 108,573.34     | \$ 17,006.14     | \$ 7,789.25  | \$ 10,783.27 | \$ 2,490.00              | \$ 383,119.21   | \$ 6,319.10     | \$ 164,951.00  | \$ 4,994.50   | \$ 15,906.07               |
| Expenditures FY19    | \$ 15,432.00  | \$ 345,180.58   | \$ 1,109.21 | \$ 4,322.93    | \$ 124,143.37     | \$ 19,161.24     | \$ 12,899.81 | \$ 14,837.09 | \$ 7,314.00              | \$ 1,245,543.07 | \$ 1,893.40     | \$ 161,758.81  |               |                            |
| Fund Balance 6/30/19 | \$ (6,628.43) | \$ 252,523.85   | \$ 1,550.98 | \$ -           | \$ (125,601.70)   | \$ 4,003.67      | \$ 4,152.83  | \$ 2,877.18  | \$ (12,461.91)           | \$ 1,780,881.07 | \$ 35,272.33    | \$ (44,238.20) | \$ -          | \$ -                       |

|                      | 2034                | 2037              | 2038                  | 2040           | 2041            | 2044               | 2045              | 2046                 | 2048               | 2050              | 2051           | 2052               | 2053           | 2054                          |
|----------------------|---------------------|-------------------|-----------------------|----------------|-----------------|--------------------|-------------------|----------------------|--------------------|-------------------|----------------|--------------------|----------------|-------------------------------|
|                      | EDUL Underage Drink | Bulletproof Vests | Community Action Team | Great Falls TV | Blanche Stevens | Federal Drug Money | Forest Management | Joint Land Use Study | TD Tree Days Grant | Project Lifesaver | Project Canopy | Nature Conservancy | St Louis Bells | EMS Transport Capital Reserve |
| Fund Balance 7/1/18  | \$ -                | \$ 11,994.90      | \$ 7,206.21           | \$ 20,536.23   | \$ 24,233.19    | \$ 36,044.77       | \$ 4,436.52       | \$ 0.57              | \$ -               | \$ 89.35          | \$ (420.71)    | \$ 975.05          | \$ 1,607.75    | \$ 32,161.59                  |
| Revenues FY19        | \$ 6,000.00         | \$ 5,649.19       |                       |                | \$ 3,940.00     | \$ 81,524.45       |                   |                      | \$ 13,450.00       |                   | \$ 8,359.06    |                    | \$ 4,450.27    | \$ 70,576.64                  |
| Expenditures FY19    | \$ 5,040.00         | \$ 6,315.29       | \$ 7,026.21           |                | \$ 2,397.29     | \$ 16,115.99       | \$ 91.18          | \$ 0.57              |                    |                   | \$ 7,938.35    |                    | \$ 1,314.10    | \$ 29,118.00                  |
| Fund Balance 6/30/19 | \$ 960.00           | \$ 11,328.80      | \$ 180.00             | \$ 20,536.23   | \$ 25,775.90    | \$ 101,453.23      | \$ 4,345.34       | \$ -                 | \$ 13,450.00       | \$ 89.35          | \$ -           | \$ 975.05          | \$ 4,743.92    | \$ 73,620.23                  |

|                      | 2055           | 2056                     | 2057        | 2058                  | 2059               | 2060                   | 2061              | 2062           | 2100             | 2201              | 2500               |
|----------------------|----------------|--------------------------|-------------|-----------------------|--------------------|------------------------|-------------------|----------------|------------------|-------------------|--------------------|
|                      | Work4ME-PAL    | Lake Auburn Neighborhood | ASPCA Grant | Barker Mills Greenway | Distracted Driving | My Life My Choice JJAG | 150th Celebration | Employee Store | ELHS Fundraising | EDI Grant         | Parks & Recreation |
| Fund Balance 7/1/18  | \$ (13,692.41) | \$ 125.00                | \$ 800.00   | \$ (2,597.43)         | \$ (10,736.00)     | \$ -                   | \$ (3,154.86)     | \$ 36.73       | \$ -             | \$ (1,484,407.18) | \$ 152,783.45      |
| Revenues FY19        |                |                          |             |                       | \$ 33,893.00       |                        | \$ 94,505.00      | \$ 852.64      | \$ 59,165.65     |                   | \$ 341,118.58      |
| Expenditures FY19    | \$ 24,393.68   |                          |             |                       | \$ 19,828.00       |                        | \$ 76,588.86      | \$ 756.68      |                  |                   | \$ 364,177.24      |
| Fund Balance 6/30/19 | \$ (38,086.09) | \$ 125.00                | \$ 800.00   | \$ (2,597.43)         | \$ 3,329.00        | \$ -                   | \$ 14,761.28      | \$ 132.69      | \$ 59,165.65     | \$ (1,484,407.18) | \$ 129,724.79      |

|                      | 2600            | 2600                | 2600               | 2600                   | 2600               | 2600          | 2600            | 2600                 | 2600                     | 2600                | 2600                   | 2600                  | 2600                | 2600                | 2600                   | 2600 | Total            |
|----------------------|-----------------|---------------------|--------------------|------------------------|--------------------|---------------|-----------------|----------------------|--------------------------|---------------------|------------------------|-----------------------|---------------------|---------------------|------------------------|------|------------------|
|                      | Tambrands TIF 4 | J Enterprises TIF 5 | Tambrands II TIF 6 | J & A Properties TIF 7 | Formed Fiber TIF 8 | Mall TIF 9    | Downtown TIF 10 | Safe Handling TIF 11 | Auburn Industrial TIF 12 | Auburn Plaza TIF 13 | Auburn Plaza II TIF 14 | Webster School TIF 16 | Bedard Pharm TIF 17 | Slapshot LLC TIF 18 | Hartt Transport TIF 19 |      | Special Revenues |
| Fund Balance 7/1/18  | \$ 1,841.15     | \$ (6,499.56)       | \$ (330,682.42)    | \$ 2,558.27            | \$ 486.17          | \$ 2,083.99   | \$ 257,728.49   | \$ 183.21            | \$ (338,049.92)          | \$ 50,325.30        | \$ 3,883.14            | \$ 348.35             | \$ 1,366.79         | \$ (61.12)          | \$ (18.32)             |      | \$ 1,301,994.68  |
| Revenues FY19        | \$ 523,280.00   |                     | \$ 124,379.00      |                        |                    | \$ 383,288.00 | \$ 815,987.00   |                      | \$ 193,476.00            | \$ 349,638.00       | \$ 460,889.00          | \$ 30,116.00          |                     | \$ 137,960.00       | \$ 30,790.00           |      | \$ 5,274,647.24  |
| Expenditures FY19    | \$ 419,589.55   | \$ (6,499.56)       | \$ 88,145.24       | \$ 2,558.27            | \$ 486.17          | \$ 2,871.15   | \$ 390,104.97   | \$ 183.21            | \$ 200,310.00            | \$ 159,814.94       | \$ 798,618.74          | \$ 30,464.35          | \$ 1,366.79         | \$ 137,898.88       | \$ 32,482.90           |      | \$ 4,967,075.17  |
| Fund Balance 6/30/19 | \$ 105,531.60   | \$ -                | \$ (294,448.66)    | \$ -                   | \$ -               | \$ 382,500.84 | \$ 683,610.52   | \$ -                 | \$ (344,883.92)          | \$ 240,148.36       | \$ (333,846.60)        | \$ -                  | \$ -                | \$ -                | \$ (1,711.22)          |      | \$ 1,609,566.75  |

# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Financial Services

To: Peter Crichton, City Manager  
From: Jill Eastman, Finance Director  
Re: Financial Reports for June 2019

Attached you will find a Statement of Net Assets and a Statement of Activities and budget to actual reports for Ingersoll Turf Facility for revenue and expenditures as of June 30, 2019.

### **INGERSOLL TURF FACILITY**

#### **Statement of Net Assets:**

The Statement of Net Assets lists current assets, noncurrent assets, liabilities and net assets as of June 30, 2019.

#### **Current Assets:**

As of the end of June 2019 the total current assets of Ingersoll Turf Facility were \$183,548. This consisted cash and cash equivalents \$86,156, of an interfund receivable of \$97,392 an decrease from May of \$488.

#### **Noncurrent Assets:**

Ingersoll's noncurrent assets are the building and equipment that was purchased, less depreciation. The total value of the noncurrent assets as of June 30, 2019 was \$144,984.

#### **Liabilities:**

Ingersoll had accounts payable of \$984 as of June 30, 2019.

#### **Statement of Activities:**

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

The operating revenues for Ingersoll Turf Facility through June 2019 are \$238,002. This revenue comes from the sponsorships, programs, rental income and batting cages.

The operating expenses for Ingersoll Turf Facility through June 2019 were \$164,892. These expenses include personnel costs, supplies, utilities, repairs, capital purchases and maintenance.

As of June 30, 2019, Ingersoll has an operating gain of \$73,110 compared to May's of \$103,018.

As of June 30, 2019, Ingersoll has an increase in net assets of \$73,926.

The budget to actual reports for revenue and expenditures, show that the revenue for FY19 compared to FY 18.

**Statement of Net Assets**  
**Ingersoll Turf Facility**  
**June 30, 2019**  
**Business-type Activities - Enterprise Fund**

|                                | June 30,<br>2019 | May 31,<br>2019 | Increase/<br>(Decrease) |
|--------------------------------|------------------|-----------------|-------------------------|
| <b>ASSETS</b>                  |                  |                 |                         |
| Current assets:                |                  |                 |                         |
| Cash and cash equivalents      | \$ 86,156        | \$ 85,940       | \$ 216                  |
| Interfund receivables/payables | \$ 97,392        | \$ 98,096       | (704)                   |
| Accounts receivable            | -                | -               | -                       |
| Total current assets           | 183,548          | 184,036         | (488)                   |
| Noncurrent assets:             |                  |                 |                         |
| Capital assets:                |                  |                 |                         |
| Buildings                      | 672,279          | 672,279         | -                       |
| Equipment                      | 119,673          | 119,673         | -                       |
| Land improvements              | 18,584           | 18,584          | -                       |
| Less accumulated depreciation  | (665,552)        | (637,817)       | (27,735)                |
| Total noncurrent assets        | 144,984          | 172,719         | (27,735)                |
| Total assets                   | 328,532          | 356,755         | (28,223)                |
| <b>LIABILITIES</b>             |                  |                 |                         |
| Accounts payable               | \$ 984           | \$ 115          | \$ 869                  |
| Total liabilities              | 984              | 115             | 869                     |
| <b>NET ASSETS</b>              |                  |                 |                         |
| Invested in capital assets     | \$ 144,984       | \$ 172,719      | \$ (27,735)             |
| Unrestricted                   | \$ 182,564       | \$ 154,829      | \$ 27,735               |
| Total net assets               | \$ 327,548       | \$ 327,548      | \$ -                    |



