



# City Council Workshop

## April 13, 2015

### Agenda

#### 5:30 P.M. Workshop

##### A. Budget

- a. Administration - (30 minutes)
  - City Clerk
  - City Manager
  - Economic Development
  - Finance
  - Human Resources
  - Information Technology
  - Legal
  - Mayor and Council
- b. LA 911 - (30 minutes)
- c. Airport - (30 minutes)
- d. Great Falls TV - (30 minutes)
- e. Lewiston Auburn Transit Committee (LATC) – (30 minutes)
- f. Lewiston Auburn Economic Growth Council (LAEGC) – (30 minutes)

*After each workshop item is presented, the public will be given an opportunity to comment.*

# City Clerk

## MISSION STATEMENT

The City Clerk's office is committed to providing excellent customer service while accurately maintaining city records and overseeing the election process.

## DESCRIPTION

The Office of the City Clerk is currently staffed with 2 full time employees (the City Clerk, the License Specialist/Deputy Clerk), and two part time staff (Information Assistant/Switchboard Operator).

Our office is often the first point of contact for callers and visitors of the City. We answer all phone calls coming in through the switchboard and welcome visitors coming into Auburn Hall providing them with direction and information.

The City Clerk's office is responsible for filing and maintaining all vital statistic records for the City relating to births, deaths, and marriages. The City Clerk attends meetings of the Council and is responsible for the preparation of agendas, recording and filing of minutes, Orders, Resolves, and Ordinances that the City Council has acted upon. It is the responsibility of this office to submit ordinance updates to Municipal Code ensuring that our Code of Ordinances is up to date. We are responsible for the administration and issuance of business licenses and permits for the City and for maintaining information, term expirations and recruiting volunteers to serve on our various boards and committees.

Another major function of this office is the coordination and administration of elections and voter registration for the City which requires adherence to local, State, and Federal laws.

## PROGRAMS

**ELECTIONS** – This includes voter registration, absentee voting (including visiting licensed nursing home facilities to conduct absentee voting at those locations), the appointment, hiring, and training of election staff (up to 80 workers per election), set up of our five polling places as well as processing absentee ballots centrally, preparing Warden materials for the polls, creating and ordering ballots for local elections, testing ballots and election equipment (tabulating machines and accessible voting solution equipment), certifying election results, issuing and validating nomination papers, validating petitions, and campaign finance reporting.

**RECORD MANAGEMENT** - One of the primary responsibilities of the municipal clerk is the care and preservation of the municipal records under his/her control and following the State rules for disposition of local government records. We are responsible for filing and issuing certified copies of vital records (births, deaths, and marriages), attending Council meetings and preparing and filing meeting agendas,

minutes, and actions of the City Council. It is the responsibility of this office for submitting ordinance updates to Municipal Code to ensure that the Code of Ordinances is up to date.

**LICENSING** – Administration, issuance, and enforcement of approximately 30 different business licenses and permits. We are also responsible for issuing marriage licenses.

**INFORMATION/SWITCHBOARD** – The City Clerk’s office is responsible for answering and directing all City related calls, including those of the School Department. We greet and direct Auburn Hall visitors, and handle all incoming and outgoing mail for the City.

## GOALS

- Achieve and maintain certification and professional training and development to enhance skills and to stay abreast of State, Federal, and local laws.
- To bring staffing levels to where they should be in order to best serve our community and meet their needs by;
  - Devoting the time needed for business licensing to help to ensure the health and safety of citizens and visitors in our City;
  - To enhance communication and information sharing;
  - To improve the customer service experience for our customers and callers;
  - Creating new and improved processes in order to gain efficiencies while also keeping in compliance with City, State, and federal laws;
  - Cross training with the tax office in an effort to utilize staff to the fullest and offer support during busy periods and vacations/absences;
  - Succession planning;
  - Increasing services and revenue (performing simple marriages);
  - To ensure that we are meeting statutory obligations and deadlines.
- Record restoration – One of the primary responsibilities of the Municipal Clerk is the care and preservation of the municipal records under his/her control. All municipal officials are under a general obligation to “carefully protect and preserve the records of their office from deterioration, mutilation, lost or destruction” (5 M.R.S.A. §95-B). These records include, but are not limited to, vital records (birth, death, marriage); council records, and other historic documents. This is an ongoing project.

## BUDGET DRIVERS

1. Salary increase for the License Specialist/Deputy City Clerk.
2. Request for a full time Assistant Clerk. This is a position I’ve requested previously however the position has been cut from the budget. I feel that in order to meet staffing needs, particularly during elections, this is a position that must be considered.

We are a front line office and someone has to be available at all times during our normal business hours to serve the needs of our customers and callers. Only two full time City staff members are

fully trained in all areas of the City Clerk duties creating a hardship during lunches, vacations, training and development opportunities, and unplanned absences.

We've been fortunate to have been able to hire a retired city employee, fully trained and experienced to assist us with elections for the last several years on a part time, seasonal basis. She has recently expressed that she plans to fully retire soon and will likely not be available to work future elections. This will create an additional strain in the Clerk's office. This is a position that requires a lot of training and hands on experience in order to understand the process. It requires strict adherence to local, State, and Federal laws and will take time to fully train the right individual. This additional position should reduce or eliminate the need for overtime and temporary office assistance during elections.

3. For Fiscal Year 2016, there will be a State Referendum and Municipal Election in November of 2015, a School Budget election and State Primary/Referendum Election in June of 2016.
4. The State provides us with 6 tabulating machines and in fiscal year 2015, we leased an additional machine to use as a spare. We found that the new machines are slower and there were complaints statewide about long lines at the polls. We had a one time opportunity to lease additional machines at a discounted price so we leased an additional five machines giving us a total of two machines per polling place and two for central processing (absentee ballots).

PROGRAM BUDGET - Totals						
Description		FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries		\$ 110,998	\$ 123,813	\$ 158,990	\$ 35,177	28.41%
Contracted Services		\$ 36,931	\$ 13,855	\$ 17,710	\$ 3,855	27.82%
Operations		\$ 28,857	\$ 26,925	\$ 24,596	\$ (2,329)	-8.65%
General Fund		\$ 176,786	\$ 164,593	\$ 201,296	\$ 36,703	22.30%
PROGRAM BUDGET - Elections						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	.65/1.00	\$ 31,436	\$ 31,438	\$ 45,555	\$ 14,117	44.90%
Contracted Services		\$ 4,023	\$ 2,755	\$ 7,110	\$ 4,355	158.08%
Operations		\$ 26,345	\$ 23,774	\$ 21,880	\$ (1,894)	-7.97%
General Fund		\$ 61,804	\$ 57,967	\$ 74,545	\$ 16,578	28.60%
PROGRAM BUDGET - Records Management						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	.75/1.20	\$ 36,300	\$ 36,589	\$ 52,944	\$ 16,355	44.70%
Contracted Services		\$ 15,931	\$ 10,500	\$ 10,000	\$ (500)	
Operations		\$ 2,057	\$ 2,250	\$ 2,035	\$ (215)	-9.56%
General Fund		\$ 54,288	\$ 49,339	\$ 64,979	\$ 15,640	31.70%
PROGRAM BUDGET - Licensing						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	.60/.8	\$ 26,259	\$ 26,317	\$ 32,145	\$ 5,828	22.15%
Contracted Services		\$ 981	\$ 600	\$ 600	\$ -	0.00%
Operations		\$ 355	\$ 801	\$ 581	\$ (220)	-27.47%
General Fund		\$ 27,595	\$ 27,718	\$ 33,326	\$ 5,608	20.23%
PROGRAM BUDGET - Information/Switchboard						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	1.00	\$ 17,003	\$ 29,469	\$ 28,346	\$ (1,123)	-3.81%
Contracted Services		\$ 15,996		\$ -	\$ -	
Operations		\$ 100	\$ 100	\$ 100	\$ -	0.00%
General Fund		\$ 33,099	\$ 29,569	\$ 28,446	\$ (1,123)	-3.80%

PERFORMANCE MEASURES			
GOALS	MEASURES	FY 2014	FY 2015
<ul style="list-style-type: none"> <li>Achieve and maintain certification and professional training and development</li> </ul>	<ol style="list-style-type: none"> <li>The target date for the Deputy City Clerk to achieve CCM (Certified Clerk of Maine) status is October of 2014.</li> <li>The target date for the City Clerk to achieve re-certification of her CCM status is October of 2018 (within 5 years after receiving CCM status) and to receive CMC (Certified Municipal Clerk) certification through the International Institute of Municipal Clerks by 2017.</li> <li>Complete the 3 year program at the New England Municipal Clerk's Institute and Academy</li> </ol>	<ol style="list-style-type: none"> <li>The City Clerk received CCM status in September of 2013.</li> <li>The City Clerk completed year 2 at NEMCI&amp;A in July of 2013</li> </ol>	<ol style="list-style-type: none"> <li>The Deputy Clerk received certification in October 2014.</li> <li>The City Clerk completed the 3 year program at NEMCI&amp;A in July of 2014</li> </ol>
<ul style="list-style-type: none"> <li>Enhance Communication and information sharing</li> </ul>	<ol style="list-style-type: none"> <li>Post City Council Agendas at least 2 business days prior to the meeting per Charter requirement</li> <li>Post City Council Meeting minutes to the website within 5 business days after they've been approved by Council</li> <li>Submit newly adopted and amended Ordinances to Municipal Code quarterly for update</li> </ol>		<ol style="list-style-type: none"> <li>100%</li> <li>66%</li> <li>100%</li> </ol>
<ul style="list-style-type: none"> <li>Business Licensing compliance</li> </ul>	<ol style="list-style-type: none"> <li>Send renewal notices to businesses 30 days prior to their expiration to reduce the number of expired licenses.</li> <li>Send notices and license all businesses that sell prepackaged foods per City Ordinance.</li> </ol>		<ol style="list-style-type: none"> <li>66% average</li> <li>Completed in July</li> </ol>
<ul style="list-style-type: none"> <li>Elections-meeting statutory obligations and deadlines</li> </ul>	<ol style="list-style-type: none"> <li>Record the attested copies of the election return with the Secretary of State within 3 business days after Election Day in accordance with State Statute.</li> <li>Remain compliant with Ballot Retention Schedule in accordance with State Statute. <ul style="list-style-type: none"> <li>Incoming Voter lists – 5 years</li> <li>Absentee materials (applications, used envelopes) – 2 years</li> <li>Ballots used for County, Municipal, Referenda, or Special Legislative Elections – 2 months</li> <li>Ballots for all other Elections – 22 months</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>100%</li> <li>100%</li> </ol>	<ol style="list-style-type: none"> <li>100%</li> <li>100%</li> </ol>

# CITY CLERK WORK PLAN

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## JANUARY

- Certification of petitions when applicable
- Send second notices to Taxi Cab companies and drivers who have not renewed their permits
- Begin budget preparation
- Board and Committee appointments

## FEBRUARY

- Attend biennial caucuses when scheduled (even numbered years)

## MARCH

- A biennial municipal caucus of any party must be held during the general election year before March 20<sup>th</sup>
- Absentee ballot applications shall be made available for June Elections
- Board and Committee appointments

## APRIL

- Banner season begins April 15
- Prepare and approve Municipal ballots for printing for the June School Budget or Municipal Elections when applicable
- Notify School Department of June Election and fill out appropriate building use forms
- Line up election workers for June Election