**CITY OF AUBURN, MAINE**  
**Statement of Revenues, Expenses and Changes in Net Assets**  
**Ingersoll Turf Facility**  
**Business-type Activities - Enterprise Funds**  
**Statement of Activities**  
**June 30, 2019**

|  | <b>Ingersoll<br/>Turf<br/>Facility</b> |
|--|--|
| Operating revenues:                    |  |
| Charges for services                   | \$ 238,002                             |
| Operating expenses:                    |  |
| Personnel                              | 87,058                                 |
| Supplies                               | 20,378                                 |
| Utilities                              | 21,237                                 |
| Repairs and maintenance                | 5,374                                  |
| Rent                                   |  |
| Depreciation                           | 27,735                                 |
| Capital expenses                       | -                                      |
| Other expenses                         | 3,110                                  |
| Total operating expenses               | 164,892                                |
| Operating gain (loss)                  | 73,110                                 |
| Nonoperating revenue (expense):        |  |
| Interest income                        | 816                                    |
| Interest expense (debt service)        | -                                      |
| Total nonoperating expense             | 816                                    |
| Gain (Loss) before transfer            | 73,926                                 |
| Transfers out                          | -                                      |
| Change in net assets                   | 73,926                                 |
| Total net assets, July 1               | 253,622                                |
| <b>Total net assets, June 30, 2019</b> | <b>\$ 327,548</b>                      |

**CITY OF AUBURN, MAINE**  
**REVENUES - INGERSOLL TURF FACILITY**  
Through June 30, 2019 compared to June 30, 2018

| REVENUE SOURCE                   | FY 2019<br>BUDGET | ACTUAL<br>REVENUES<br>THRU JUNE 2019 | % OF<br>BUDGET | FY 2018<br>BUDGET | ACTUAL<br>REVENUES<br>THRU JUNE 2018 | % OF<br>BUDGET |
|----------------------------------|-------------------|--------------------------------------|----------------|-------------------|--------------------------------------|----------------|
| <b>CHARGE FOR SERVICES</b>       |                   |                                      |                |                   |                                      |                |
| Sponsorship                      | \$ 20,500         | \$ 16,625                            | 81.10%         | \$ 17,000         | \$ 15,750                            | 92.65%         |
| Batting Cages                    | \$ 12,240         | \$ 22,193                            | 181.32%        | \$ 11,520         | \$ 13,832                            | 120.07%        |
| Programs                         | \$ 90,000         | \$ 77,732                            | 86.37%         | \$ 80,000         | \$ 78,433                            | 98.04%         |
| Rental Income                    | \$ 102,300        | \$ 121,452                           | 118.72%        | \$ 103,650        | \$ 101,907                           | 98.32%         |
| <b>TOTAL CHARGE FOR SERVICES</b> | <b>\$ 225,040</b> | <b>\$ 238,002</b>                    | <b>105.76%</b> | <b>\$ 212,170</b> | <b>\$ 209,922</b>                    | <b>98.94%</b>  |
| <b>INTEREST ON INVESTMENTS</b>   | <b>\$ -</b>       | <b>\$ 816</b>                        |                | <b>\$ -</b>       |                                      |                |
| <b>GRAND TOTAL REVENUES</b>      | <b>\$ 225,040</b> | <b>\$ 238,818</b>                    | <b>106.12%</b> | <b>\$ 212,170</b> | <b>\$ 209,922</b>                    | <b>98.94%</b>  |

**CITY OF AUBURN, MAINE**  
**EXPENDITURES - INGERSOLL TURF FACILITY**  
Through June 30, 2019 compared to June 30, 2018

| DESCRIPTION                     | ACTUAL            |                                |                | ACTUAL            |                                |                | Difference        |
|---------------------------------|-------------------|--------------------------------|----------------|-------------------|--------------------------------|----------------|-------------------|
|                                 | FY 2019<br>BUDGET | EXPENDITURES<br>THRU JUNE 2019 | % OF<br>BUDGET | FY 2018<br>BUDGET | EXPENDITURES<br>THRU JUNE 2018 | % OF<br>BUDGET |                   |
| Salaries & Benefits             | \$ 120,000        | \$ 87,058                      | 72.55%         | \$ 106,624        | \$ 95,516                      | 89.58%         | \$ (8,458)        |
| Purchased Services              | \$ 19,460         | \$ 8,484                       | 43.60%         | \$ 21,110         | \$ 8,855                       | 41.95%         | \$ (371)          |
| Programs                        | \$ 15,220         | \$ 4,047                       | 26.59%         | \$ 7,000          | \$ 4,047                       | 57.81%         | \$ -              |
| Supplies                        | \$ 4,600          | \$ 16,331                      | 355.02%        | \$ 5,000          | \$ 15,513                      | 310.26%        | \$ 818            |
| Utilities                       | \$ 30,920         | \$ 21,237                      | 68.68%         | \$ 39,720         | \$ 20,796                      | 52.36%         | \$ 441            |
| Insurance Premiums              | \$ 2,505          | \$ -                           | 0.00%          | \$ 2,431          | \$ -                           | 0.00%          | \$ -              |
| Depreciation                    | \$ -              | \$ 27,735                      |                | \$ -              | \$ 27,735                      |                |                   |
| Capital Outlay                  | \$ 30,000         | \$ -                           | 0.00%          | \$ 42,490         | \$ -                           | 0.00%          | \$ -              |
|                                 | <b>\$ 222,705</b> | <b>\$ 164,892</b>              | <b>74.04%</b>  | <b>\$ 224,375</b> | <b>\$ 172,462</b>              | <b>76.86%</b>  | <b>\$ (7,570)</b> |
| <b>GRAND TOTAL EXPENDITURES</b> | <b>\$ 222,705</b> | <b>\$ 164,892</b>              | <b>74.04%</b>  | <b>\$ 224,375</b> | <b>\$ 172,462</b>              | <b>76.86%</b>  | <b>\$ (7,570)</b> |



# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Financial Services

To: Peter Crichton, City Manager  
From: Jill Eastman, Finance Director  
Re: Arena Financial Reports for June 30, 2019



Attached you will find a Statement of Net Assets and a Statement of Activities and budget to actual reports for Norway Savings Bank Arena for revenue and expenditures as of June 30, 2019.

### **NORWAY SAVINGS BANK ARENA**

#### **Statement of Net Assets:**

The Statement of Net Assets lists current assets, noncurrent assets, liabilities and net assets and shows a comparison to the previous month, in this case, May 31, 2019.

#### **Current Assets:**

As of the end of June 2019 the total current assets of Norway Savings Bank Arena were (\$1,511,627). These consisted of cash and cash equivalents of \$171,632, accounts receivable of \$70,829, and an interfund payable of \$1,754,088.

#### **Noncurrent Assets:**

Norway's noncurrent assets are equipment that was purchased, less depreciation (depreciation is posted at year end). The total value of the noncurrent assets as of June 30, 2019 was \$293,394.

#### **Liabilities:**

Norway Arena had accounts payable of \$179,169 as of June 30, 2019.

#### **Statement of Activities:**

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

The operating revenues for Norway Arena through June 2019 are \$966,904. This revenue comes from the concessions, sign advertisements, pro shop lease, youth programming, shinny hockey, public skating and ice rentals.

The operating expenses for Norway Arena through June 2019 were \$863,762. These expenses include personnel costs, supplies, utilities, repairs, rent, capital purchases and maintenance.

At the end of June 2019, there was an operating gain of \$103,142.

As of June 2019, Norway Arena has an overall loss of \$403,342, after the debt service (rent) was deducted from the operating gain, compared to the May 2019 operating loss of \$263,554 an increase in the net loss for the fiscal year of \$138,788.

As of June 30, 2019, Norway Arena has a decrease in net assets of \$403,342.

**CITY OF AUBURN, MAINE**  
**Statement of Net Assets**  
**Norway Savings Bank Arena**  
**June 30, 2019**  
**Business-type Activities - Enterprise Fund**

|                               | June 30,<br>2019 | May 31,<br>2019 | Increase/<br>(Decrease) |
|-------------------------------|------------------|-----------------|-------------------------|
| <b>ASSETS</b>                 |                  |                 |                         |
| Current assets:               |                  |                 |                         |
| Cash and cash equivalents     | \$ 171,632       | \$ 155,775      | \$ 15,857               |
| Interfund receivables         | \$ (1,754,088)   | \$ (1,660,085)  | \$ (94,003)             |
| Prepaid Rent                  | \$ -             | \$ -            | \$ -                    |
| Accounts receivable           | 70,829           | 77,326          | (6,497)                 |
| Total current assets          | (1,511,627)      | (1,426,984)     | (84,643)                |
| Noncurrent assets:            |                  |                 |                         |
| Capital assets:               |                  |                 |                         |
| Buildings                     | 58,223           | 58,223          | -                       |
| Equipment                     | 514,999          | 514,999         | -                       |
| Land improvements             | -                | -               | -                       |
| Less accumulated depreciation | (279,828)        | (230,760)       | (49,068)                |
| Total noncurrent assets       | 293,394          | 342,462         | (49,068)                |
| Total assets                  | (1,218,233)      | (1,084,522)     | (133,711)               |
| <b>LIABILITIES</b>            |                  |                 |                         |
| Accounts payable              | \$ 8,363         | \$ 2,286        | \$ 6,077                |
| Net pension liability         | 170,806          | 170,806         | -                       |
| Total liabilities             | 179,169          | 173,092         | 6,077                   |
| <b>NET ASSETS</b>             |                  |                 |                         |
| Invested in capital assets    | \$ 293,394       | \$ 342,462      | \$ (49,068)             |
| Unrestricted                  | \$ (1,690,796)   | \$ (1,600,076)  | \$ (90,720)             |
| Total net assets              | \$ (1,397,402)   | \$ (1,257,614)  | \$ (139,788)            |

**CITY OF AUBURN, MAINE**  
**Statement of Revenues, Expenses and Changes in Net Assets**  
**Norway Savings Bank Arena**  
**Business-type Activities - Enterprise Funds**  
**Statement of Activities**  
**June 30, 2019**

|  | <b>Norway<br/>Savings<br/>Arena</b> |
|--|-------------------------------------|
| Operating revenues:                    |                                     |
| Charges for services                   | \$ 966,904                          |
| Operating expenses:                    |                                     |
| Personnel                              | 378,069                             |
| Supplies                               | 82,588                              |
| Utilities                              | 241,980                             |
| Repairs and maintenance                | 52,811                              |
| Depreciation                           | 49,068                              |
| Capital expenses                       | 19,156                              |
| Other expenses                         | 40,090                              |
| Total operating expenses               | 863,762                             |
| Operating gain (loss)                  | 103,142                             |
| Nonoperating revenue (expense):        |                                     |
| Interest income                        | -                                   |
| Debt Service (Rent)                    | (506,484)                           |
| Interest expense (debt service)        | -                                   |
| Total nonoperating expense             | (506,484)                           |
| Gain (Loss) before transfer            | (403,342)                           |
| Transfers out                          | -                                   |
| Change in net assets                   | (403,342)                           |
| Total net assets, July 1               | (994,060)                           |
| <b>Total net assets, June 30, 2019</b> | <b>\$ (1,397,402)</b>               |