## MAY

- Election Clerks are appointed by the municipal officers of each municipality no later than May 1st of each general election year (even numbered years)
- Conduct absentee voting to all licensed nursing homes, licensed residential care facilities and certified assisted living housing units with 6 or more beds
- Absentee Ballots for June Election available (30-45 days before the election)

# CITY CLERK WORK PLAN

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- Accessible Voting Solutions (AVS) equipment testing for Election when applicable
- Link City ballot to State ballot on Accessible Voting Solutions (AVS) when applicable
- Conduct Election training
- Post notice of election at least 7 days before election

## JUNE

- School Budget Elections are to be held on the second Tuesday of June each year
- State Primary and Referendum Elections are held on the second Tuesday of June with the Primary Elections being held in even-numbered years
- Coin operated devices, and juke Box licenses expire June 30<sup>th</sup>- renewal letters sent

## JULY

- All Voter participation information has to be entered into the Central Voter Registration System no later than 20 business days after the Election (unless there is a recount)
- Make Municipal nomination papers available for the November election

## AUGUST

- Absentee ballot applications shall be made available for November Elections
- Deadline for nomination papers to be submitted to the City Clerk

## SEPTEMBER

- Auto graveyard/junkyard permits expire September 30. Renewal letters sent, Public Hearing and City Council approval required.
- Secretary of State Election Conferences held
- Prepare and approve Municipal Ballots for printing for the November Municipal Election (odd numbered years)
- Notify School Department of November Election and fill out appropriate building use forms

# CITY CLERK WORK PLAN

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- Line up election workers for November Election

## **OCTOBER**

- Maine Municipal Association Annual Convention held
- Absentee ballots available for November Elections (30-45 days before the election)
- Conduct absentee voting to all licensed nursing homes, licensed residential care facilities and certified assisted living housing units with 6 or more beds
- Link City ballot to State ballot on Accessible Voting Solutions (AVS) when applicable
- Accessible Voting Solutions (AVS) equipment testing for Election
- Conduct Election training
- Post notice of election at least 7 days before election
- Board and Committee appointments

## **NOVEMBER**

- Municipal Election (odd years)
- State of Maine General and Referendum Elections (held the first Tuesday after the first Monday in November with General Elections being held on even numbered years)
- Banner season ends November 15
- Enter voter participation history no later than 20 business days after the election unless there is a recount
- Within 10 business days after any statewide election, the registrar is responsible for making sure all voter registration changes and updates are made in the Central Voter Registration system and has to notify the Secretary of State as soon as these tasks are complete.
- Certification of petitions when applicable
- Inauguration of newly elected Municipal Officers either November or December

## **DECEMBER**

- All Voter participation information has to be entered into the Central Voter Registration System no later than 20 business days after the Election (unless there is a recount)

# CITY CLERK WORK PLAN

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- Taxi cab and drivers licenses expire December 31 – send renewal letters
- Certification of petitions when applicable
- The municipal officers of each municipality are required to appoint a Registrar of voters by January 1<sup>st</sup> of each odd numbered year (2 year term), pursuant to 21-A MRS section 101.2



# City of Auburn

## Master List

Fiscal Year 2016  
Proposed 3.23.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b>City Clerk</b>							
Regular Salaries	110,998	123,813	123,813	158,990	129,772	5,959	5%
Longevity Bonus	0	0	0	0	0	0	0%
Temporary Assistance	15,996	0	0	0	0	0	0%
OT- Regular	0	1,000	0	1,000	1,000	0	0%
Office Supplies	997	2,250	0	1,600	1,600	(650)	-29%
Other Sup - Voter	7,098	3,380	0	3,200	3,200	(180)	-5%
Repairs - Equipment	0	500	0	500	500	0	0%
Training & Tuition	1,480	1,375	0	1,535	1,535	160	12%
Advertising	1,471	1,200	0	1,200	1,200	0	0%
Professional Services	3,071	2,500	0	2,500	2,500	0	0%
Travel-Mileage	498	500	0	700	700	200	40%
Reports, Printing & Binding	0	0	0			0	0%
Dues & Subscriptions	429	586	0	581	556	(30)	-5%
Wardens & Ward Clerks	13,868	17,834	0	15,980	15,980	(1,854)	-10%
Voting Machines	3,532	2,155	0	6,510	6,510	4,355	202%
Voting Booths	4,989	0	0	0	0	0	0%
Record Restoration	12,360	7,500	7,500	7,000	0	(7,500)	-100%
<b>TOTAL</b>	<b>176,787</b>	<b>164,593</b>	<b>131,313</b>	<b>201,296</b>	<b>165,053</b>	<b>460</b>	<b>0.3%</b>



# City of Auburn

## City Clerk

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	123,813	158,990	129,772
OT - Regular	Total	1,000	1,000	1,000
Temporary Assistance	Total	-	-	-

### **Estimated Detail of Regular Salaries**

*Actual expenses may vary according to changing circumstances*

Regular Salaries	Pay	Hours/ Week	Dept. Request	Manager Proposed
City Clerk (non-union)	Salary	37.5	\$ 65,873	\$ 63,955
Licensing Specialist/Deputy City Clerk (union)	\$ 19.81	37.5	\$ 38,624	\$ 38,624
Switchboard/Information (union)		37.5	\$ 27,193	\$ 27,193
Office Assistant/Assistant Clerk (new position)(union)	\$ 14.00	37.5	\$ 27,300	\$ -
			<b>\$ 158,990</b>	<b>\$ 129,772</b>

### **Estimated Detail of OT - Regular**

*Actual expenses may vary according to changing circumstances*

OT - Regular	Dept. Request	Manager Proposed
	\$ 1,000	\$ 1,000
	<b>\$ 1,000</b>	<b>\$ 1,000</b>

### **Estimated Detail of Temporary Assistance**

*Actual expenses may vary according to changing circumstances*

Temporary Assistance	Dept. Request	Manager Proposed
Temporary Assistance Prior to Election Day	\$ -	\$ -
	<b>\$ -</b>	<b>\$ -</b>

### **Line Item Narrative**

**Regular Salaries:** Again, I am requesting an additional position for an Assistant City Clerk. This person would be fully cross trained with Tax Office and would also be utilized to assist that department in addition to the Switchboard and City Clerk duties. This position will also be instrumental with Voter Registration and Election duties in order to meet staffing needs. In the past, the Clerk's office was staffed with 4 positions (City Clerk, Deputy City Clerk, Deputy Registrar, and Switchboard Operator/Information Assistant). The Deputy Registrar position was eliminated over three years ago and the office has felt the strain of eliminating that position. Filling this position would decrease the need to bring in temporary assistance and would reduce the need for overtime hours during elections.

**OT-Regular:** This covers overtime paid to Deputy City Clerk when she works extended hours before and after major elections.



# City of Auburn

## City Clerk

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Council Adopted
Office Supplies	Total	2,250	1,600	1,600
Other Sup - Voter	Total	3,380	3,200	3,200
Repairs - Equipment	Total	500	500	500

### ***Estimated Detail of Office Supplies***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Office Supplies		
General office supplies	\$ 800	\$ 800
Voter cards, labels and certificates	\$ 800	\$ 800
	<b>\$ 1,600</b>	<b>\$ 1,600</b>

### ***Estimated Detail of Other Sup - Voter***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Other Sup - Voter		
Election supplies (miscellaneous)	\$ 500	\$ 500
Ballots	\$ 2,700	\$ 2,700
	<b>\$ 3,200</b>	<b>\$ 3,200</b>

### ***Estimated Detail of Repairs - Equipment***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Repairs - Equipment		
Office Equipment Repairs	\$ 500	\$ 500
	<b>\$ 500</b>	<b>\$ 500</b>

#### ***Line Item Narrative***

**Office Supplies:** This account includes the cost of supplies for Voter Registration, such as Voter Registration Cards, Confirmation Cards, and Dymo Labels.

**Other Supplies - Voter:** This includes the cost of printing ballots for the School Budget and Municipal elections.

**Repairs - Equipment:** This grouping of accounts also includes funding for unexpected equipment repairs.



# City of Auburn

## City Clerk

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Council Adopted
Training & Tuition	Total	1,375	1,535	1,535
Advertising	Total	1,200	1,200	1,200
Professional Services	Total	2,500	2,500	2,500
Travel-Mileage	Total	500	700	700

### *Estimated Detail of Training & Tuition*

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Training & Tuition		
Employee Training	\$ 1,535	\$ 1,535
	<b>\$ 1,535</b>	<b>\$ 1,535</b>

### *Estimated Detail of Advertising*

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Advertising		
Public Notice requirements	\$ 1,200	\$ 1,200
	<b>\$ 1,200</b>	<b>\$ 1,200</b>

### *Estimated Detail of Professional Services*

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Professional Services		
Codification	\$ 2,500	\$ 2,500
	<b>\$ 2,500</b>	<b>\$ 2,500</b>

### *Estimated Detail of Travel-Mileage*

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Travel-Mileage		
Employee Mileage Reimbursement	\$ 700	\$ 700
	<b>\$ 700</b>	<b>\$ 700</b>

### **Line Item Narrative**

**Training & Tuition:** This account funds staff training offered through the Maine Town and City Clerk Association (MTCCA) and the New England City and Town Clerks Association. The laws are continually changing, so it is important for staff to be informed and up to date on those changes. The training is also necessary to receive and maintain certification status.

**Advertising:** This account includes the cost of publishing public notices as required by State Statute, City Ordinance and/or City Charter.

**Professional Services:** This account is for the hosting of the code on web and updates to the codification.

**Travel-Mileage:** Reimbursement to employees that use personal vehicles for City business. This also includes lodging costs for costs for the Secretary of State's Conference and the New England Association of City and Town Clerk's Conference.



# City of Auburn

## City Clerk

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Council Adopted
Dues & Subscriptions	Total	586	581	556
Wardens & Ward Clerks	Total	17,834	15,980	15,980

***Estimated Detail of Dues & Subscriptions***

*Actual expenses may vary according to changing circumstances*

Dues & Subscriptions		Dept. Request	Manager Proposed
Lewiston Sun-Journal		\$ 251	\$ 251
Maine Town and City Clerk's Association	(3 staff members)	\$ 75	\$ 50
Androscoggin County Clerks Association	(Clerk and Deputy Clerk)	\$ 20	\$ 20
New England Clerk's Association	(Clerk and Deputy Clerk)	\$ 40	\$ 40
International Institute of Municipal Clerk's	(Clerk only)	\$ 195	\$ 195
		<b>\$ 581</b>	<b>\$ 556</b>

***Estimated Detail of Wardens & Ward Clerks***

*Actual expenses may vary according to changing circumstances*

Wardens & Ward Clerks	Hourly	Dept. Request	Manager Proposed
<u>November 2015 Municipal and State Referendum Election</u>			
Wardens and Ward Clerks - 5 polling places	\$ 8.00	\$ 1,750	\$ 1,750
Election Clerks	\$ 7.75	\$ 3,300	\$ 3,300
Deputy Registrars	\$ 7.75	\$ 440	\$ 440
<u>2016 State Primary and School Budget Referendum</u>			
Wardens and Ward Clerks - 5 polling place	\$ 8.00	\$ 1,750	\$ 1,750
Election Clerks	\$ 7.75	\$ 3,300	\$ 3,300
Deputy Registrars	\$ 7.75	\$ 440	\$ 440
Temporary Assistance - Absentee Voting, Nursing Homes, Registrations and testing election equipment		\$ 5,000	\$ 5,000
		<b>\$ 15,980</b>	<b>\$ 15,980</b>

***Line Item Narrative***

**Dues & Subscriptions:** See Above. The cost of the IIMC membership has increased and the Deputy City Clerk is now a member of the NEACTC.