**CITY OF AUBURN, MAINE**  
**REVENUES - NORWAY SAVINGS BANK ARENA**  
Through June 30, 2019 compared to June 30, 2018

| REVENUE SOURCE                   | FY 2018<br>BUDGET   | ACTUAL<br>REVENUES<br>THRU JUNE 2019 | % OF<br>BUDGET | FY 2018<br>BUDGET   | ACTUAL<br>REVENUES<br>THRU JUNE 2018 | % OF<br>BUDGET | VARIANCE         |
|----------------------------------|---------------------|--------------------------------------|----------------|---------------------|--------------------------------------|----------------|------------------|
| <b>CHARGE FOR SERVICES</b>       |                     |                                      |                |                     |                                      |                |                  |
| Concussions                      | \$ 16,500           | \$ 16,500                            | 100.00%        | \$ 18,000           | \$ 10,985                            | 61.03%         | \$ 5,515         |
| Vending Machines                 | \$ 9,000            | \$ 7,092                             | 78.80%         | \$ -                | \$ 8,647                             |                | \$ (1,555)       |
| Skate Rentals                    | \$ 5,000            | \$ 1,010                             | 20.20%         | \$ -                | \$ 5,674                             |                | \$ (4,664)       |
| Sponsorships                     | \$ 300,000          | \$ 181,800                           | 60.60%         | \$ 275,000          | \$ 195,818                           | 71.21%         | \$ (14,018)      |
| Pro Shop                         | \$ 8,500            | \$ 7,065                             | 83.12%         | \$ 8,500            | \$ 7,025                             | 82.65%         | \$ 40            |
| Programs                         | \$ 31,000           | \$ -                                 | 0.00%          | \$ 31,000           | \$ 18,212                            | 58.75%         | \$ (18,212)      |
| Rental Income                    | \$ 774,000          | \$ 710,602                           | 91.81%         | \$ 705,250          | \$ 589,991                           | 83.66%         | \$ 120,611       |
| Camps/Clinics                    | \$ 50,000           | \$ 21,160                            | 42.32%         | \$ 50,000           | \$ 43,058                            |                | \$ (21,898)      |
| Tournaments                      | \$ 50,000           | \$ 21,675                            | 43.35%         | \$ 50,000           | \$ 45,544                            | 91.09%         | \$ (23,869)      |
| <b>TOTAL CHARGE FOR SERVICES</b> | <b>\$ 1,244,000</b> | <b>\$ 966,904</b>                    | <b>77.73%</b>  | <b>\$ 1,137,750</b> | <b>\$ 924,954</b>                    | <b>81.30%</b>  | <b>\$ 41,950</b> |

**CITY OF AUBURN, MAINE**  
**EXPENDITURES - NORWAY SAVINGS BANK ARENA**  
Through June 30, 2019 compared to June 30, 2018

| DESCRIPTION                     | ACTUAL              |                                |                |                     | ACTUAL                         |                |               |  |
|---------------------------------|---------------------|--------------------------------|----------------|---------------------|--------------------------------|----------------|---------------|--|
|                                 | FY 2019<br>BUDGET   | EXPENDITURES<br>THRU JUNE 2019 | % OF<br>BUDGET | FY 2018<br>BUDGET   | EXPENDITURES<br>THRU JUNE 2018 | % OF<br>BUDGET | VARIANCE      |  |
| Salaries & Benefits             | \$ 377,000          | \$ 378,069                     | 100.28%        | \$ 344,000          | \$ 382,562                     | 111.21%        | \$ (4,493)    |  |
| Purchased Services              | \$ 62,675           | \$ 92,901                      | 148.23%        | \$ 71,656           | \$ 75,762                      | 105.73%        | \$ 17,139     |  |
| Supplies                        | \$ 45,750           | \$ 82,588                      | 180.52%        | \$ 37,100           | \$ 69,563                      | 187.50%        | \$ 13,025     |  |
| Utilities                       | \$ 225,000          | \$ 241,980                     | 107.55%        | \$ 225,150          | \$ 265,816                     | 118.06%        | \$ (23,836)   |  |
| Capital Outlay                  | \$ 25,000           | \$ 19,156                      | 76.62%         | \$ 103,500          | \$ 17,139                      | 16.56%         | \$ 2,017      |  |
| Depreciation                    | \$ -                | \$ 49,068                      |                |                     | \$ 52,322                      |                |               |  |
| Rent                            | \$ 507,000          | \$ 506,484                     | 99.90%         | \$ 507,000          | \$ 506,484                     | 99.90%         | \$ -          |  |
|                                 | \$ 1,242,425        | \$ 1,370,246                   | 110.29%        | \$ 1,288,406        | \$ 1,369,648                   | 106.31%        | \$ 3,852      |  |
| <b>GRAND TOTAL EXPENDITURES</b> | <b>\$ 1,242,425</b> | <b>\$ 1,370,246</b>            | <b>110.29%</b> | <b>\$ 1,288,406</b> | <b>\$ 1,369,648</b>            | <b>106.31%</b> | <b>\$ 598</b> |  |

# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Financial Services



**TO: Peter Crichton, City Manager**

**FROM: Jill Eastman, Finance Director**

**REF: July 2019 Financial Report**

**DATE: August 19, 2019**

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

The City has completed its first month of the current fiscal year. As a guideline for tracking purposes, revenues and expenditures should amount to approximately 8.33% of the annual budget. However, not all costs and revenues are distributed evenly throughout the year; individual line items can vary based upon cyclical activity.

### **Revenues**

Revenues collected through July 31st were \$1,135,176, or 1.817%, of the budget, which is higher than last year at this time by 0.44%. The accounts listed below are noteworthy.

- A. Excise taxes of \$412,149-up \$66,792 from last year.
- B. State Revenue Sharing for the month of July is 9.92% or \$237,059. This is up from last year by \$94,737.
- C. \$222,592 was collected in July to pay current year property tax and \$49,506 was paid on prior year tax liens. This is \$83,195 more than the same period last year.



### **Expenditures**

City expenditures through July 31st were \$2,301,865, or 5.13%, of the budget as compared to last year at \$2,215,099, or 5.15%. The majority of the departments are below last year at this time. Most of the activity in July is related to June, therefore it is posted to the prior fiscal year. You will see a leveling out of expenditures as the year progresses.

### **Investments**

This section contains an investment schedule as of July 31<sup>st</sup> with a comparison to June 30<sup>th</sup>. Currently the City's funds are earning an average interest rate of 1.92%, which is higher than last July.

Respectfully submitted,

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

Jill M. Eastman  
Finance Director

**CITY OF AUBURN, MAINE**  
**BALANCE SHEET - CITY GENERAL FUND AND WORKERS COMP FUND**  
**AS of July 2019, June 2019, and June 2018**

|   | UNAUDITED<br>July 31<br>2019 | UNAUDITED<br>June 30<br>2019 | Increase<br>(Decrease) | AUDITED<br>JUNE 30<br>2018 |
|---|------------------------------|------------------------------|------------------------|----------------------------|
| <b>ASSETS</b>                             |                              |                              |                        |                            |
| CASH                                      | \$ 10,251,486                | \$ 13,715,463                | \$ (3,463,977)         | \$ 11,450,641              |
| RECEIVABLES                               |                              |                              | -                      |                            |
| ACCOUNTS RECEIVABLES                      | 1,206,104                    | 1,680,559                    | (474,455)              | 1,941,626                  |
| TAXES RECEIVABLE-CURRENT                  | 46,287,734                   | 102,035                      | 46,185,699             | 1,822,799                  |
| DELINQUENT TAXES                          | 987,719                      | 755,527                      | 232,192                | 644,795                    |
| TAX LIENS                                 | 1,359,616                    | 1,522,438                    | (162,822)              | 724,636                    |
| NET DUE TO/FROM OTHER FUNDS               | 3,629,113                    | 3,086,807                    | 542,306                | 3,182,810                  |
| <b>TOTAL ASSETS</b>                       | <b>\$ 63,721,771</b>         | <b>\$ 20,862,829</b>         | <b>\$ 42,858,942</b>   | <b>\$ 19,767,307</b>       |
| <b>LIABILITIES &amp; FUND BALANCES</b>    |                              |                              |                        |                            |
| ACCOUNTS PAYABLE                          | \$ 129,972                   | \$ (793,429)                 | \$ 923,401             | \$ (1,073,230)             |
| PAYROLL LIABILITIES                       | (778,976)                    | (1,140,965)                  | 361,989                | (709,471)                  |
| ACCRUED PAYROLL                           | (1,569,296)                  | (3,467,807)                  | 1,898,511              | (2,771,642)                |
| STATE FEES PAYABLE                        | (41,972)                     | (51)                         | (41,921)               | -                          |
| ESCROWED AMOUNTS                          | (25,643)                     | (25,643)                     | (0)                    | (1,600)                    |
| DEFERRED REVENUE                          | (47,699,462)                 | (1,508,095)                  | (46,191,367)           | (2,054,690)                |
| <b>TOTAL LIABILITIES</b>                  | <b>\$ (49,985,377)</b>       | <b>\$ (6,935,990)</b>        | <b>\$ (43,049,387)</b> | <b>\$ (6,610,633)</b>      |
| FUND BALANCE - UNASSIGNED/ASSIGNED        | \$ (10,203,995)              | \$ (10,394,440)              | \$ 190,445             | \$ (9,644,275)             |
| FUND BALANCE - RESTRICTED                 | (1,931,802)                  | (1,931,802)                  |                        | (1,931,802)                |
| FUND BALANCE - NON SPENDABLE              | (1,600,597)                  | (1,600,597)                  | -                      | (1,600,597)                |
| <b>TOTAL FUND BALANCE</b>                 | <b>\$ (13,736,394)</b>       | <b>\$ (13,926,839)</b>       | <b>\$ 190,445</b>      | <b>\$ (13,176,674)</b>     |
| <b>TOTAL LIABILITIES AND FUND BALANCE</b> | <b>\$ (63,721,771)</b>       | <b>\$ (20,862,829)</b>       | <b>\$ (42,858,942)</b> | <b>\$ (19,787,307)</b>     |