**Wardens & Warden Clerks:** This line item funds the cost of election clerks on election day and training prior to the election. Temporary Assistance with absentee voting, nursing homes, and registrations would be reduced or eliminated with the additional position I am requesting.



# City of Auburn

## City Clerk

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Council Adopted
Voting Machines	Total	2,155	6,510	6,510
Voting Booths	Total	-	-	-
Record Restoration	Total	7,500	7,000	-

***Estimated Detail of Voting Machines***

*Actual expenses may vary according to changing circumstances*

Voting Machines	Dept. Request	Manager Proposed
Software Programming for Voting Equipment	\$ 2,820	\$ 2,820
Lease voting equipment (6 machine)	\$ 3,690	\$ 3,690
	<b>\$ 6,510</b>	<b>\$ 6,510</b>

***Estimated Detail of Voting Booths***

*Actual expenses may vary according to changing circumstances*

Voting Booths	Dept. Request	Council Adopted
Voting Booths	\$ -	-
	<b>\$ -</b>	<b>\$ -</b>

***Estimated Detail of Record Restoration***

*Actual expenses may vary according to changing circumstances*

Record Restoration	Dept. Request	Manager Proposed
Record Restoration	\$ 7,000	\$ -
	<b>\$ 7,000</b>	<b>\$ -</b>

***Line Item Narrative***

**Voting Machines:** FY 2016 Elections - November 2015 Municipal and State Referendum Election and June 2016 State Primary and School Budget Validation Referendum Election. The State has provided us with 6 tabulating machines and we've leased 6 additional machines (2 per polling place including Central Processing of Absentee Ballots). The biennial maintenance fee is included in the lease, however programming is \$370.00 per tabulating machine, per election, with a cap of \$1,350 (plus \$60 in shipping and handling costs for the memory sticks) per jurisdiction, per election



# City of Auburn

## Master List

**Fiscal Year 2016**  
**Proposed 3.23.2015**

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b><i>City Manager</i></b>							
Regular Salaries	227,953	230,135	208,555	236,000	236,000	5,865	2.5%
PS - General	1,241	700	2,500	700	700	0	0.0%
Office Supplies	1,140	700	1,200	700	700	0	0%
Veterans Markers & Flags	0	10,000	10,000	0	0	(10,000)	
Comm - Telephone	1,680	1,680	1,680	1,680	1,680	0	0%
Special Events	7,869	22,000	20,000	22,000	22,000	0	0%
Training & Tuition	7,530	7,975	1,500	1,500	1,500	(6,475)	-81%
Travel-Mileage	1,957	5,600	3,478	5,600	5,600	0	0%
Dues & Subscriptions	3,147	1,960	2,400	1,160	1,160	(800)	-41%
<b>TOTAL</b>	<b>252,517</b>	<b>280,750</b>	<b>251,313</b>	<b>269,340</b>	<b>269,340</b>	<b>(11,410)</b>	<b>-4.1%</b>



# City of Auburn

## City Manager

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	235,783	236,000	236,000
PS - General	Total	450	700	700
Office Supplies	Total	700	700	700

### ***Estimated Detail of Regular Salaries***

*Actual expenses may vary according to changing circumstances*

Regular Salaries	Dept. Request	Manager Proposed
City Manager (non-union)	\$ 99,000	\$ 99,000
Assistant City Manager (non-union)	\$ 87,000	\$ 87,000
Executive Assistant (non-union)	\$ 50,000	\$ 50,000
	<b>\$ 236,000</b>	<b>\$ 236,000</b>

### ***Estimated Detail of PS - General***

*Actual expenses may vary according to changing circumstances*

PS - General	Dept. Request	Manager Proposed
Purchased Services	\$ 700	\$ 700
	<b>\$ 700</b>	<b>\$ 700</b>

### ***Estimated Detail of Office Supplies***

*Actual expenses may vary according to changing circumstances*

Office Supplies	Dept. Request	Manager Proposed
General Office Supplies	\$ 700	\$ 700
	<b>\$ 700</b>	<b>\$ 700</b>

### ***Line Item Narrative***

**Regular Wages:** This line item funds all full time staff.

**Purchased Services- General:** This line item includes printing, business lunches, training, etc.

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



# City of Auburn

## City Manager

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Comm - Telephone	Total	1,974	1,680	1,680
Special Events	Total	22,000	22,000	22,000
Veterans Markers & Flags	Total	10,000	-	-

***Estimated Detail of Comm - Telephone***

*Actual expenses may vary according to changing circumstances*

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

***Estimated Detail of Special Events***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Special Events		
Special Events	\$ 22,000	\$ 22,000
	<b>\$ 22,000</b>	<b>\$ 22,000</b>

***Estimated Detail of Veterans Markers & Flags***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Council Adopted
Veterans Markers & Flags		
Veterans Markers & Flags	\$ -	\$ -
	<b>\$ -</b>	<b>\$ -</b>

***Line Item Narrative***

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

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



# City of Auburn

## City Manager

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Training & Tuition	Total	7,975	1,500	1,500
Travel-Mileage	Total	5,600	5,600	5,600

***Estimated Detail of Training & Tuition***

*Actual expenses may vary according to changing circumstances*

Training & Tuition	Dept. Request	Manager Proposed
ABA Monthly Meetings	\$ 200	\$ 200
Chamber Awards Dinner	\$ 100	\$ 100
Chamber Breakfast		
ICMA Conference		
National League of Cities		
LAEGC Awards Dinner - Staff Table & Awards Winners Table		
MMA Convention	\$ 200	\$ 200
MTCMA Conference	\$ 500	\$ 500
Other Events	\$ 500	\$ 500
	<b>\$ 1,500</b>	<b>\$ 1,500</b>

***Estimated Detail of Travel-Mileage***

*Actual expenses may vary according to changing circumstances*

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

***Line Item Narrative***

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

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



# City of Auburn

## City Manager

**Fiscal Year 2016**  
**Proposed 3.30.2015**

Line Items	Last Year	Dept. Request	Manager Proposed
<b>Dues &amp; Subscriptions</b>	<b>Total</b>	<b>2,200</b>	<b>1,160</b>

***Estimated Detail of Dues & Subscriptions***

*Actual expenses may vary according to changing circumstances*

Dues & Subscriptions	Dept. Request	Manager Proposed
Auburn Business Association (ABA)	\$ 60	\$ 60
ICMA Dues	\$ 800	\$ 800
Maine Biz	\$ 300	\$ 300
MTCMA Dues	\$ 1,160	\$ 1,160

***Line Item Narrative***

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

# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Economic Development Department

Economic Development Department Program Budget FY16

### DESCRIPTION

***The Department of Economic Development is responsible for the coordination, direction and leadership of all economic development activities in the City. The Economic Development staff works closely with the City Manager, Elected Officials, State and Federal Agencies, non-profit organizations such as AVCOG, LAEGC, Auburn Business Development Corporation (ABDC), Chamber of Commerce, business partners both current and prospective as well Auburn citizens in the promotion and recruitment of Auburn businesses that grow our tax base as well as give our residents employment opportunities with some of the most prestigious businesses in America. The Department oversees the development of our industrial parks, Tax Increment Financing (TIF) Districts, downtown business sector and all other economic development activity within Auburn.***

### MISSION

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

### VISION

***The many restored mill buildings in the downtown, and the potential for business park-type growth around the city's outskirts, make Auburn a tantalizing target for all types of businesses – from independent start-ups to large corporations. Auburn is part of one of the most desirable regions in New England – the Cities of the Androscoggin – yet Auburn is still the affordable City. Whether you are starting, relocating, or expanding a business in Auburn, you'll find the price is right for your enterprise – and for the families you employ.***

***Auburn offers opportunities for all types of businesses. Prime downtown, and even waterfront, locations are still available, and perfect for retail, office space, and service enterprises.***

***Several industrial and business parks lie just outside the downtown. Opportunities here range from manufacturing and industry, to warehousing, shipping, service industries, office space, retail, and more. All offer major highway access and many have rail access.***

***Auburn is within easy reach of our airport that is a designated Foreign Trade Zone location. From Auburn, you can do business with the enterprise next door, nationwide, or around the world.***

***Auburn's workforce is highly educated, skilled, and committed. In fact, Auburn has one of the premiere educational systems in the state. Our mill heritage has imbued us with a strong work ethic, and the innovation and drive to continually reinvent ourselves and move forward. When the mills declined, Auburn could have become another sad story of faded glory. But that was not the case. The people of Auburn sought new enterprises, new ways to make the mills flourish, and an identity far beyond being just a "mill town." The result has been a city reborn. Our downtown is gaining attention and unheralded momentum. Our waterfront is alive with commerce, with recreation, with families enjoying parkland. Auburn is strong, growing, with a future of unlimited potential.***

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

## PROGRAMS

**1. Administration:** Oversight and management of all economic development operations to ensure compliance with all local, state and federal guidelines, Staffing is at an appropriate level that delivers services in accordance with expectations, goals are achievable yet at the same time allows for the creation of opportunities, insures that objectives and strategies are in coordination with City initiatives and with other municipal departments work programs.

**This program accounts for 2.24% of the total Economic Development Department Budget and 11.4% of staff resources.**

Department Budget/Finances: Annual, special project and CIP budgeting.

Personnel: Advocating for staff to be adequately supplied with resources to complete their jobs. Evaluate staff performance.

Performance: Monitoring workload and quality to identify ways to do more with no additional resources.

Management Activities: Participate in administrative meetings and assist the City Manager's office.

Customer service: Make sure all contacts are positive experience for the customer.

**2. Downtown Development & Redevelopment:** It is proposed to administer the Downtown Auburn Development & Redevelopment Program for FY 16 through a "Geo-Spatial Sector-based" strategic and tactical approach. This approach will identify, delineate, rank, and target Downtown Auburn & New Auburn streets, corridors, neighborhoods and districts for concentrated program activities. A vigorous, cross-departmental "geo-spatial sector" revitalization team will direct all possible expertise, knowledge, resources and support to the downtown sectors.

**This program accounts for 13.27% of the total Economic Development Department Budget and 61% of staff resources.**

Inventory, Mapping & Modeling: Produce and maintain a comprehensive inventory of all private and publicly owned properties in the downtown.

Private/Public Property Coordination & Communication: Meet with all private property owners in each downtown geo-spatial sector. Encourage and help to organize "happenings, gatherings and informational sessions.

Application of Complete Streets Design Standards: On street parking, bicycle lanes, pedestrian movements and traffic regulation enforcement are examples of issues to be addressed.

Form-Based Code: Downtown Auburn/New Auburn is proposed to have new land use regulations. Staff will assist the Planning Department to promulgate and administer the new code.

Special Events: It is proposed to initiate a new "Arts and Humanities Festival". This would be undertaken with the assistance of L/A Arts and the coordinated with our sister City Lewiston.

**3. Industrial Development:** Working in partnership with the Auburn Business Development Corporation (ABDC) this department is responsible for oversight in the physical construction of the public infrastructure to create a new industrial park (a.k.a. Auburn Enterprise Center). Additionally, environmental compliance with permit stipulations is a significant part of this project. Contracted services will continue through FY 16. This department will continue to market both public and private options to investors.

**This program accounts for 6.13% of the total Economic Development Department Budget and 31.4% of staff resources.**

Auburn Enterprise Center: Complete the construction of Auburn's newest industrial park.

Marketing: Together with the ABDC real estate development committee market the new lots.

Inventory: Maintain an accurate inventory of public and private parcels suitable for development.

**4. Mall Area:** Working in partnership with property owners this department continues to concentrate on attracting additional investment to the mall area. Continued development will necessitate the implementation of programmed Phase 2 public improvements.

**This program accounts for 3.07% of the total Economic Development Department Budget and 16% of staff resources.**

Marketing: Together with private property owners market development opportunities.

Public Improvements: Monitor development to ensure the proper timing for phase 2 public improvements.

**5. Redevelopment Projects along Entrance Corridors:** The area that has been identified for a concentrated redevelopment effort is along both sides of Minot Avenue, between Court Street and Elm Street. One project is currently underway, a second about be initiated and the repurposing of the most significant vacant building will be a focus for FY16. To realize this redevelopment it will be necessary to invest in additional public infrastructure (street extension, underground utilities, decorative lighting and the provision of parking).

**This program accounts for 6.13% of the total Economic Development Department Budget and 31.4% of staff resources.**

Marketing: Together with private property owners market development opportunities.

Public Improvements: Coordinate public improvements with redevelopment projects.

Financing: Identify financing opportunities for redevelopment in this area.

**6. Marketing & Operations:** The economic development program is accomplished by leveraging Auburn staff resources with partnership organizations. Through these relationships we coordinate marketing efforts with our economic development partners, assist businesses with site location, financing etc., conduct recruitment efforts and work to support and retain existing businesses. The business visitation and special event programs are included here. The budget request of \$25,000 is to engage a marketing consultant to produce a marketing program for the City of Auburn and implement recommendation both for printed materials and web site inputs.

**This program accounts for 17% of the total Economic Development Department Budget and 48.8% of staff resources.**

Operational Support: Items such as office supplies, mileage and telephone are included here.

Marketing activities at trade shows and participation in monthly and annual event sponsored by partnership agencies are also covered under this budget.

Business Assistance: This represents the center of all core activities for this department.

**7. Memberships:** This includes organizations such as AVCOG, LAEGC, Chamber of Commerce, Auburn Business Association, Economic Development Council of Maine, Maine Real Estate & Development Association and Maine Biz. Each of these organizations is part of the network providing resources, information and development opportunities to our community.

**This program accounts for 52.16% of the total Economic Development Department budget.**

## PROGRAM BUDGET

<b>PROGRAM</b>	<b>FTE</b>	<b>FY 2016Proposed</b>	<b>FY 2016Adopted</b>
<b>Administration</b> <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	.114	\$8086.00 0.00 0.00 <u>-8086.00</u> \$0.00	
<b>Downtown Development</b> <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	.61	\$42,923.00 5,000.00 0.00 <u>-47,923.00</u> \$0.00	
<b>Industrial Development</b> <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	.314	\$22,155.00 0.00 0.00 <u>-22,115.00</u> \$0.00	
<b>Mall Area Development</b> <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	.16	\$11,077.00 0.00 0.00 <u>-11,077.00</u> \$0.00	
<b>Minot Avenue Corridor</b> <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	.314	\$22,155.00 0.00 0.00 <u>-22,115.00</u> \$0.00	
<b>Marketing &amp;Operations</b> <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	.488	\$34,284.00 27,055.00 0.00 <u>-61,339.00</u> \$0.00	
<b>Memberships</b> <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>		\$0.00 0.00 \$188,345.00 <u>-188,345.00</u> \$0.00	
<b><u>TOTAL</u></b>	<b>2</b>	<b>\$361,080</b>	

## GOALS & WORK PLAN

1. Complete the construction of the new "Auburn Enterprise Center" industrial park.
2. Complete the full wetland mitigation program required by the environmental permitting agencies for the "Auburn Enterprise Center".
3. Complete the adoption of the new "downtown form-based code" and assist the City Planner in the administration of this code.
4. Initiate a new special event which could be titled "The Arts and Humanities Festival".
5. Assist in the implementation of the development recommendations contained in Auburn's comprehensive plan.
6. Continued to market Auburn's unique assets as a tourist destination and a place for investment.
7. Initiate a systematic business visitation program.
8. Provide Professional leadership and integrity in the operational and administrative functions of the Economic Development Department; so as to instill confidence within the community.
9. Develop complete, unbiased and timely information for the City Council to allow informed decisions in a transparent environment.
10. Continue to assist our existing businesses so they can grow and prosper.
11. Spearhead efforts to develop our downtown through citizen input and engagement.
12. Continue to work with our sister City Lewiston in creating a superior infrastructure to move goods and services throughout North America and beyond.

## PERFORMANCE MEASURES AND WORKLOAD INDICATORS

PERFORMANCE MEASURES				
MEASURE	Goal FY 2016	Actual YTD FY 2016	Goal FY 2017	Actual FY 2017
1. Track # of prospective client contacts				
2. # of, City Wide, Business Visitations & follow-ups	24			
3. Property inventory of Downtown Geo-Spatial sectors and meet property owners	2 Sectors			
4. Design/redesign Informational materials for prospective clients (printed & Auburn Web site)	Complete			
5. Attend DOL job fairs to interview recruiters of growing businesses & follow-ups	12			
6. Hold quarterly small business informational sessions	4			
7. Construction of Auburn Enterprise Center	Complete			
8. Environmental Permit Conditions for the Auburn Enterprise Center	Complete			
9. Formed Based Code for Auburn Downtown	Present to Planning Board and City Council			



# City of Auburn

## Master List

Fiscal Year 2016  
Proposed 3.23.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b><i>Economic Development</i></b>							
Regular Salaries	142,434	139,705	143,000	140,680	140,680	975	0.7%
PS - General	5,494	30,050	4,250	30,000	30,000	(50)	-0.2%
Office Supplies	328	100	90	100	100	0	0%
Comm - Telephone	553	360	360	720	720	360	100%
Training & Tuition	70	1,040	1,600	1,135	1,135	95	9%
Travel-Mileage	66	100	50	100	100	0	0%
Dues & Subscriptions	171,933	188,145	172,353	188,345	188,345	200	0%
<b>TOTAL</b>	<b>320,878</b>	<b>359,500</b>	<b>321,703</b>	<b>361,080</b>	<b>361,080</b>	<b>1,580</b>	<b>0.4%</b>



# City of Auburn

## Economic Dev

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	139,705	140,680	140,680
PS - General	Total	30,050	30,000	30,000
Office Supplies	Total	100	100	100

### **Estimated Detail of Regular Salaries**

*Actual expenses may vary according to changing circumstances*

		Dept. Request	Manager Proposed
Regular Salaries			
Economic Development Specialist (non-union)		\$ 59,816	\$ 59,816
Administrative Assistant (see Finance)(union)		\$ -	
Director of Economic Development (non-union)		\$ 80,864	\$ 80,864
		<b>\$ 140,680</b>	<b>\$ 140,680</b>
	TIF Offset	100%	\$ 140,680
	<b>Net Cost</b>		<b>\$ -</b>

**Note:** The wages of the Director of Economic Development the ED assistant and admin asst are paid for 100% by TIF Revenues.

### **Estimated Detail of PS - General**

*Actual expenses may vary according to changing circumstances*

		Dept. Request	Manager Proposed
PS - General			
Purchased Services		\$ 30,000	\$ 30,000
		<b>\$ 30,000</b>	<b>\$ 30,000</b>
	TIF Offset	100%	\$ 30,000
	<b>Net Cost</b>		<b>\$ -</b>

### **Estimated Detail of Office Supplies**

*Actual expenses may vary according to changing circumstances*

		Dept. Request	Manager Proposed
Office Supplies			
General Office Supplies		\$ 100	\$ 100
		<b>\$ 100</b>	<b>\$ 100</b>
	TIF Offset	100%	\$ 100
	<b>Net Cost</b>		<b>\$ -</b>

#### **Line Item Narrative**

**Regular Wages:**

**Purchased Services- General:** This is a miscellaneous line item including printing, business lunches, training, and marketing etc.

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



# City of Auburn

## Economic Dev

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Comm - Telephone	Total	360	720	720
Training & Tuition	Total	1,040	1,135	1,135

**Estimated Detail of Comm - Telephone**

*Actual expenses may vary according to changing circumstances*

Comm - Telephone	Cost / Month	Dept. Request	Manager Proposed
Economic Development Director	\$ 30.00	\$ 720	\$ 720
		<b>\$ 720</b>	<b>\$ 720</b>
TIF Offset		100%	\$ 720
Net Cost			<b>\$ -</b>

**Estimated Detail of Training & Tuition**

*Actual expenses may vary according to changing circumstances*

Training & Tuition	Dept. Request	Manager Proposed
NE Chapter Congress for New Urbanism	\$ 95	\$ 95
Chamber Awards Dinner	\$ 50	\$ 50
Chamber Breakfast	\$ 100	\$ 100
EDCM Quarterly Meetings	\$ 240	\$ 240
LAEGC Awards Dinner	\$ -	\$ -
LAEGC B to B Trade Show	\$ -	\$ -
MEREDA Trade Show & Seminars	\$ 650	\$ 650
	<b>\$ 1,135</b>	<b>\$ 1,135</b>
	100%	\$ 1,135
		<b>\$ -</b>

**Line Item Narrative**

**Communications:** Cell phone usage .

**Training & Tuition:** This account funds the training needs for the Economic Development staff.



# City of Auburn

## Economic Dev

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Travel-Mileage	Total	100	100	100
Dues & Subscriptions	Total	188,145	188,345	188,345

**Estimated Detail of Travel-Mileage**

*Actual expenses may vary according to changing circumstances*

Travel-Mileage		Dept. Request	Manager Proposed
Miscellaneous Department Mileage		\$ 100	\$ 100
		<b>\$ 100</b>	<b>\$ 100</b>
	TIF Offset	100%	\$ 100
	<b>Net Cost</b>		<b>\$ -</b>

**Estimated Detail of Dues & Subscriptions**

*Actual expenses may vary according to changing circumstances*

Dues & Subscriptions		Dept. Request	Manager Proposed
Auburn Business Association (ABA)		\$ 60	\$ 60
AVCOG		\$ 26,000	\$ 26,000
L/A Chamber of Commerce		\$ 1,200	\$ 1,200
Lewiston Auburn Economic Growth Council (LAEGC)		\$ 160,610	\$ 160,610
Economic Development Council of Maine (EDCM)		\$ 100	\$ 100
Maine Biz		\$ 100	\$ 100
Maine Real Estate & Development Association (MEREDA)		\$ 275	\$ 275
		<b>\$ 188,345</b>	<b>\$ 188,345</b>
	TIF Offset	100%	\$ 188,345
	<b>Net Cost</b>		<b>\$ -</b>

**Line Item Narrative**

**Travel-Mileage:** Miscellaneous department mileage.

**Dues & Subscriptions:** This account funds the dues for the Economic Development Director and various memberships as well as LAECG .

# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Financial Services Department

Financial Services Department Program Budget FY16

### MISSION STATEMENT

The Financial Services Department is "Committed to supporting internal and external customers with timely and accurate information, and the safekeeping of the City's assets."

### DESCRIPTION

The financial services department is responsible for the assessment, billing and collection of all property tax revenue, motor vehicle registrations, hunting, fishing and dog licenses, all accounting functions of the City including payroll, accounts payable, purchasing, accounts receivable and facilities management. We have a staff of 11 full time employees.

### PROGRAMS

#### **Administration**

The administration program consists of 1.6 full time equivalent employees and is responsible for overseeing all divisions of the department, preparing the monthly and annual financial reports, working with the City Manager on budget development and the capital improvement program, creating and maintaining financial policies, purchasing and the annual audit.

#### **Accounting Services**

The accounting services program consists of 2 full time equivalent employees and is responsible for the processing of the weekly payroll and all related federal and state reporting, the weekly accounts payable processing, billing and accounts receivable, and all bank reconciliations.

#### **Tax Collection**

The tax collection program consists of 3.7 full time equivalent employees and is responsible for all property billing, collection, liens, dog licensing, motor vehicle, boat, snowmobile and ATV registrations, the daily bank deposits, hunting and fishing licenses and assisting the City Clerk's Office and assisting the Assessing staff when needed. These employees are the ones that interact with our citizens on a daily basis.

#### **Assessing**

The Assessing Department is responsible for the analysis of title, valuation of all taxable real estate, exempt real estate and personal property in the city. The result is an equitable assessment of real and personal property and a fair distribution of taxes.

The information processed by the Assessing Department is the basis for the creation of the city's valuation and tax commitment from which revenue is raised to assist in running the city.

## **Facilities**

The facilities program consists of .7 full time equivalent employees and is responsible for the management of all City buildings, the development and implementation of a facilities master plan and the oversight of the maintenance staff.

### **GOALS AND OBJECTIVES**

#### **Goal**

Guarantee that all City Charter requirements that relate to the Finance Department are met.

#### *Objectives:*

- Review the Charter and develop a checklist of all related requirements.
- Over the next 2 years develop procedures to implement these requirements.

#### **Goal**

Review all of the City's Insurance Policies.

#### *Objectives:*

- Determine that the City has proper and accurate insurance coverage.
- Prepare bid specifications and put out to bid the City's property and casualty insurance to determine the best coverage for the best cost.

#### **Goal**

Prepare bid specifications for banking services.

#### *Objectives:*

- Put banking services out to bid to insure that the City is receiving the best service for the most economical cost.

#### **Goal**

Facility wide efficiency improvements through process and technology, to help reduce operating expenses.

#### *Objectives:*

- Centralize all budget expenditures and CIP requests into one facilities budget.
- A centralized approach to decision making places the strategic direction for the facilities at a single point, promotes uniform policies and procedures, improves accountability and avoids duplication.

#### **Goal**

To fairly and equitably value all taxable property within the municipality and to deliver the commitment of taxes in a timely manner that coincides with the adoption of the city budget.

### **BUDGET DRIVERS**

- Regular Salaries increases due to Union Contract increases and merit increases.
- PS-General decrease due to a reduction in contracted services for the Assessing division.

PROGRAM BUDGET - Administration						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	1.6	\$ 114,726	\$ 114,120	\$ 116,982	\$ 2,862	2.51%
Contracted Services		\$ 505	\$ 505	\$ 505	\$ -	0.00%
Operations			\$ 2,500	\$ 2,060	\$ (440)	-17.60%
General Fund		\$ 115,231	\$ 117,125	\$ 119,547	\$ 2,422	2.07%
PROGRAM BUDGET - Accounting						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	2	\$ 93,740	\$ 105,419	\$ 105,130	\$ (289)	-0.27%
Contracted Services			\$ -	\$ -	\$ -	
Operations			\$ 2,160	\$ 2,710	\$ 550	25.46%
General Fund		\$ 93,740	\$ 107,579	\$ 107,840	\$ 261	0.24%
PROGRAM BUDGET - Tax						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	3.7	\$ 134,639	\$ 137,254	\$ 148,368	\$ 11,114	8.10%
Contracted Services		\$ 23,203	\$ 23,015	\$ 23,015	\$ -	0.00%
Operations			\$ 3,545	\$ 3,590	\$ 45	1.27%
General Fund		\$ 157,842	\$ 163,814	\$ 174,973	\$ 11,159	6.81%
PROGRAM BUDGET - Facilities						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	.7	\$ 40,025	\$ 38,797	\$ 42,700	\$ 3,903	10.06%
Contracted Services			\$ -	\$ -	\$ -	
Operations			\$ 500	\$ 250	\$ (250)	-50.00%
General Fund		\$ 40,025	\$ 39,297	\$ 42,950	\$ 3,653	9.30%
PROGRAM BUDGET - Assessing						
Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/ Decrease	% Change
Salaries	3	\$ 163,367	\$ 158,830	\$ 167,700	\$ 8,870	5.58%
Contracted Services		\$ 5,000	\$ 8,000	\$ 3,000	\$ (5,000)	
Operations		\$ 7,389	\$ 10,490	\$ 5,695	\$ (4,795)	-45.71%
General Fund		\$ 175,756	\$ 177,320	\$ 176,395	\$ (925)	-0.52%

<b>PERFORMANCE MEASURES</b>			
<b>MEASURE</b>	<b>GOALS</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>CAFR</b>	Receive Certificate of Excellence in Financial Reporting	Yes	Not available
<b>MANGEMENT LETTER</b>	Receive no more than 5 management letter comments per year.	Total 7, 3 City, 4 School	Total 6, 3 City, 3 School
<b>ACCOUNTS PAYABLE</b>	Pay all invoices in 30 days	Not available	Not available
<b>PROPERTY TAXES</b>	95% paid after 30 day notice is sent out	97.4%	Not available
<b>BIDS &amp; RFPS</b>	All posted to web site	Yes	Yes

# Annual Work Plan

## **January**

- Prepare Employee W-2s
- Reconcile quarterly 941 Payroll Withholding reports with W-2s
- Prepare Vendor 1099s
- Prepare Budget and CIP worksheets for departments
- Send past due reminders to dog owners that have not licensed their dogs
- Develop departmental budgets

## **February**

- Work with City Manager on Departmental Budgets and Capital Improvements
- Hazardous tank materials report to Maine Emergency Management Agency
- Quarterly sprinkler system testing

## **March**

- Work with City Manager to finalize the proposed budget and CIP.
- The 2<sup>nd</sup> half of real estate taxes are due on the 15<sup>th</sup>.
- Calculate and send Tax Sharing Payment to Lewiston
- Quarterly elevator inspection

## **April**

- Prepare TIF Payments for Credit Enhancement TIFs
- Send Courtesy Notices to taxpayers who have not paid their taxes (both personal property and real estate)
- Meet with council to review manager's proposed budget and CIP
- Boiler inspection with insurance carrier

## **May**

- Auditors come in and do preliminary audit work
- Send 30 day demand notice for outstanding real estate taxes
- Begin preparing schedules for audit
- Meet with council to continue review of proposed budget
- Quarterly sprinkler system testing
- Fire extinguisher testing and inspection

## **June**

- Update Fixed Asset changes for the year
- Continue preparing audit schedules
- File Tax Liens
- Input new budget in MUNIS
- Prepare Bond Order for CIP and post Public Hearing Notice
- Contact Bond Council and Financial Advisor and begin work on Bond Documents
- Quarterly elevator inspection

## **July**

- Begin year end process. Prepare Journal Entries, Reconcile Accounts, compile documents for Audit Work Papers.
- Receive Tax Commitment from Assessor and prepare tax bills for processing and mailing.
- Send Lien Notices to Mortgage Companies

## **August**

- Continue on finalizing year end and Audit Work Papers
- Provide tax information to Mortgage Holders as requested
- Quarterly sprinkler system testing

## **September**

- Auditors are here for three weeks to perform field work
- The first half of real estate taxes and all of the personal property taxes are due
- Work with Bond Council and Financial Advisor to finalize Bonding
- Work on Comprehensive Annual Financial Report
- Bid copy paper
- Quarterly elevator inspection

## **October**

- Finalize Comprehensive Annual Financial Report and prepare documentation to submit to Government Finance Officers Association (GFOA) for review.
- Sent out foreclosure notices on tax liens that will mature in December
- Annual testing of alarm system (elevators)
- Annual fire alarm testing, Auburn Hall and Parking Garage

## **November**

- Auditor's Presentation to Council

## **December**

- Begin work on next year's budget
- Develop Capital Improvement Plan

## **Daily Tasks**

- Prepare bank deposits
- Wait on customers

## **Weekly Tasks**

- Prepare payroll
- Prepare accounts payable

## **Monthly Tasks**

- Prepare Bank Reconciliations
- Reconcile Taxes Receivable
- Prepare Monthly Financial Reports
- Reconcile City and School Financials



# City of Auburn

## Master List

Fiscal Year 2016  
Proposed 3.23.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b><i>Financial Services</i></b>							
Regular Salaries	541,715	554,420	571,638	580,880	580,880	26,460	5%
Longevity Bonus	-	-	-	-	-	0	
PS - General	28,708	31,520	26,600	26,520	25,120	(6,400)	-20%
Reports, Printing, & Binding	1,558	2,300	1,800	1,800	1,800	(500)	-22%
Office Supplies	3,439	4,900	5,000	4,550	4,550	(350)	-7%
Training & Tuition	1,158	3,410	2,300	3,130	3,130	(280)	-8%
Dues & Subscriptions	2,216	3,035	1,800	1,775	1,325	(1,710)	-56%
PS - Recording Fee	916	1,500	1,000	1,000	1,000	(500)	-33%
MV Sup - Gas & Oil	383	400	350	400	400	0	
Comm-Telephone	1,138	1,200	200	200	200	(1,000)	
Advertising	271	500	299	300	300	(200)	
Travel-Mileage	408	950	500	750	750	(200)	-21%
Travel-Seminar Costs	439	-	-	-	-	0	0%
Repairs - Vehicles	245	1,000	350	400	400	(600)	
<b>TOTAL</b>	<b>582,594</b>	<b>605,135</b>	<b>611,837</b>	<b>621,705</b>	<b>619,855</b>	<b>14,720</b>	<b>2.4%</b>



# City of Auburn

## Financial Services

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	554,420	580,880	580,880
PS - General	Total	31,520	26,520	25,120

### ***Estimated Detail of Regular Salaries***

*Actual expenses may vary according to changing circumstances*

Regular Salaries	Dept. Request	Manager Proposed
Finance Director (non-union)	\$ 83,232	\$ 83,232
Accounting Assistant (union)	\$ 58,486	\$ 58,486
Accounting Assistant (union)	\$ 46,644	\$ 46,644
Facilities Mgr/Purchasing (non-union)	\$ 61,000	\$ 61,000
Assessor (non-union)	\$ 78,000	\$ 78,000
Appraiser (union)	\$ 59,500	\$ 59,500
Admin Asst (union)	\$ 30,200	\$ 30,200
Tax Clerk (union)	\$ 41,844	\$ 41,844
Tax Clerk (union)	\$ 31,590	\$ 31,590
Tax Clerk (union)	\$ 38,884	\$ 38,884
Tax Collector (non-union)	\$ 51,500	\$ 51,500
	<b>\$ 580,880</b>	<b>\$ 580,880</b>