**CITY OF AUBURN, MAINE**  
**REVENUES - GENERAL FUND COMPARATIVE**  
**THROUGH July 31, 2019 VS July 31, 2018**

| REVENUE SOURCE                            | FY 2020<br>BUDGET    | ACTUAL<br>REVENUES<br>THRU JULY 2019 | % OF<br>BUDGET | FY 2019<br>BUDGET    | ACTUAL<br>REVENUES<br>THRU JULY 2018 | % OF<br>BUDGET | VARIANCE          |
|---|----------------------|--------------------------------------|----------------|----------------------|--------------------------------------|----------------|-------------------|
| <b>TAXES</b>                              |                      |                                      |                |                      |                                      |                |                   |
| PROPERTY TAX REVENUE-                     | \$ 49,295,498        | \$ 222,592                           | 0.45%          | \$ 48,772,945        | \$ -                                 | 0.00%          | \$ 222,592        |
| PRIOR YEAR TAX REVENUE                    | \$ -                 | \$ 49,506                            |                | \$ -                 | \$ 188,903                           |                | \$ (139,397)      |
| HOMESTEAD EXEMPTION REIMBURSEMENT         | \$ 1,250,000         | \$ -                                 | 0.00%          | \$ 1,190,000         | \$ -                                 | 0.00%          | \$ -              |
| EXCISE                                    | \$ 3,910,000         | \$ 412,149                           | 10.54%         | \$ 3,835,000         | \$ 345,357                           | 9.01%          | \$ 66,792         |
| PENALTIES & INTEREST                      | \$ 150,000           | \$ 12,930                            | 8.62%          | \$ 150,000           | \$ 7,946                             | 5.30%          | \$ 4,984          |
| <b>TOTAL TAXES</b>                        | <b>\$ 54,605,498</b> | <b>\$ 697,177</b>                    | <b>1.28%</b>   | <b>\$ 53,947,945</b> | <b>\$ 542,207</b>                    | <b>1.01%</b>   | <b>\$ 154,970</b> |
| <b>LICENSES AND PERMITS</b>               |                      |                                      |                |                      |                                      |                |                   |
| BUSINESS                                  | \$ 169,000           | \$ 27,568                            | 16.31%         | \$ 62,000            | \$ 4,793                             | 7.73%          | \$ 22,775         |
| NON-BUSINESS                              | \$ 409,000           | \$ 12,968                            | 3.17%          | \$ 355,000           | \$ 13,582                            | 3.83%          | \$ (614)          |
| <b>TOTAL LICENSES</b>                     | <b>\$ 578,000</b>    | <b>\$ 40,536</b>                     | <b>7.01%</b>   | <b>\$ 417,000</b>    | <b>\$ 18,375</b>                     | <b>4.41%</b>   | <b>\$ 22,161</b>  |
| <b>INTERGOVERNMENTAL ASSISTANCE</b>       |                      |                                      |                |                      |                                      |                |                   |
| STATE-LOCAL ROAD ASSISTANCE               | \$ 400,000           | \$ -                                 | 0.00%          | \$ 400,000           | \$ -                                 | 0.00%          | \$ -              |
| STATE REVENUE SHARING                     | \$ 2,389,669         | \$ 237,059                           | 9.92%          | \$ 1,689,669         | \$ 142,322                           | 8.42%          | \$ 94,737         |
| WELFARE REIMBURSEMENT                     | \$ 94,122            | \$ -                                 | 0.00%          | \$ 103,747           | \$ -                                 | 0.00%          | \$ -              |
| OTHER STATE AID                           | \$ 32,000            | \$ -                                 | 0.00%          | \$ 32,000            | \$ -                                 | 0.00%          | \$ -              |
| CITY OF LEWISTON                          | \$ 228,384           | \$ -                                 | 0.00%          | \$ 228,384           | \$ -                                 | 0.00%          | \$ -              |
| <b>TOTAL INTERGOVERNMENTAL ASSISTANCE</b> | <b>\$ 3,144,175</b>  | <b>\$ 237,059</b>                    | <b>7.54%</b>   | <b>\$ 2,453,800</b>  | <b>\$ 142,322</b>                    | <b>5.80%</b>   | <b>\$ 94,737</b>  |
| <b>CHARGE FOR SERVICES</b>                |                      |                                      |                |                      |                                      |                |                   |
| GENERAL GOVERNMENT                        | \$ 148,440           | \$ 11,249                            | 7.58%          | \$ 144,440           | \$ 11,091                            | 7.68%          | \$ 158            |
| PUBLIC SAFETY                             | \$ 215,600           | \$ 1,837                             | 0.85%          | \$ 236,277           | \$ 2,670                             | 1.13%          | \$ (833)          |
| EMS TRANSPORT                             | \$ 1,200,000         | \$ 87,461                            | 7.29%          | \$ 1,250,000         | \$ 83,889                            | 6.71%          | \$ 3,572          |
| <b>TOTAL CHARGE FOR SERVICES</b>          | <b>\$ 1,564,040</b>  | <b>\$ 100,548</b>                    | <b>6.43%</b>   | <b>\$ 1,630,717</b>  | <b>\$ 97,650</b>                     | <b>5.99%</b>   | <b>\$ 2,897</b>   |
| <b>FINES</b>                              |                      |                                      |                |                      |                                      |                |                   |
| PARKING TICKETS & MISC FINES              | \$ 55,000            | \$ 1,366                             | 2.48%          | \$ 70,000            | \$ 3,489                             | 4.98%          | \$ (2,123)        |
| <b>MISCELLANEOUS</b>                      |                      |                                      |                |                      |                                      |                |                   |
| INVESTMENT INCOME                         | \$ 70,000            | \$ 23                                | 0.03%          | \$ 32,000            | \$ -                                 | 0.00%          | \$ 23             |
| RENTS                                     | \$ 35,000            | \$ 2,158                             | 6.16%          | \$ 35,000            | \$ 3,665                             | 10.47%         | \$ (1,508)        |
| UNCLASSIFIED                              | \$ 10,000            | \$ 25,518                            | 255.18%        | \$ 10,000            | \$ 195                               | 1.95%          | \$ 25,323         |
| COMMERCIAL SOLID WASTE FEES               | \$ -                 | \$ 11,981                            |                | \$ -                 | \$ 11,025                            |                | \$ 956            |
| SALE OF PROPERTY                          | \$ 20,000            | \$ -                                 | 0.00%          | \$ 20,000            | \$ 1,000                             | 5.00%          | \$ (1,000)        |
| RECREATION PROGRAMS/ARENA                 |                      |                                      |                |                      |                                      |                | \$ -              |
| MMWAC HOST FEES                           | \$ 225,000           | \$ 18,812                            | 8.36%          | \$ 221,000           | \$ 18,199                            | 8.23%          | \$ 613            |
| TRANSFER IN: TIF                          | \$ 1,117,818         | \$ -                                 | 0.00%          | \$ 1,317,818         | \$ -                                 | 0.00%          | \$ -              |
| TRANSFER IN: Other Funds                  | \$ 566,011           | \$ -                                 | 0.00%          | \$ 97,718            | \$ -                                 | 0.00%          | \$ -              |
| ENERGY EFFICIENCY                         |                      |                                      |                |                      |                                      |                | \$ -              |
| CDBG                                      | \$ 214,430           | \$ -                                 | 0.00%          | \$ 214,430           | \$ -                                 | 0.00%          | \$ -              |
| UTILITY REIMBURSEMENT                     | \$ 20,000            | \$ -                                 | 0.00%          | \$ 27,500            | \$ -                                 | 0.00%          | \$ -              |
| CITY FUND BALANCE CONTRIBUTION            | \$ 527,500           | \$ -                                 | 0.00%          | \$ 527,500           | \$ -                                 | 0.00%          | \$ -              |
| <b>TOTAL MISCELLANEOUS</b>                | <b>\$ 2,805,759</b>  | <b>\$ 58,491</b>                     | <b>2.08%</b>   | <b>\$ 2,502,966</b>  | <b>\$ 34,084</b>                     | <b>1.36%</b>   | <b>\$ 24,407</b>  |
| <b>TOTAL GENERAL FUND REVENUES</b>        | <b>\$ 62,752,472</b> | <b>\$ 1,135,176</b>                  | <b>1.81%</b>   | <b>\$ 61,022,428</b> | <b>\$ 838,126</b>                    | <b>1.37%</b>   | <b>\$ 297,050</b> |
| <b>SCHOOL REVENUES</b>                    |                      |                                      |                |                      |                                      |                |                   |
| EDUCATION SUBSIDY                         | \$ 25,851,656        | \$ 2,081,925                         | 8.05%          | \$ 24,302,914        | \$ 1,986,365                         | 8.17%          | \$ 95,559         |
| EDUCATION                                 | \$ 711,224           | \$ 1,715                             | 0.24%          | \$ 674,191           | \$ 16,806                            | 2.49%          | \$ (15,091)       |
| SCHOOL FUND BALANCE CONTRIBUTION          | \$ 877,296           | \$ -                                 | 0.00%          | \$ 719,417           | \$ -                                 | 0.00%          | \$ -              |
| <b>TOTAL SCHOOL</b>                       | <b>\$ 27,440,176</b> | <b>\$ 2,083,640</b>                  | <b>7.59%</b>   | <b>\$ 25,696,522</b> | <b>\$ 2,003,171</b>                  | <b>7.80%</b>   | <b>\$ 80,468</b>  |
| <b>GRAND TOTAL REVENUES</b>               | <b>\$ 90,192,648</b> | <b>\$ 3,218,816</b>                  | <b>3.57%</b>   | <b>\$ 86,718,950</b> | <b>\$ 2,841,298</b>                  | <b>3.28%</b>   | <b>\$ 377,518</b> |