### ***Estimated Detail of PS - General***

*Actual expenses may vary according to changing circumstances*

PS - General	Dept. Request	Manager Proposed
CAFR & Annual Report Filing Fee	\$ 505	\$ 505
Contracted Services-Assessing	\$ 3,000	\$ 2,000
Discharge of Liens	\$ 8,455	\$ 8,455
Filing Tax Liens	\$ 8,360	\$ 8,360
Research deeds for liens/foreclosures	\$ 1,200	\$ 800
Tax Bill Preparation & City Manager's Letter	\$ 5,000	\$ 5,000
	<b>\$ 26,520</b>	<b>\$ 25,120</b>

#### ***Line Item Narrative***

**Salaries:** See Above.

**Purchase Services - General:** See Above.



# City of Auburn

## Financial Services

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Reports, Printing, & Binding	Total	2,300	1,800	1,800
Office Supplies	Total	4,900	4,550	4,550

***Estimated Detail of Reports, Printing, & Binding***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Reports, Printing, & Binding		
Checks	\$ 600	\$ 600
CAFR ( Comprehensive Annual Financial Report)	\$ 500	\$ 500
Commitment Book	\$ 300	\$ 300
Tax Office Receipts	\$ 200	\$ 200
W-2, 1099,& Tax Supplies	\$ 200	\$ 200
	<b>\$ 1,800</b>	<b>\$ 1,800</b>

***Estimated Detail of Office Supplies***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Office Supplies		
Envelopes	\$ 750	\$ 750
Binders and Supplies	\$ 2,200	\$ 2,200
Toner Check Printer	\$ 500	\$ 500
Miscellaneous	\$ 1,100	\$ 1,100
	<b>\$ 4,550</b>	<b>\$ 4,550</b>

***Line Item Narrative***

**Reports, Printing & Binding:** See Above.

**Office Supplies:** This account includes the cost of general office supplies including paper, storage boxes, file folders, and binders for both the tax and finance offices.



# City of Auburn

## Financial Services

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Training & Tuition	Total	3,410	3,130	3,130
Dues & Subscriptions	Total	3,035	1,775	1,325

### *Estimated Detail of Training & Tuition*

*Actual expenses may vary according to changing circumstances*

Training & Tuition		Dept. Request	Manager Proposed
Continuing Education for Certifications & Licenses-Assessing		\$ 1,500	\$ 1,500
Seminar Costs		\$ 500	\$ 500
Maine Municipal			
Annual Conference		\$ 170	\$ 170
Payroll Updates		\$ 160	\$ 160
Tax Collectors/Treasurers		\$ 250	\$ 250
Maine GFOA Training		\$ 300	\$ 300
Mileage		\$ 250	\$ 250
		<b>\$ 3,130</b>	<b>\$ 3,130</b>

### *Estimated Detail of Dues & Subscriptions*

*Actual expenses may vary according to changing circumstances*

Dues & Subscriptions		Dept. Request	Manager Proposed
Registry of Deeds		\$ 70	\$ 70
Excise Publications/Books		\$ 200	\$ 200
GFOA Membership		\$ 250	\$ 250
Maine GFOA		\$ 35	\$ 35
Maine Tax Collectors and Treasurers		\$ 100	\$ 100
IAAO(International Association of Assessing Officers) National-Assessor		\$ 175	\$ 175
IAAO State Chapter		\$ 90	\$ 90
MAAO		\$ 90	\$ 90
Appraisal Institute-Assessor		\$ 315	\$ 315
Updates to GAAP,GAAS and Price Digests		\$ 450	\$ -
		<b>\$ 1,775</b>	<b>\$ 1,325</b>

#### **Line Item Narrative**

**Training & Tuition:** This account covers costs for tuition and fees for professional development to enhance customer service for the City. It also includes the cost of reimbursement to staff for use of personal vehicles on City business.

**Dues & Subscriptions:** Memberships provide an opportunity to network with other professionals and utilize membership assistance provided by these organizations. This line item also accounts for the Registry of Deeds

Last            Dept.            Manager



# City of Auburn

## Financial Services

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Year	Request	Proposed
PS - Recording Fee	Total	1,500	1,000	1,000
MV Sup - Gas & Oil	Total	400	400	400
Comm-Telephone	Total	1,200	200	200
Advertising	Total	500	300	300

***Estimated Detail of PS - Recording Fee***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
PS - Recording Fee		
Annual Fee and Deed Copies	\$ 1,000	\$ 1,000
	<b>\$ 1,000</b>	<b>\$ 1,000</b>

***Estimated Detail of MV Sup - Gas & Oil***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
MV Sup - Gas & Oil		
See Below	\$ 400	\$ 400
	<b>\$ 400</b>	<b>\$ 400</b>

***Estimated Detail of Comm-Telephone***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Comm-Telephone		
Shared Cell Phone	\$ 200	\$ 200
	<b>\$ 200</b>	<b>\$ 200</b>

***Estimated Detail of Advertising***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Advertising		
Newspapers Advertising	\$ 300	\$ 300
	<b>\$ 300</b>	<b>\$ 300</b>

***Line Item Narrative***

**Recording Fee:** This account includes the cost of electronic deed transfers from the Androscoggin Registry of Deeds, which provides the City with the legal information necessary for accurate property tax billing, maintenance of property records and tax maps. The information is also used for updating the parcel-mapping layer of the GIS System and serves as vital information for other departments and the professional sector as well.

**Motor Vehicle Gas & Oil:** This account includes the cost of gas and oil changes for one City vehicle.

**Telephone:** This account includes the cost of a cell phone to be shared by staff while operating in the field.

**Advertising:** The Department equally shares in the cost of a notification published in the Sun Journal each year, with the Lewiston Assessing Department. This notification informs property owners of the various tax relief programs for both real estate and personal property. It also services as a 706 notification to property owners as well. Public Notices are also posted in the local paper for abatement hearings and the Board of Assessment Review meetings.



# City of Auburn

## Financial Services

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Travel-Mileage	Total	950	750	750
Repairs - Vehicles	Total	1,000	400	400

***Estimated Detail of Travel-Mileage***

Travel-Mileage		Dept. Request	Manager Proposed
Mileage		\$ 750	\$ 750
		\$ 750	\$ 750

***Estimated Detail of Repairs - Vehicles***

Repairs - Vehicles		Dept. Request	Manager Proposed
2005 Hyundai Elantra		\$ 400	\$ 400
		\$ 400	\$ 400

***Line Item Narrative***

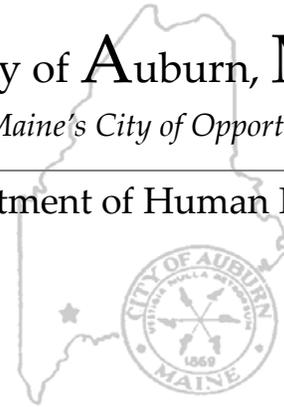
**Travel & Mileage:** This account reimburses staff for mileage when it is necessary to use their personal vehicles for City business.

**Repairs - Vehicles:** This account includes the costs of unexpected repairs to the Department's vehicle 9 year old vehicle. The Assessing Department uses a 2005 Hyundai Elantra.

# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Department of Human Resources



*Human Resources Department Program Budget FY16*

### **MISSION STATEMENT**

The Human Resources Department Mission is "Helping Employees Bring Value".

### **DESCRIPTION**

*The Human Resources Department provides support services to applicants, employees, department managers, retirees and the City Manager's Office. The Human Resources Staff interacts with every employee multiple times throughout their careers with the City of Auburn and that relationship often continues into their retirement.*

*The Human Resources Department is responsible for recruitment and orientation of personnel, administering a comprehensive compensation and fringe benefits program and ensuring that departments are in compliance with state and federal mandates including safety and workers compensation regulations. There are two full time employees in the Human Resources Department. The Safety Coordinator/NIMS Compliance Officer reports to the Human Resources Department, however is funded through the Workers Compensation Account.*

### **PROGRAMS**

#### **Employee Recruitment**

Employee Recruitment includes posting for vacancies, collecting, distributing, screening resumes, scheduling interviews, participating on interview panels, conducting background checks and scheduling pre-employment physicals, providing new employee orientations, setting new employees up in the Human Resources software and maintaining a bank of applicants and job postings.

### **Administration of Compensation and Fringe Benefits**

The City provides a competitive benefits package to attract and maintain employees. The benefits package includes health, dental, vision, disability and life insurance; core retirement plans as well as supplemental retirement plan options, medical and dependent care accounts; Health Reimbursement Accounts, Retirement Health Savings Plan and accrued time off (vacation, sick leave and holidays). The City's core benefits package is supplemented by programs provided by outside vendors. The Human Resources Staff conducts annual open enrollments for health, vision and dental insurance as well as medical and dependent care reimbursement accounts. Bills from the various benefit providers are reconciled and submitted to Finance Department for processing every month.

As each new collective bargaining agreement is finalized, new pay scales and other changes are implemented. HR/Payroll software system must be updated every time there is a pay, position or deduction change.

### **Labor Relations**

There are five collective bargaining units and a non-union group comprised of supervisory/confidential employees. In addition to participating on the management team for all contracts, the Human Resources Staff assists with the grievance processing and other problem resolution processes.

### **Federal and State Compliance**

The Human Resources staff works with all departments to ensure compliance with a number of State and Federal mandates including Family and Medical Leave Act, Americans with Disabilities Act, OSHA recordkeeping, safety programs, Federal Healthcare Act and Federal Department of Transportation regulations for substance abuse testing for Commercial Drivers.

## **GOALS AND OBJECTIVES**

### **Goal**

Oversee the implementation of the City's compensation and fringe benefit plan in a fiscally responsible, efficient and accurate manner.

#### *Objectives:*

- In conjunction with the ICT Department, implement an employee internet for providing important notices and for transaction of routine personnel processes.
- Fully transition from Point of Service (POS C) Health Insurance Plan to the Preferred Provider Option (PPO 500) Plan to meet City Council goals of sustainability.
- Implement the Health Reimbursement Arrangement for employees enrolling in new health insurance option.

### **Goal**

Fill all vacancies in a timely manner.

#### *Objectives:*

- Reduce the time to fill position vacancies
- Analyze reasons for separation of service in order to reduce turnover rates.

**Goal**

Maintain accurate, up-to-date employee records

*Objectives:*

- In conjunction with the ICT and Finance Department, implement equipment and software that will allow scanning of employee files as well as ability to easily retrieve employee records.
- Reorganize archives of employee records.

**Goal**

Ensuring that the City is in compliance with federal and state mandates in an environment that is increasingly complex and regulatory.

*Objectives:*

- Implement the requirements of the federal healthcare program by offering health insurance plans that meet the standards of the ACA and providing on-going employee notices of options.
- Participate in the Public Services Department accreditation process, including review and update policies and procedures consistent with best practices.
- Develop new policies as necessary.