**CITY OF AUBURN, MAINE**  
**EXPENDITURES - GENERAL FUND COMPARATIVE**  
**THROUGH July 31, 2019 VS July 31, 2018**

| DEPARTMENT                             | FY 2020<br>BUDGET    | Unaudited<br>EXP<br>THRU JULY 2019 | % OF<br>BUDGET | FY 2019<br>BUDGET    | Unaudited<br>EXP<br>THRU JULY 2018 | % OF<br>BUDGET | VARIANCE            |
|--|----------------------|------------------------------------|----------------|----------------------|------------------------------------|----------------|---------------------|
| <b>ADMINISTRATION</b>                  |                      |                                    |                |                      |                                    |                |                     |
| MAYOR AND COUNCIL                      | \$ 123,137           | \$ 1,050                           | 0.85%          | \$ 111,610           | \$ 1,050                           | 0.94%          | \$ -                |
| CITY MANAGER                           | \$ 582,119           | \$ 31,694                          | 5.44%          | \$ 474,086           | \$ 17,358                          | 3.66%          | \$ 14,336           |
| CITY CLERK                             | \$ 207,139           | \$ 8,647                           | 4.17%          | \$ 185,898           | \$ 8,502                           | 4.57%          | \$ 145              |
| FINANCIAL SERVICES                     | \$ 734,597           | \$ 46,552                          | 6.34%          | \$ 694,109           | \$ 49,676                          | 7.16%          | \$ (3,124)          |
| HUMAN RESOURCES                        | \$ 153,182           | \$ 8,070                           | 5.27%          | \$ 149,953           | \$ 7,828                           | 5.22%          | \$ 242              |
| INFORMATION TECHNOLOGY                 | \$ 713,729           | \$ 13,734                          | 1.92%          | \$ 588,403           | \$ 63,024                          | 10.71%         | \$ (49,290)         |
| <b>TOTAL ADMINISTRATION</b>            | <b>\$ 2,513,903</b>  | <b>\$ 109,747</b>                  | <b>4.37%</b>   | <b>\$ 2,204,059</b>  | <b>\$ 147,438</b>                  | <b>6.69%</b>   | <b>\$ (37,691)</b>  |
| <b>COMMUNITY SERVICES</b>              |                      |                                    |                |                      |                                    |                |                     |
| ECONOMIC & COMMUNITY DEVELOPMENT       | \$ 1,333,724         | \$ 75,836                          | 5.69%          | \$ 1,471,918         | \$ 39,190                          | 2.66%          | \$ 36,646           |
| HEALTH & SOCIAL SERVICES               | \$ 211,371           | \$ 8,819                           | 4.17%          | \$ 223,500           | \$ 10,924                          | 4.89%          | \$ (2,105)          |
| RECREATION & SPECIAL EVENTS            | \$ 448,575           | \$ 21,900                          | 4.88%          | \$ 384,630           | \$ 15,012                          | 3.90%          | \$ 6,888            |
| PUBLIC LIBRARY                         | \$ 1,006,217         | \$ 83,182                          | 8.27%          | \$ 998,189           | \$ 9                               | 0.00%          | \$ 83,173           |
| <b>TOTAL COMMUNITY SERVICES</b>        | <b>\$ 2,999,887</b>  | <b>\$ 189,737</b>                  | <b>6.32%</b>   | <b>\$ 3,078,237</b>  | <b>\$ 65,135</b>                   | <b>2.12%</b>   | <b>\$ 124,602</b>   |
| <b>FISCAL SERVICES</b>                 |                      |                                    |                |                      |                                    |                |                     |
| DEBT SERVICE                           | \$ 7,334,690         | \$ -                               | 0.00%          | \$ 6,702,508         | \$ -                               | 0.00%          | \$ -                |
| FACILITIES                             | \$ 667,128           | \$ 158,647                         | 23.78%         | \$ 650,641           | \$ 9,822                           | 1.51%          | \$ 148,825          |
| WORKERS COMPENSATION                   | \$ 637,910           | \$ -                               | 0.00%          | \$ 581,360           | \$ -                               | 0.00%          | \$ -                |
| WAGES & BENEFITS                       | \$ 6,797,826         | \$ 481,921                         | 7.09%          | \$ 6,471,614         | \$ 456,321                         | 7.05%          | \$ 25,600           |
| EMERGENCY RESERVE (10108062-670000)    | \$ 445,802           | \$ -                               | 0.00%          | \$ 431,003           | \$ -                               | 0.00%          | \$ -                |
| <b>TOTAL FISCAL SERVICES</b>           | <b>\$ 15,883,356</b> | <b>\$ 640,568</b>                  | <b>4.03%</b>   | <b>\$ 14,837,126</b> | <b>\$ 466,143</b>                  | <b>3.14%</b>   | <b>\$ 174,425</b>   |
| <b>PUBLIC SAFETY</b>                   |                      |                                    |                |                      |                                    |                |                     |
| FIRE DEPARTMENT                        | \$ 4,515,511         | \$ 239,891                         | 5.31%          | \$ 4,422,256         | \$ 248,714                         | 5.62%          | \$ (8,823)          |
| FIRE EMS                               | \$ 695,751           | \$ 31,610                          | 4.54%          | \$ 683,181           | \$ 21,149                          | 3.10%          | \$ 10,461           |
| POLICE DEPARTMENT                      | \$ 4,275,323         | \$ 238,322                         | 5.57%          | \$ 4,166,631         | \$ 247,229                         | 5.93%          | \$ (8,907)          |
| <b>TOTAL PUBLIC SAFETY</b>             | <b>\$ 9,486,585</b>  | <b>\$ 509,823</b>                  | <b>5.37%</b>   | <b>\$ 9,272,068</b>  | <b>\$ 517,092</b>                  | <b>5.58%</b>   | <b>\$ (7,269)</b>   |
| <b>PUBLIC WORKS</b>                    |                      |                                    |                |                      |                                    |                |                     |
| PUBLIC SERVICES DEPARTMENT             | \$ 4,836,798         | \$ 220,085                         | 4.55%          | \$ 4,778,668         | \$ 161,583                         | 3.38%          | \$ 58,502           |
| SOLID WASTE DISPOSAL*                  | \$ 1,030,500         | \$ 950                             | 0.09%          | \$ 988,013           | \$ 47,870                          | 4.85%          | \$ (46,920)         |
| WATER AND SEWER                        | \$ 645,216           | \$ 158,179                         | 24.52%         | \$ 645,216           | \$ 158,179                         | 24.52%         | \$ -                |
| <b>TOTAL PUBLIC WORKS</b>              | <b>\$ 6,512,514</b>  | <b>\$ 379,214</b>                  | <b>5.82%</b>   | <b>\$ 6,411,897</b>  | <b>\$ 367,632</b>                  | <b>5.73%</b>   | <b>\$ 11,582</b>    |
| <b>INTERGOVERNMENTAL PROGRAMS</b>      |                      |                                    |                |                      |                                    |                |                     |
| AUBURN-LEWISTON AIRPORT                | \$ 191,000           | \$ 189,200                         | 99.06%         | \$ 172,000           | \$ 171,759                         | 99.86%         | \$ 17,441           |
| E911 COMMUNICATION CENTER              | \$ 1,134,304         | \$ 283,576                         | 25.00%         | \$ 1,123,081         | \$ 280,770                         | 25.00%         | \$ 2,806            |
| LATC-PUBLIC TRANSIT                    | \$ 331,138           | \$ -                               | 0.00%          | \$ 199,130           | \$ 199,130                         | 100.00%        | \$ (199,130)        |
| TAX SHARING                            | \$ 270,000           | \$ -                               | 0.00%          | \$ 270,000           | \$ -                               | 0.00%          | \$ -                |
| <b>TOTAL INTERGOVERNMENTAL</b>         | <b>\$ 1,926,442</b>  | <b>\$ 472,776</b>                  | <b>24.54%</b>  | <b>\$ 1,764,211</b>  | <b>\$ 651,659</b>                  | <b>36.94%</b>  | <b>\$ (178,883)</b> |
| <b>COUNTY TAX</b>                      | <b>\$ 2,482,721</b>  | <b>\$ -</b>                        | <b>0.00%</b>   | <b>\$ 2,407,766</b>  | <b>\$ -</b>                        | <b>0.00%</b>   | <b>\$ -</b>         |
| <b>TIF (10108058-580000)</b>           | <b>\$ 3,049,803</b>  | <b>\$ -</b>                        | <b>0.00%</b>   | <b>\$ 3,049,803</b>  | <b>\$ -</b>                        | <b>0.00%</b>   | <b>\$ -</b>         |
| <b>OVERLAY</b>                         | <b>\$ -</b>          | <b>\$ -</b>                        |                | <b>\$ -</b>          | <b>\$ -</b>                        |                | <b>\$ -</b>         |
| <b>TOTAL CITY DEPARTMENTS</b>          | <b>\$ 44,855,211</b> | <b>\$ 2,301,865</b>                | <b>5.13%</b>   | <b>\$ 43,025,167</b> | <b>\$ 2,215,099</b>                | <b>5.15%</b>   | <b>\$ 86,766</b>    |
| <b>EDUCATION DEPARTMENT</b>            | <b>\$ 45,337,437</b> | <b>\$ 1,059,107</b>                | <b>2.34%</b>   | <b>\$ 43,693,783</b> | <b>\$ 1,290,300</b>                | <b>2.95%</b>   | <b>\$ (231,193)</b> |
| <b>TOTAL GENERAL FUND EXPENDITURES</b> | <b>\$ 90,192,648</b> | <b>\$ 3,360,972</b>                | <b>3.73%</b>   | <b>\$ 86,718,950</b> | <b>\$ 3,505,399</b>                | <b>4.04%</b>   | <b>\$ (144,427)</b> |

**CITY OF AUBURN, MAINE  
INVESTMENT SCHEDULE  
AS OF July 31, 2019**

| INVESTMENT         |       | FUND                       | BALANCE<br>July 31, 2019 | BALANCE<br>June 30, 2019 | INTEREST<br>RATE |
|--------------------|-------|----------------------------|--------------------------|--------------------------|------------------|
| ANDROSCOGGIN BANK  | 449   | CAPITAL PROJECTS           | \$ 4,259,340.19          | \$ 4,253,917.67          | 1.50%            |
| ANDROSCOGGIN BANK  | 502   | SR-TIF                     | \$ 1,030,517.53          | \$ 1,029,205.63          | 1.50%            |
| ANDROSCOGGIN BANK  | 836   | GENERAL FUND               | \$ 4,271,721.65          | \$ 4,266,307.76          | 1.50%            |
| ANDROSCOGGIN BANK  | 801   | WORKERS COMP               | \$ 51,480.93             | \$ 51,415.39             | 1.50%            |
| ANDROSCOGGIN BANK  | 684   | EMS CAPITAL RESERVE        | \$ 73,714.07             | \$ 73,620.23             | 1.50%            |
| ANDROSCOGGIN BANK  | 414   | INGERSOLL TURF FACILITY    | \$ 86,265.94             | \$ 86,156.13             | 1.50%            |
| ANDROSCOGGIN BANK  | 0888  | ELHS FUNDRAISING           | \$ 59,461.07             | \$ 59,165.65             | 1.50%            |
| ANDROSCOGGIN BANK  | 0627  | ST LOUIS BELLS FUNDRAISING | \$ 10,337.08             | \$ -                     | 1.50%            |
| NORTHERN CAPITAL   | 02155 | CAPITAL PROJECTS           | \$ 750,000.00            | \$ 750,000.00            | 2.30%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND               | \$ 250,000.00            | \$ 250,000.00            | 2.45%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND               | \$ 250,000.00            | \$ 250,000.00            | 2.00%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND               | \$ 500,000.00            | \$ 500,000.00            | 2.15%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND               | \$ 500,000.00            | \$ 500,000.00            | 2.30%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND               | \$ 250,000.00            | \$ 250,000.00            | 2.60%            |
| NORTHERN CAPITAL   | 02155 | GENERAL FUND               | \$ 1,000,000.00          | \$ 1,000,000.00          | 2.55%            |
| <b>GRAND TOTAL</b> |       |                            | <b>\$ 13,342,838.46</b>  | <b>\$ 13,319,788.46</b>  | <b>1.89%</b>     |

**EMS BILLING**  
**SUMMARY OF ACTIVITY**  
**July 1, 2019 - June 30, 2020**  
**Report as of July 31, 2019**

|                  | Beginning<br>Balance<br>07/01/19 | July 2019            |                       |                 |                       | Write-Offs            | Ending<br>Balance<br>7/31/2019 |
|------------------|----------------------------------|----------------------|-----------------------|-----------------|-----------------------|-----------------------|--------------------------------|
|                  |                                  | New Charges          | Payments              | Refunds         | Adjustments           |                       |                                |
| Bluecross        | \$ 14,099.23                     | \$ 12,278.80         | \$ (7,646.23)         |                 | \$ (15,931.46)        |                       | \$ 2,800.34                    |
| Intercept        | \$ -                             | \$ -                 |                       |                 |                       |                       | \$ -                           |
| Medicare         | \$ 72,756.33                     | \$ 93,753.80         | \$ (46,558.20)        |                 | \$ (76,080.33)        |                       | \$ 43,871.60                   |
| Medicaid         | \$ 36,769.55                     | \$ 27,506.40         | \$ (20,369.97)        |                 | \$ (18,987.84)        |                       | \$ 24,918.14                   |
| Other/Commercial | \$ 71,811.40                     | \$ 10,922.60         | \$ (12,121.45)        |                 | \$ 3,931.53           |                       | \$ 74,544.08                   |
| Patient          | \$ 120,766.69                    | \$ 10,890.80         | \$ (7,076.89)         | \$ 25.00        | \$ 7,719.58           | \$ (17,793.90)        | \$ 114,531.28                  |
| Worker's Comp    | \$ 631.99                        | \$ -                 | \$ -                  |                 | \$ (631.99)           |                       | \$ -                           |
| <b>TOTAL</b>     | <b>\$ 316,835.19</b>             | <b>\$ 155,352.40</b> | <b>\$ (93,772.74)</b> | <b>\$ 25.00</b> | <b>\$ (99,980.51)</b> | <b>\$ (17,793.90)</b> | <b>\$ 260,665.44</b>           |