**BUDGET DRIVERS**

1. Regular Salaries adjustments
2. Occupational health services costs for pre-employment physicals and mandated substance abuse testing

**PROGRAM BUDGET - Employee Recruitment**

Description	FTE	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed	Increase/D crease	% Change
Salaries	.30		\$ 18,779	\$ 19,538	\$ 759	4.04%
Contracted Services			\$ -	\$ -	\$ -	#DIV/0!
Operations			\$ 5,432	\$ 5,849	\$ 417	7.68%
General Fund		\$ -	\$ 24,211	\$ 25,387	\$ 1,176	4.86%

**PROGRAM BUDGET - Administration of Compensation/Fringe Benefits/Workers' Compensation**

Description	FTE	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Increase/D crease	% Change
Salaries	.85		\$ 43,391	\$ 44,696	\$ 1,305	3.01%
Contracted Services			\$ 1,150	\$ 1,350	\$ 200	
Operations			\$ 957	\$ 758	\$ (199)	-20.79%
General Fund		\$ -	\$ 45,498	\$ 46,804	\$ 1,306	2.87%

**PROGRAM BUDGET - Labor Relations**

Description	FTE	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Increase/D crease	% Change
Salaries	.50		\$ 40,221	\$ 42,256	\$ 2,035	5.06%
Contracted Services			\$ 1,000	\$ 1,000	\$ -	0.00%
Operations			\$ 557	\$ 657	\$ 100	17.95%
General Fund		\$ -	\$ 41,778	\$ 43,913	\$ 2,135	5.11%

**PROGRAM BUDGET - Federal and State Compliance**

Description	FTE	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Increase/D crease	% Change
Salaries	.35		\$ 22,801	\$ 23,763	\$ 962	4.22%
Contracted Services			\$ 675	\$ 675	\$ -	
Operations			\$ 3,802	\$ 6,777	\$ 2,975	78.25%
General Fund		\$ -	\$ 27,278	\$ 31,215	\$ 3,937	14.43%

**PERFORMANCE  
MEASURES**

MEASURE	GOALS	FY 2014	FY 2015	FY 2016
<b>TURNOVER RATES</b>	Turnover Rates not to exceed 10%.	9.2%	4.1% (Effective 2/29/15)	8%
<b>VACANCIES</b>	Reduce the time to fill vacancies (from date of posting ad to start date of new employee) by 25%	Not available	12 Weeks	9 weeks
<b>HEALTH INSURANCE</b>	100% of employees will be on new health plan by end of 6/30/15	68%	80%	100%
<b>PERSONNEL POLICIES</b>	As part of the Public Services Department Accreditation Process, review 100% of current personnel policies and revise if necessary.	Not available	25%	100%
<b>EMPLOYEE RECORDS</b>	Scan in 25% of current employees records	0	0	25%

# City of Auburn, Maine

*"Maine's City of Opportunity"*

## Department of Human Resources



### Human Resources Annual Work Plan

#### **January**

- Implement Employee Benefit Cost Share Changes (Health/Vision/Dental)
- Reconciliation of Employee Benefits and Billing
- Submit and Post OSHA Log
- Annual Drug Testing Report to Maine Dept of Labor
- Prepare HR Budget/Goals/Performance Measures

#### **March**

- Update Employee Handbook
- Budget Workshops

#### **May**

- Open Enrollments for Medical and Dependent Care Accounts
- Contract Negotiations
- Maine HR Conference

#### **July**

- Reconciliation of Employee Benefits and Billing
- Implementation of Labor Contract Changes
- MMA Salary Survey

#### **February**

- Heart Awareness Month
- Job Description Updates
- Review Work-related Injury and Lost Time Data
- Review and Update City Safety Programs
- Prepare HR Budget/Goals/Performance Measures
- Staff Evaluations

#### **April**

- Open Enrollment for Medical and Dependent Care Accounts
- Management Team Prep meetings for labor negotiations

#### **June**

- Fiscal Year salary adjustments
- Fiscal Year benefits adjustments
- Contract Negotiations

#### **August**

- AFLAC Open Enrollment

### **September**

- American Heart Association Heart Walk
- Joint Auburn/Lewiston Firefighter Recruitment

### **October**

- Employee Wellness Fair

### **November**

- United Way and Charitable Giving Campaigns
- Open Enrollment for Health/Dental/Vision/IPP Benefits
- Staff Evaluations

### **December**

- Open Enrollment for Health/Vision/Dental/IPP Benefits
- Notification to Employees re: premium adjustments for benefits
- Excess Life Insurance Spreadsheet for W-2's

### **Activities that are done on a monthly basis:**

- Submission of benefits bills for payment
- Salary adjustments to MMEHT
- Vacation/Sick leave Accrual in MUNIS
- Department of Transportation Substance Abuse Tests
- Health Insurance Waiver Payments to Finance for payment
- Attend regular meetings – Wellness Team, Community Service Team, City and Department Safety Teams, Department Manager Meetings, Administration Team Meetings, NIMS Workgroup, Web Team, Public Services Department Accreditation Meetings
- Facilities Safety Inspections

### **Activities done on an as needed basis**

- Advertisizing for vacancies
- New employee orientations
- Accident investigation
- Updating training records
- Responding to benefits related questions
- Responding to policy related questions
- FMLA and Income Protection paperwork to injured or ill employees
- Submit First Reports of Injury, wage statements and work related medical bills to workers comp third party administrator
- Safety inspections and consultations
- Safety training
- Schedule pre-employment physicals
- NIMS compliance training
- Personnel records maintenance in MUNIS
- Pension Updates
- Exit interviews for resignations or retirements and related documents



# City of Auburn

## Master List

Fiscal Year 2016  
Proposed 3.23.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b><i>Human Resources</i></b>							
Regular Salaries	124,464	125,192	125,988	130,253	126,460	1,268	1%
Longevity Bonus	0	0	400	0	0	0	0%
Other Sup-Operating	214	500	300	500	500	0	0%
PS-Professional Development	0	2,000	1,500	2,000	2,000	0	0%
PS - Emp Assist Program	850	650	650	850	850	200	31%
PS - Drug Testing & Physicals	2,789	4,206	2,958	6,576	6,576	2,370	56%
PS - Testing	149	2,410	750	2,410	2,410	0	0%
Office Supplies	160	400	1,200	500	500	100	25%
Training & Tuition	1,110	1,230	1,230	1,230	1,230	0	0%
Advertising	1,700	2,000	2,500	2,000	2,000	0	0%
Travel-Mileage	193	300	195	300	300	0	0%
Travel-Seminar Costs	362	450	350	450	450	0	0%
Dues & Subscriptions	101	240	240	250	250	10	4%
<b>TOTAL</b>	<b>132,092</b>	<b>139,578</b>	<b>138,261</b>	<b>147,319</b>	<b>143,526</b>	<b>3,948</b>	<b>2.8%</b>



# City of Auburn

## Human Resources

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	125,192	130,253	126,460
Other Sup-Operating	Total	500	500	500
PS - Emp Assist Program	Total	650	850	850
PS-Professional Development	Total	2,000	2,000	2,000

### *Estimated Detail of Regular Salaries*

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Regular Salaries		
Human Resources Director (non-union)	\$ 84,512	\$ 82,051
Administrative Assistant (non-union)	\$ 45,741	\$ 44,409
	<b>\$ 130,253</b>	<b>\$ 126,460</b>

### *Estimated Detail of Other Sup-Operating*

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Other Sup-Operating		
PPE Equipment N95s (Pandemic Event)	\$ 500	\$ 500
	<b>\$ 500</b>	<b>\$ 500</b>

### *Estimated Detail of PS - Emp Assist Program*

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
PS - Emp Assist Program		
Employee Assistance Program	\$ 850	\$ 850
	<b>\$ 850</b>	<b>\$ 850</b>

### **Line Item Narrative**

**Salaries:** This account pays for the Human Resource Director and the Human Resource Assistant . The Safety Coordinator's salary os paid from the City's self insured Workers' Compensation account.

**Purchased Services- General:** This account provides for the purchase PPE equipment., such as face masks for pandemic flu, Bloodborne pathogens kits and first aid kits.

**Employee Assistance Program:** This program assists the employee or family members in identifying the problem and helping to address it. EAP provides confidential assessment and short-term counseling (up to 3 visits). Supervisors may also refer employees to the program if the employee exhibits behaviors which have a negative impact at work. The City's health insurance provider, the Maine Municipal Employees Health Trust, is now offering free Employee Assistance Services through the regular network of medical providers. Certain services will not be provided however. These include the services of a Certified Substance Abuse Counselor in the event of positive drug tests resulting from the Federal Department of Transportation Substance Abuse Testing Program for CDL Drivers and Crisis Debriefing Services resulting from a serious traumatic event(s) experienced by our employees. City is required to have an EAP to comply with Federal Department of Transportation (DOT) Substance Abuse Testing regulations for employees with Commercial Drivers Licenses (CDL's). This account provides for those services not covered by the MMEHT EAP Program.



# City of Auburn

## Human Resources

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
PS - Drug Testing & Physicals	Total	4,206	6,576	6,576
PS - Testing	Total	2,410	2,410	2,410

**Estimated Detail of PS - Drug Testing & Physicals**

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
PS - Drug Testing & Physicals		
Pre-employment Physicals (Admin)	\$ 632	\$ 632
DOT Random Drug Test	\$ 4,528	\$ 4,528
DOT Breath-Alcohol Tests	\$ 398	\$ 398
DOT Pre-Use CDL Tests	\$ 185	\$ 185
DOT Return-to-Work/Follow-up	\$ 308	\$ 308
Bloodborne Pathogens series	\$ 200	\$ 200
Non-DOT Applicant Testing	\$ 150	\$ 150
Random Drug Pool Annual Admin Fee	\$ 175	\$ 175
	<b>\$ 6,576</b>	<b>\$ 6,576</b>

**Estimated Detail of PS - Testing**

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
PS - Testing		
Employee Testing	\$ 2,410	\$ 2,410
	<b>\$ 2,410</b>	<b>\$ 2,410</b>

**Line Item Narrative**

**Drug Testing:** The Department of Transportation (DOT) Substance Abuse testing regulations mandates drug and alcohol testing for all employees with Commercial Driver's Licenses (CDL). The City must test under certain situations: pre-employment, after certain types of motor vehicle accidents, promotions into positions requiring CDL's, random drug and alcohol testing and follow-up testing after an employee receives a positive drug test. Annually, 50% of the employees are tested for drugs and 10% for alcohol. The account includes the administrative costs for an outside agency to administer the random drug pool, cost of drug collection and reporting of test results. Also included are pre-employment physicals and drug screening for new employees. An additional \$2,370 is requested in the substance abuse testing account to cover projected expenses due to implementing a program in the Fire Department.

**Employee Testing:** This account covers the costs of professionally prepared written exams for entry level and promotions specifically designed for the Public Safety Departments.



# City of Auburn

## Human Resources

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Office Supplies	Total	400	500	500
Training & Tuition	Total	1,230	1,230	1,230
Advertising	Total	2,000	2,000	2,000

**Estimated Detail of Office Supplies**

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Office Supplies		
General Office Supplies	\$ 500	\$ 500
	<b>\$ 500</b>	<b>\$ 500</b>

**Estimated Detail of Training & Tuition**

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Training & Tuition		
Professional Development	\$ 1,230	\$ 1,230
	<b>\$ 1,230</b>	<b>\$ 1,230</b>

**Estimated Detail of Advertising**

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Advertising		
Advertising for City-wide Employee Recruiting	\$ 2,000	\$ 2,000
	<b>\$ 2,000</b>	<b>\$ 2,000</b>

**Line Item Narrative**

**Office Supplies:** This account includes the cost of general office supplies including paper, folders, envelopes, labels and miscellaneous supplies.