**EMS BILLING**  
**BREAKDOWN -TOTAL CHARGES**  
**July 1, 2019 - June 30, 2020**  
**Report as of July 31, 2019**

|                          | July<br>2019  | Adjustment | Totals        | % of<br>Total |
|--------------------------|---------------|------------|---------------|---------------|
| No Insurance Information | \$ 1,557.40   |            | \$ 1,557.40   | 1.00%         |
| Bluecross                | \$ 12,278.80  |            | \$ 12,278.80  | 7.90%         |
| Intercept                | \$ -          |            | \$ -          | 0.00%         |
| Medicare                 | \$ 93,753.80  |            | \$ 93,753.80  | 60.35%        |
| Medicaid                 | \$ 27,506.40  |            | \$ 27,506.40  | 17.71%        |
| Other/Commercial         | \$ 9,365.20   |            | \$ 9,365.20   | 6.03%         |
| Patient                  | \$ 10,890.80  |            | \$ 10,890.80  | 7.01%         |
| Worker's Comp            | \$ -          |            | \$ -          | 0.00%         |
| <b>TOTAL</b>             | \$ 155,352.40 | \$ -       | \$ 155,352.40 | 100.00%       |

**EMS BILLING**  
**BREAKDOWN -TOTAL COUNT**  
**July 1, 2019 - June 30, 2020**  
**Report as of July 31, 2019**

|                          | July<br>2019 | Adjustment | Totals | % of<br>Total |
|--------------------------|--------------|------------|--------|---------------|
| No Insurance Information | 2            |            | 2      | 1.02%         |
| Bluecross                | 15           |            | 15     | 7.65%         |
| Intercept                | 0            |            | 0      | 0.00%         |
| Medicare                 | 117          |            | 117    | 59.69%        |
| Medicaid                 | 35           |            | 35     | 17.86%        |
| Other/Commercial         | 13           |            | 13     | 6.63%         |
| Patient                  | 14           |            | 14     | 7.14%         |
| Worker's Comp            | 0            |            | 0      | 0.00%         |
| <b>TOTAL</b>             | 196          | 0          | 196    | 100.00%       |

**EMS BILLING  
AGING REPORT  
July 1, 2019 to June 30, 2020  
Report as of July 31, 2019**

|                  | Current |            | 31-60 |    | 61-90     |     | 91-120 |           | 121+ days |    | Totals     |     |    |            |         |
|------------------|---------|------------|-------|----|-----------|-----|--------|-----------|-----------|----|------------|-----|----|------------|---------|
| Bluecross        | \$      | 1,291.09   | 46%   | \$ | -         | 0%  | \$     | 1,417.60  | 51%       | \$ | 91.65      | 3%  | \$ | 2,800.34   | 1.07%   |
| Intercept        | \$      | -          |       | \$ | -         |     | \$     | -         |           | \$ | -          |     | \$ | -          | 0.00%   |
| Medicare         | \$      | 36,627.48  | 83%   | \$ | 3,408.83  | 8%  | \$     | 4,220.80  | 10%       | \$ | (385.51)   | -1% | \$ | 43,871.60  | 16.83%  |
| Medicaid         | \$      | 19,711.03  | 79%   | \$ | 3,555.99  | 14% | \$     | 1,203.60  | 5%        | \$ | (1,294.48) | -5% | \$ | 24,918.14  | 9.56%   |
| Other/Commercial | \$      | 37,504.69  | 50%   | \$ | 14,874.17 | 20% | \$     | 10,604.06 | 14%       | \$ | 4,588.40   | 6%  | \$ | 74,544.08  | 28.60%  |
| Patient          | \$      | 32,284.17  | 28%   | \$ | 27,827.45 | 24% | \$     | 21,344.97 | 19%       | \$ | 14,428.16  | 13% | \$ | 114,531.28 | 43.94%  |
| Worker's Comp    | \$      | -          |       | \$ | -         |     | \$     | -         |           | \$ | -          |     | \$ | -          | 0.00%   |
| TOTAL            | \$      | 127,418.46 |       | \$ | 49,666.44 |     | \$     | 38,791.03 |           | \$ | 24,030.95  |     | \$ | 260,665.44 |         |
|                  |         | 49%        |       |    | 19%       |     |        | 15%       |           |    | 9%         |     |    | 100%       | 100.00% |

CITY OF AUBURN  
SPECIAL REVENUE FUNDS REVENUE AND EXPENDITURES  
As of July 1, 2019

|                      |                   |                    |                    |                          |                          |                        |                          |                       |                               |                        |                          |                   |                       |                    |
|----------------------|-------------------|--------------------|--------------------|--------------------------|--------------------------|------------------------|--------------------------|-----------------------|-------------------------------|------------------------|--------------------------|-------------------|-----------------------|--------------------|
| .                    | 1902              | 1905               | 1910               | 1913                     | 1914                     | 1915                   | 1917                     | 1926                  | 1927                          | 1928                   | 1929                     | 1930              | 1931                  | 2003               |
|                      | Riverwatch        | Winter Festival    | Community Service  | Police Fitness Equipment | Oak Hill Cemeteries      | Fire Training Building | Wellness Grant           | Healthy Androscoggin  | Insurance Reimbursement       | Vending                | Fire Prevention          | 211 Fairview      | Donations             | Byrne JAG          |
| Fund Balance 7/1/19  | \$ 865,812.83     | \$ (15,099.19)     | \$ 5,425.71        | \$ 4,769.53              | \$ 31,858.10             | \$ (488.84)            | \$ 3,306.65              | \$ 5,204.05           | \$ -                          | \$ -                   | \$ 4,791.12              | \$ (566,303.71)   | \$ 652.15             | \$ (6,628.43)      |
| Revenues FY20        | \$ 6,323.58       |                    | \$ 37.00           |                          |                          |                        |                          |                       |                               | \$ 244.00              |                          |                   |                       |                    |
| Expenditures FY20    |                   |                    |                    |                          |                          |                        | \$ 25.00                 |                       |                               |                        |                          |                   |                       |                    |
| Fund Balance 6/30/20 | \$ 872,136.41     | \$ (15,099.19)     | \$ 5,462.71        | \$ 4,769.53              | \$ 31,858.10             | \$ (488.84)            | \$ 3,281.65              | \$ 5,204.05           | \$ -                          | \$ 244.00              | \$ 4,791.12              | \$ (566,303.71)   | \$ 652.15             | \$ (6,628.43)      |
|                      | 2005              | 2006               | 2008               | 2010                     | 2013                     | 2014                   | 2019                     | 2020                  | 2025                          | 2030                   | 2034                     | 2037              | 2038                  |                    |
|                      | MDOT              | PEACE              | Homeland Security  | State Drug Money         | OUI Grant                | Speed Grant            | Law Enforcement Training | CDBG                  | Community Cords               | Parking                | EDUL Underage Drink      | Bulletproof Vests | Community Action Team |                    |
| Fund Balance 7/1/19  | \$ 252,523.85     | \$ 1,550.98        | \$ (125,601.70)    | \$ 4,003.67              | \$ 4,152.83              | \$ 2,877.18            | \$ (12,461.91)           | \$ 1,780,881.07       | \$ 35,272.33                  | \$ (44,238.20)         | \$ 960.00                | \$ 11,328.80      | \$ 180.00             |                    |
| Revenues FY20        |                   |                    |                    | \$ 774.93                |                          |                        | \$ 1,475.00              | \$ 3,285.69           | \$ 756.72                     | \$ 27,237.00           |                          |                   |                       |                    |
| Expenditures FY20    |                   |                    |                    |                          | \$ 415.39                | \$ 1,944.22            |                          | \$ 75,421.18          |                               | \$ 3,496.95            |                          |                   |                       |                    |
| Fund Balance 6/30/20 | \$ 252,523.85     | \$ 1,550.98        | \$ (125,601.70)    | \$ 4,778.60              | \$ 3,737.44              | \$ 932.96              | \$ (10,986.91)           | \$ 1,708,745.58       | \$ 36,029.05                  | \$ (20,498.15)         | \$ 960.00                | \$ 11,328.80      | \$ 180.00             |                    |
|                      | 2040              | 2041               | 2044               | 2045                     | 2048                     | 2050                   | 2052                     | 2053                  | 2054                          | 2055                   | 2056                     | 2057              | 2058                  | 2059               |
|                      | Great Falls TV    | Blanche Stevens    | Federal Drug Money | Forest Management        | TD Tree Days Grant       | Project Lifesaver      | Nature Conservancy       | St Louis Bells        | EMS Transport Capital Reserve | Work4ME-PAL            | Lake Auburn Neighborhood | ASPCA Grant       | Barker Mills Greenway | Distracted Driving |
| Fund Balance 7/1/19  | \$ 20,536.23      | \$ 25,775.90       | \$ 101,453.23      | \$ 4,345.34              | \$ 13,450.00             | \$ 89.35               | \$ 975.05                | \$ 4,743.92           | \$ 73,620.23                  | \$ (38,086.09)         | \$ 125.00                | \$ 800.00         | \$ (2,597.43)         | \$ 3,329.00        |
| Revenues FY20        |                   | \$ 4,030.00        |                    |                          |                          | \$ 50.00               |                          | \$ 11,734.54          |                               |                        |                          |                   |                       |                    |
| Expenditures FY20    |                   |                    |                    |                          |                          |                        |                          |                       |                               | \$ 3,411.14            |                          |                   |                       |                    |
| Fund Balance 6/30/20 | \$ 20,536.23      | \$ 29,805.90       | \$ 101,453.23      | \$ 4,345.34              | \$ 13,450.00             | \$ 139.35              | \$ 975.05                | \$ 16,478.46          | \$ 73,620.23                  | \$ (41,497.23)         | \$ 125.00                | \$ 800.00         | \$ (2,597.43)         | \$ 3,329.00        |
|                      | 2061              | 2062               | 2100               | 2201                     | 2500                     |                        |                          |                       |                               |                        |                          |                   |                       |                    |
|                      | 150th Celebration | Employee Store     | ELHS Fundraising   | EDI Grant                | Parks & Recreation       |                        |                          |                       |                               |                        |                          |                   |                       |                    |
| Fund Balance 7/1/19  | \$ 14,761.28      | \$ 132.69          | \$ 59,165.65       | \$ (1,484,407.18)        | \$ 129,724.79            |                        |                          |                       |                               |                        |                          |                   |                       |                    |
| Revenues FY20        | \$ 2,145.00       |                    | \$ 20.00           |                          | \$ 14,484.80             |                        |                          |                       |                               |                        |                          |                   |                       |                    |
| Expenditures FY20    |                   |                    |                    |                          | \$ 59,653.23             |                        |                          |                       |                               |                        |                          |                   |                       |                    |
| Fund Balance 6/30/20 | \$ 16,906.28      | \$ 132.69          | \$ 59,185.65       | \$ (1,484,407.18)        | \$ 84,556.36             |                        |                          |                       |                               |                        |                          |                   |                       |                    |
|                      | 2600              | 2600               | 2600               | 2600                     | 2600                     | 2600                   | 2600                     | 2600                  | 2600                          | 2600                   |                          |                   |                       | Total              |
|                      | Tambrands TIF 4   | Tambrands II TIF 6 | Mall TIF 9         | Downtown TIF 10          | Auburn Industrial TIF 12 | Auburn Plaza TIF 13    | Auburn Plaza II TIF 14   | Webster School TIF 16 | Slapshot LLC TIF 18           | Hartt Transport TIF 19 |                          |                   |                       | Special Revenues   |
| Fund Balance 7/1/19  | \$ 105,531.60     | \$ (294,448.66)    | \$ 382,500.84      | \$ 683,610.52            | \$ (344,883.92)          | \$ 240,148.36          | \$ (333,846.60)          | \$ -                  | \$ -                          | \$ (1,711.22)          |                          |                   |                       | \$ 1,609,566.75    |
| Revenues FY20        |                   |                    |                    |                          |                          |                        |                          |                       |                               |                        |                          |                   |                       | \$ 72,598.26       |
| Expenditures FY20    |                   |                    |                    | \$ 1,700.00              |                          |                        |                          |                       |                               |                        |                          |                   |                       | \$ 146,067.11      |
| Fund Balance 6/30/20 | \$ 105,531.60     | \$ (294,448.66)    | \$ 382,500.84      | \$ 681,910.52            | \$ (344,883.92)          | \$ 240,148.36          | \$ (333,846.60)          | \$ -                  | \$ -                          | \$ (1,711.22)          |                          |                   |                       | \$ 1,536,097.90    |



# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Financial Services

To: Peter Crichton, City Manager  
From: Jill Eastman, Finance Director  
Re: Financial Reports for July 31, 2019

Attached you will find a Statement of Net Assets and a Statement of Activities and budget to actual reports for Ingersoll Turf Facility for revenue and expenditures as of July 31, 2019.

### **INGERSOLL TURF FACILITY**

#### **Statement of Net Assets:**

The Statement of Net Assets lists current assets, noncurrent assets, liabilities and net assets as of July 31, 2019.

#### **Current Assets:**

As of the end of July 2019 the total current assets of Ingersoll Turf Facility were \$179,231. This consisted of cash and cash equivalents of \$86,156 and an interfund receivable of \$93,075, which means that the General Fund owes Ingersoll \$93,075 at the end of July.

#### **Noncurrent Assets:**

Ingersoll's noncurrent assets are the building and equipment that was purchased, less depreciation. The total value of the noncurrent assets as of July 31, 2019 was \$144,984.

#### **Liabilities:**

Ingersoll had no accounts payable as of July 31, 2019.

#### **Statement of Activities:**

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

The operating revenues for Ingersoll Turf Facility through July 2019 are \$2,050. This revenue comes from the sponsorships, programs, rental income and batting cages.

The operating expenses for Ingersoll Turf Facility through July 2018 were \$5,874. These expenses include personnel costs, supplies, utilities, repairs, capital purchases and maintenance.

As of July 31, 2019, Ingersoll has an operating loss of \$3,333.

As of July 31, 2019, Ingersoll has a decrease in net assets of \$3,333.

The budget to actual reports for revenue and expenditures, show the revenue for FY20 compared to FY19.

**Statement of Net Assets**  
**Ingersoll Turf Facility**  
**July 31, 2019**  
**Business-type Activities - Enterprise Fund**

|                                | July 31,<br>2019 | June 30,<br>2019 | Increase/<br>(Decrease) |
|--------------------------------|------------------|------------------|-------------------------|
| <b>ASSETS</b>                  |                  |                  |                         |
| Current assets:                |                  |                  |                         |
| Cash and cash equivalents      | \$ 86,156        | \$ 85,940        | \$ 216                  |
| Interfund receivables/payables | \$ 93,075        | \$ 98,096        | (5,021)                 |
| Accounts receivable            | -                | -                | -                       |
| Total current assets           | 179,231          | 184,036          | (4,805)                 |
| Noncurrent assets:             |                  |                  |                         |
| Capital assets:                |                  |                  |                         |
| Buildings                      | 672,279          | 672,279          | -                       |
| Equipment                      | 119,673          | 119,673          | -                       |
| Land improvements              | 18,584           | 18,584           | -                       |
| Less accumulated depreciation  | (665,552)        | (637,817)        | (27,735)                |
| Total noncurrent assets        | 144,984          | 172,719          | (27,735)                |
| Total assets                   | 324,215          | 356,755          | (32,540)                |
| <b>LIABILITIES</b>             |                  |                  |                         |
| Accounts payable               | \$ -             | \$ 115           | \$ (115)                |
| Total liabilities              | -                | 115              | (115)                   |
| <b>NET ASSETS</b>              |                  |                  |                         |
| Invested in capital assets     | \$ 144,984       | \$ 172,719       | \$ (27,735)             |
| Unrestricted                   | \$ 179,231       | \$ 154,829       | \$ 24,402               |
| Total net assets               | \$ 324,215       | \$ 327,548       | \$ (3,333)              |

**CITY OF AUBURN, MAINE**  
**Statement of Revenues, Expenses and Changes in Net Assets**  
**Ingersoll Turf Facility**  
**Business-type Activities - Enterprise Funds**  
**Statement of Activities**  
**July 31, 2019**

|  | <b>Ingersoll<br/>Turf<br/>Facility</b> |
|--|--|
| Operating revenues:                    |  |
| Charges for services                   | \$ 2,050                               |
| Operating expenses:                    |  |
| Personnel                              | 2,618                                  |
| Supplies                               | -                                      |
| Utilities                              | 494                                    |
| Repairs and maintenance                | 1,780                                  |
| Rent                                   |  |
| Depreciation                           | -                                      |
| Capital expenses                       | -                                      |
| Other expenses                         | 491                                    |
| Total operating expenses               | 5,383                                  |
| Operating gain (loss)                  | (3,333)                                |
| Nonoperating revenue (expense):        |  |
| Interest income                        | -                                      |
| Interest expense (debt service)        | -                                      |
| Total nonoperating expense             | -                                      |
| Gain (Loss) before transfer            | (3,333)                                |
| Transfers out                          | -                                      |
| Change in net assets                   | (3,333)                                |
| Total net assets, July 1               | 327,548                                |
| <b>Total net assets, July 31, 2019</b> | <b>\$ 324,215</b>                      |



**CITY OF AUBURN, MAINE**  
**REVENUES - INGERSOLL TURF FACILITY**  
Through July 31, 2019 compared to July 31, 2018

| REVENUE SOURCE                   | FY 2020<br>BUDGET | ACTUAL<br>REVENUES<br>THRU JULY 2019 | % OF<br>BUDGET | FY 2019<br>BUDGET | ACTUAL<br>REVENUES<br>THRU JULY 2018 | % OF<br>BUDGET |
|----------------------------------|-------------------|--------------------------------------|----------------|-------------------|--------------------------------------|----------------|
| <b>CHARGE FOR SERVICES</b>       |                   |                                      |                |                   |                                      |                |
| Sponsorship                      | \$ 25,000         | \$ 1,800                             | 7.20%          | \$ 20,500         | \$ 1,800                             | 8.78%          |
| Batting Cages                    | \$ 13,000         | \$ -                                 | 0.00%          | \$ 12,240         | \$ -                                 | 0.00%          |
| Programs                         | \$ 90,000         | \$ 250                               | 0.28%          | \$ 90,000         | \$ 760                               | 0.84%          |
| Rental Income                    | \$ 102,000        | \$ -                                 | 0.00%          | \$ 102,300        | \$ 1,375                             | 1.34%          |
| <b>TOTAL CHARGE FOR SERVICES</b> | <b>\$ 230,000</b> | <b>\$ 2,050</b>                      | <b>0.89%</b>   | <b>\$ 225,040</b> | <b>\$ 3,935</b>                      | <b>1.75%</b>   |
| <b>INTEREST ON INVESTMENTS</b>   | <b>\$ -</b>       | <b>\$ -</b>                          |                | <b>\$ -</b>       |                                      |                |
| <b>GRAND TOTAL REVENUES</b>      | <b>\$ 230,000</b> | <b>\$ 2,050</b>                      | <b>0.89%</b>   | <b>\$ 225,040</b> | <b>\$ 3,935</b>                      | <b>1.75%</b>   |

**CITY OF AUBURN, MAINE**  
**EXPENDITURES - INGERSOLL TURF FACILITY**  
Through July 31, 2019 compared to July 31, 2018

| DESCRIPTION                     | ACTUAL            |                                |                |                   | ACTUAL                         |                |            |                |
|---------------------------------|-------------------|--------------------------------|----------------|-------------------|--------------------------------|----------------|------------|----------------|
|                                 | FY 2020<br>BUDGET | EXPENDITURES<br>THRU JULY 2019 | % OF<br>BUDGET | FY 2019<br>BUDGET | EXPENDITURES<br>THRU JULY 2018 | % OF<br>BUDGET | Difference |                |
| Salaries & Benefits             | \$ 149,331        | \$ 2,618                       | 1.75%          | \$ 120,000        | \$ 6,935                       | 5.78%          | \$         | (4,317)        |
| Purchased Services              | \$ 18,160         | \$ 2,271                       | 12.51%         | \$ 19,460         | \$ 468                         | 2.40%          | \$         | 1,803          |
| Programs                        | \$ 17,000         | \$ -                           | 0.00%          | \$ 15,220         | \$ -                           | 0.00%          | \$         | -              |
| Supplies                        | \$ 4,900          | \$ -                           | 0.00%          | \$ 4,600          | \$ -                           | 0.00%          | \$         | -              |
| Utilities                       | \$ 25,100         | \$ 494                         | 1.97%          | \$ 30,920         | \$ 424                         | 1.37%          | \$         | 70             |
| Insurance Premiums              | \$ -              | \$ -                           |                | \$ 2,505          | \$ -                           | 0.00%          | \$         | -              |
| Depreciation                    | \$ -              | \$ -                           |                | \$ -              | \$ -                           |                |            |                |
| Capital Outlay                  | \$ 11,000         | \$ -                           | 0.00%          | \$ 30,000         | \$ -                           | 0.00%          | \$         | -              |
|                                 | \$ 225,491        | \$ 5,383                       | 2.39%          | \$ 222,705        | \$ 7,827                       | 3.51%          | \$         | (2,444)        |
| <b>GRAND TOTAL EXPENDITURES</b> | <b>\$ 225,491</b> | <b>\$ 5,383</b>                | <b>2.39%</b>   | <b>\$ 222,705</b> | <b>\$ 7,827</b>                | <b>3.51%</b>   | <b>\$</b>  | <b>(2,444)</b> |

# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Financial Services

To: Peter Crichton, City Manager  
From: Jill Eastman, Finance Director  
Re: Arena Financial Reports for July 31, 2019



Attached you will find a Statement of Net Assets and a Statement of Activities and budget to actual reports for Norway Savings Bank Arena for revenue and expenditures as of July 31, 2019.

The Norway Savings Bank Arena report now includes a budget to actual comparison with last fiscal year for both revenues and expenditures.

### **NORWAY SAVINGS BANK ARENA**

#### **Statement of Net Assets:**

The Statement of Net Assets lists current assets, noncurrent assets, liabilities and net assets and shows a comparison to the previous month, in this case, June 30, 2019.

#### **Current Assets:**

As of the end of July 2019 the total current assets of Norway Savings Bank Arena were (\$1,656,162). These consisted of cash and cash equivalents of \$171,632, accounts receivable of \$63,380, and an interfund payable of \$1,891,174, which means that Norway owes the General Fund \$1,891,174 at the end of July.

#### **Noncurrent Assets:**

Norway's noncurrent assets are equipment that was purchased, less depreciation (depreciation is posted at year end). The total value of the noncurrent assets as of July 31, 2019 were \$293,394.

#### **Liabilities:**

Norway Arena had accounts payable of \$1,923 as of July 31, 2019.

#### **Statement of Activities:**

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

The operating revenues for Norway Arena through July 2019 are \$12,397. This revenue comes from the concessions, sign advertisements, pro shop lease, youth programming, shinny hockey, public skating and ice rentals.

The operating expenses for Norway Arena through July 2019 were \$37,877. These expenses include personnel costs, supplies, utilities, repairs, capital purchases and maintenance.

As of July 2019, Norway Arena has an operating loss of \$25,480, prior to debt service, compared to the July 2018 operating gain of \$22,394.

As of July 31, 2019, Norway Arena has a decrease in net assets of \$67,687.

The budget to actual reports for revenue and expenditures, with comparison to the same period last year show that revenue for FY20 is \$47,767 less than in FY19 and expenditures in FY20 are \$934 more than last year in July.



**CITY OF AUBURN, MAINE**  
**Statement of Net Assets**  
**Norway Savings Bank Arena**  
**July 31, 2019**  
**Business-type Activities - Enterprise Fund**

|                               | July 31,<br>2019 | (Pre-Audit)<br>June 30,<br>2019 | Increase/<br>(Decrease) |
|-------------------------------|------------------|---------------------------------|-------------------------|
| <b>ASSETS</b>                 |                  |                                 |                         |
| Current assets:               |                  |                                 |                         |
| Cash and cash equivalents     | \$ 171,632       | \$ 171,632                      | \$ -                    |
| Interfund receivables         | \$ (1,891,174)   | \$ (1,754,088)                  | \$ (137,086)            |
| Prepaid Rent                  |                  | \$ -                            | \$ -                    |
| Accounts receivable           | 63,380           | 70,829                          | \$ (7,449)              |
| Total current assets          | (1,656,162)      | (1,511,627)                     | (144,535)               |
| Noncurrent assets:            |                  |                                 |                         |
| Capital assets:               |                  |                                 |                         |
| Buildings                     | 58,223           | 58,223                          | -                       |
| Equipment                     | 514,999          | 514,999                         | -                       |
| Land improvements             | -                | -                               | -                       |
| Less accumulated depreciation | (279,828)        | (279,828)                       | -                       |
| Total noncurrent assets       | 293,394          | 293,394                         | -                       |
| Total assets                  | (1,362,768)      | (1,218,233)                     | (144,535)               |
| <b>LIABILITIES</b>            |                  |                                 |                         |
| Accounts payable              | \$ 1,923         | \$ 8,363                        | \$ (6,440)              |
| Net pension liability         | 100,398          | 170,806                         | (70,408)                |
| Total liabilities             | 102,321          | 179,169                         | (76,848)                |
| <b>NET ASSETS</b>             |                  |                                 |                         |
| Invested in capital assets    | \$ 293,394       | \$ 293,394                      | \$ -                    |
| Unrestricted                  | \$ (1,758,483)   | \$ (1,690,796)                  | \$ (67,687)             |
| Total net assets              | \$ (1,465,089)   | \$ (1,397,402)                  | \$ (67,687)             |

**CITY OF AUBURN, MAINE**  
**Statement of Revenues, Expenses and Changes in Net Assets**  
**Norway Savings Bank Arena**  
**Business-type Activities - Enterprise Funds**  
**Statement of Activities**  
**July 31, 2019**

|  | <b>Norway<br/>Savings<br/>Arena</b> |
|--|-------------------------------------|
| Operating revenues:                    |                                     |
| Charges for services                   | \$ 12,397                           |
| Operating expenses:                    |                                     |
| Personnel                              | 12,760                              |
| Supplies                               | 11,416                              |
| Utilities                              | 10,130                              |
| Repairs and maintenance                | 2,512                               |
| Depreciation                           | -                                   |
| Capital expenses                       | -                                   |
| Other expenses                         | 1,059                               |
| Total operating expenses               | 37,877                              |
| Operating gain (loss)                  | (25,480)                            |
| Nonoperating revenue (expense):        |                                     |
| Interest income                        | -                                   |
| Interest expense (debt service)        | (42,207)                            |
| Total nonoperating expense             | (42,207)                            |
| Gain (Loss) before transfer            | (67,687)                            |
| Transfers out                          | -                                   |
| Change in net assets                   | (67,687)                            |
| Total net assets, July 1               | (1,397,402)                         |
| <b>Total net assets, July 31, 2019</b> | <b>\$ (1,465,089)</b>               |

**CITY OF AUBURN, MAINE**  
**REVENUES - NORWAY SAVINGS BANK ARENA**  
Through July 31, 2019 compared to July 31, 2018

| REVENUE SOURCE                   | FY 2020<br>BUDGET   | ACTUAL<br>REVENUES<br>THRU JULY 2019 | % OF<br>BUDGET | FY 2019<br>BUDGET   | ACTUAL<br>REVENUES<br>THRU JULY 2018 | % OF<br>BUDGET | VARIANCE           |
|----------------------------------|---------------------|--------------------------------------|----------------|---------------------|--------------------------------------|----------------|--------------------|
| <b>CHARGE FOR SERVICES</b>       |                     |                                      |                |                     |                                      |                |                    |
| Concussions                      | \$ 16,500           | \$ 1,500                             | 9.09%          | \$ 16,500           | \$ 750                               | 4.55%          | \$ 750             |
| Skate Rentals                    | \$ 7,500            | \$ -                                 | 0.00%          | \$ 5,000            | \$ 90                                |                | \$ (90)            |
| Pepsi Vending Machines           | \$ 3,000            | \$ 89                                | 2.97%          | \$ 3,000            | \$ 242                               |                | \$ (153)           |
| Games Vending Machines           | \$ 3,000            |                                      | 0.00%          | \$ 3,000            |                                      |                | \$ -               |
| Vending Food                     | \$ 3,000            | \$ 63                                | 2.10%          | \$ 3,000            | \$ 89                                |                | \$ (26)            |
| Sponsorships                     | \$ 230,000          | \$ 2,000                             | 0.87%          | \$ 300,000          | \$ 34,750                            | 11.58%         | \$ (32,750)        |
| Pro Shop                         | \$ 7,000            |                                      | 0.00%          | \$ 8,500            |                                      | 0.00%          | \$ -               |
| Programs                         | \$ 27,500           | \$ 405                               | 1.47%          | \$ 30,000           |                                      | 0.00%          | \$ 405             |
| Rental Income                    | \$ 744,000          | \$ 1,760                             | 0.24%          | \$ 775,000          | \$ 24,243                            | 3.13%          | \$ (22,483)        |
| Camps/Clinics                    | \$ 50,000           | \$ 6,580                             | 13.16%         | \$ 50,000           |                                      |                | \$ 6,580           |
| Tournaments                      | \$ 55,000           | \$ -                                 | 0.00%          | \$ 50,000           | \$ -                                 | 0.00%          | \$ -               |
| <b>TOTAL CHARGE FOR SERVICES</b> | <b>\$ 1,146,500</b> | <b>\$ 12,397</b>                     | <b>1.08%</b>   | <b>\$ 1,244,000</b> | <b>\$ 60,164</b>                     | <b>4.84%</b>   | <b>\$ (47,767)</b> |
| <b>INTEREST ON INVESTMENTS</b>   | <b>\$ -</b>         |                                      |                | <b>\$ -</b>         |                                      |                |                    |
| <b>GRAND TOTAL REVENUES</b>      | <b>\$ 1,146,500</b> | <b>\$ 12,397</b>                     | <b>1.08%</b>   | <b>\$ 1,244,000</b> | <b>\$ 60,164</b>                     | <b>4.84%</b>   | <b>\$ (47,767)</b> |



**CITY OF AUBURN, MAINE**  
**EXPENDITURES - NORWAY SAVINGS BANK ARENA**  
Through July 31, 2019 compared to July 31, 2018

| DESCRIPTION                     | ACTUAL              |                                |                |                     | ACTUAL                         |                |               |  |
|---------------------------------|---------------------|--------------------------------|----------------|---------------------|--------------------------------|----------------|---------------|--|
|                                 | FY 2019<br>BUDGET   | EXPENDITURES<br>THRU JULY 2018 | % OF<br>BUDGET | FY 2018<br>BUDGET   | EXPENDITURES<br>THRU JULY 2017 | % OF<br>BUDGET | VARIANCE      |  |
| Salaries & Benefits             | \$ 377,000          | \$ 12,760                      | 3.38%          | \$ 344,000          | \$ 17,063                      | 4.96%          | \$ (4,303)    |  |
| Purchased Services              | \$ 62,825           | \$ 3,571                       | 5.68%          | \$ 71,656           | \$ 3,142                       | 4.38%          | \$ 429        |  |
| Supplies                        | \$ 45,600           | \$ 11,416                      | 25.04%         | \$ 37,100           | \$ 1,051                       | 2.83%          | \$ 10,365     |  |
| Utilities                       | \$ 225,000          | \$ 10,130                      | 4.50%          | \$ 225,150          | \$ 15,687                      | 6.97%          | \$ (5,557)    |  |
| Capital Outlay                  | \$ 25,000           | \$ -                           | 0.00%          | \$ 103,500          | \$ -                           | 0.00%          | \$ -          |  |
| Rent                            | \$ 507,000          | \$ 42,207                      | 8.32%          | \$ 507,000          | \$ 42,207                      | 8.32%          | \$ -          |  |
|                                 | \$ 1,242,425        | \$ 80,084                      | 6.45%          | \$ 1,288,406        | \$ 79,150                      | 6.14%          | \$ 934        |  |
| <b>GRAND TOTAL EXPENDITURES</b> | <b>\$ 1,242,425</b> | <b>\$ 80,084</b>               | <b>6.45%</b>   | <b>\$ 1,288,406</b> | <b>\$ 79,150</b>               | <b>6.14%</b>   | <b>\$ 934</b> |  |