**Training & Tuition:** This account includes the cost of tuition and fees for professional development. This line item accounts for the Maine Human Resources Convention, MMA Conventions, as well as the Personnel Labor Law Seminar for department staff.

**Advertising:** This account covers the cost of recruiting candidates for vacant positions. Advertisements may be done locally, statewide or nationally depending upon the type of position for which the City is recruiting. The Human Resources Department posts vacancies on the following websites: MMA, Maine Career Center, City of Auburn and targeted professional websites. This account also includes the subscription to JobsInMe.com.



# City of Auburn

## Human Resources

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Travel-Mileage	Total	300	300	300
Travel-Seminar Costs	Total	450	450	450
Dues & Subscriptions	Total	240	250	250

**Estimated Detail of Travel-Mileage**

*Actual expenses may vary according to changing circumstances*

Travel-Mileage		Dept. Request	Manager Proposed
Personal Use of Vehicle		\$ 300	\$ 300
		\$ 300	\$ 300

**Estimated Detail of Travel-Seminar Costs**

*Actual expenses may vary according to changing circumstances*

Travel-Seminar Costs		Dept. Request	Manager Proposed
See Below		\$ 450	\$ 450
		\$ 450	\$ 450

**Estimated Detail of Dues & Subscriptions**

*Actual expenses may vary according to changing circumstances*

Dues & Subscriptions		Dept. Request	Manager Proposed
Professional Subscriptions		\$ 250	\$ 250
		\$ 250	\$ 250

**Line Item Narrative**

**Travel & Mileage:** This account covers the cost of reimbursement to staff for use of personal vehicles on City business.

**Travel-Seminar Costs:** This account covers travel expenses to a human resources convention for the staff, including mileage, meals and lodging.

**Dues & Subscriptions:** This account includes the cost of annual updates to an employment law handbook and membership to the Human Resources organization which provides the professionally prepared written exams for public safety recruitments and promotions. This account also covers subscriptions to publications and memberships to professional organizations.

# Information Technology

## MISSION

Leaders in technology that transform how departments connect, communicate, and collaborate.

## DESCRIPTION

The Information Technology department currently consists of 2 staff members and exists primarily as a technological support resource for all other departments of the City. Our role is to provide the City's staff with the tools they need to best perform their duties. IT also strives to keep current with the newest technologies in order to provide services to staff, citizens, and our City. We approach each project with the utmost thought and consideration and take our role as a support resource very seriously. Our tasks range from supporting public safety initiatives to helping the environment. Our day can start by recovering lost data and can end with analyzing environmental impacts of stormwater. We allow access to information on events and policies, yet we secure our network from threats and exploits.

## IT PROGRAMS

- Support – *Help Desk, licensing, maintenance, software, training*
- Geographical Information Systems – *All GIS related functions; mapping, analysis, support, data collection projects*
- Security – *Malware/virus protection, network redundancy measures, access controls*
- Website- *Content management, social networking, City/resident communications*

## GOALS AND OBJECTIVES

### Goal:

- ***Sustain and secure data for the needs of the City.***

### Objectives:

- ✓ Implement additional Group Policy Objects
- ✓ Achieve network redundancy and resilience through the thoughtful mix of local and off-site (Cloud) resources
- ✓ deploy document scanning and storage hardware and software to additional departments for securing confidential information

### Goal:

- ***Maintain data inventory and analysis***

### Objectives:

- ✓ Implement, and guide other Departments in, a government-based information model for Geographical Information Systems (GIS)
- ✓ Upgrade inventory management software to current version
- ✓ Develop and maintain a collection of Online GIS maps and applications for use by employees and the public

- ✓ Continue the transition of GIS services towards the online models, the latest proven technologies

**Goal:**

- *Continue to develop better communications between the City, staff, and residents*

**Objectives:**

- Expand use of self-service Online GIS mapping
- Continue to develop policy and best practices on social networking initiatives

## BUDGET DRIVERS

**Support:**

- Maintenance and licensing annual fee increases
- Replacement of large-format printer/scanner for maps and plans
- Network and Telephony Services – *This is not a new cost, but it is new to the IT budget. In the past, the costs of our phone and internet services were borne by the Facilities budget. These infrastructure costs are highly technology-related, incorporating the lease of the Wide-Area-Network fiber and two Prime Rate Interface (PRI) circuits for the City’s voice traffic. This year, they are removed from Facilities and added to IT. This creates a significant “bump” in the IT budget, but in fact contains no increase. It is just a shift from one department to another.*

**Security:**

- Document Scanning and Storage Project – *This project supports the Human Resource Department goals by managing sensitive and confidential information and storing it digitally for easy retrieval ,decreased paper usage, all while decreasing physical storage space.*

**GIS:**

- GIS Consulting – *This, too, is not really a budget increase. In prior years, this was inexplicably included in the Computer – Software line item. It should, and will now be, in the Purchased Services – Professional line item.*

PROGRAM BUDGET			
	Actual FY 2014	Actual FY 2015	Proposed FY 2016
Salaries	\$219,435	\$221,651	\$125,000
Contracted Services	\$10,250	\$11,250	\$19,000
Operations	\$216,290	\$239,590	\$251,190

## PROGRAM BUDGET *(further broken down)*

Support					
Program	FTE	Actual 2014	Actual 2015	Budgeted FY16	Budgeted FY16 Percentage
Salary	.55	\$109,130	\$110,632	\$37,000	29.6%
Contracted Services		\$6,050	\$6,075	\$2,000	10.5%
Operational		\$172,920	\$159,420	\$230,190	92%
<b>Total</b>		<b>\$288,100</b>	<b>\$276,604</b>	<b>\$269,190</b>	

GIS					
Program	FTE	Actual 2014	Actual 2015	Budgeted FY16	Budgeted FY16 Percentage
Salary	.90	\$46,775	\$47,488	\$49,500	39.6%
Contracted Services		\$0	0	\$9,000	47.4%
Operational		\$21,420	\$35,520	\$8,000	3%
<b>Total</b>		<b>\$68,195</b>	<b>\$83,008</b>	<b>\$66,500</b>	

Security					
Program	FTE	Actual 2014	Actual 2015	Budgeted FY16	Budgeted FY16 Percentage
Salary	.50	\$17,009	\$17,009	\$35,000	28%
Contracted Services		\$6,050	\$6,075	\$7,600	40%
Operational		\$13,850	\$23,850	\$13,000	5%
<b>Total</b>		<b>\$36,909</b>	<b>\$46,934</b>	<b>\$55,600</b>	

Website					
Program	FTE	Actual 2014	Actual 2015	Budgeted FY16	Budgeted FY16 Percentage
Salary	.05	\$46,522	\$46,522	\$3,500	2.8%
Contracted Services		\$400	\$250	\$400	2.1%
Operational		\$3,000	\$4,000	\$0	0%
<b>Total</b>		<b>\$49,772</b>	<b>\$50,772</b>	<b>\$3,900</b>	

PERFORMANCE MEASURES			
GOALS	MEASURES	FY 2014	FY 2015
<b>Support</b> <ul style="list-style-type: none"> <li>Help Desk Response time</li> </ul>	<ul style="list-style-type: none"> <li>To respond within 4 business hours and resolve within 5 business days</li> </ul>	N/A	83% <sup>1</sup>
<b>GIS</b> <ul style="list-style-type: none"> <li>Maintain geodatabase of Auburn's assets, infrastructure, and resources.</li> <li>Develop mobile data collection applications for users (as needed)</li> <li>Keep GIS technology – server, desktop and online -- current based on latest proven technologies</li> </ul>	<ul style="list-style-type: none"> <li>Conduct quarterly meetings with the City of Auburn's GIS users to review GIS needs</li> <li>Annual review of technology available compared to actual usage</li> </ul>	N/A	Yes <sup>2</sup>
<b>Security</b> <ul style="list-style-type: none"> <li>Utilize 100% of security measures included in Windows servers</li> <li>Operate with 0% downtime on telephony systems</li> <li>Maintaining 95% network uptime</li> </ul>	<ul style="list-style-type: none"> <li>Minimize loss of staff productivity caused by malware attacks</li> <li>Decrease amount of ICT staff time by updating individual PCs for security solutions</li> </ul>	N/A	Yes <sup>3</sup>
<b>Website</b> <ul style="list-style-type: none"> <li>Decrease the amount of incoming phone calls requesting general information</li> <li>Solicit increased 2 way communication between the City and Auburn residents</li> <li>Increase public's awareness of available features on City website</li> </ul>	<ul style="list-style-type: none"> <li>Switchboard operator will track number and nature of incoming phone calls</li> <li>Increase responses in resident feedback modules (say it, report it, alert me, map it, request it)</li> <li>Increased public traffic as measured through embedded analytics code</li> </ul>	N/A	N/A <sup>4</sup>
<b>Staff</b> <ul style="list-style-type: none"> <li>Maintain a stabilized operation with 4 FTE employees through retention and professional development.</li> </ul>	<ul style="list-style-type: none"> <li>Currently 3 FTE employees with additional funding reserved for a fourth FTE employee.</li> </ul>	N/A	No <sup>5</sup>

Footnotes:

1. Our records indicate that we responded to HelpDesk request within 4 hours approximately 83% of the time. Resolution was all over the map, with some issues resolved within minutes and others unresolved months later. The nature of the request drives our resolution of it. Some can be addressed right away by staff, others must be budgeted for in future years.
2. This Performance Measure was met.
3. The roll-out of the Kaspersky Anti-malware and the installation of the Barracuda Web Content Filter have dramatically reduced the amount of time spent chasing viruses and spam.
4. This Performance Measure was never implemented or tracked. No excuse, or reason, we just never got to it.
5. This Performance Measure was NOT met, in fact we reduced our FTE to two for this fiscal year. So, as a Performance Measure it was a fail, but we have continued operations with half of the staff called for in the Performance Measure, which is a dramatic savings to the City. We are very pleased that we were able to fail this Performance Measure! But we are very conscious of the eventual need for at least a third staff person, and will be re-evaluating staffing as we move through FY2016.



# City of Auburn

## Master List

Fiscal Year 2016  
Proposed 3.23.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b><i>Information Technology</i></b>							
Regular Salaries	178,044	170,689	115,000	167,684	125,000	(45,689)	-27%
Longevity Bonus	0	300	0	0	0	(300)	-100%
PS - General	18,828	11,250	10,448	29,000	29,000	17,750	158%
Office Supplies	0	0	0	0	0	0	0%
Other Sup - Operating	345	3,000	4,500	3,000	3,000	0	0%
Other Sup - Computer Hardware	34,364	28,600	27,500	22,000	22,000	(6,600)	-23%
Repairs - Equipment	4,807	2,500	2,500	2,500	2,500	0	0%
Training & Tuition	1,675	4,020	2,000	3,020	3,020	(1,000)	-25%
Travel-Mileage	33	200	150	200	200	0	0%
Travel-Seminar Costs	430	1,320	1,200	1,320	1,320	0	0%
Computer Software	14,564	33,050	38,000	9,000	9,000	(24,050)	-73%
Software Licensing	133,593	158,900	194,000	158,700	158,700	(200)	0%
Comm - Network	0	0	0	36,450	36,450	36,450	0%
CIP - Computer Software	0	0	0	0	0	0	0%
<b>TOTAL</b>	<b>386,683</b>	<b>413,829</b>	<b>395,298</b>	<b>432,874</b>	<b>390,190</b>	<b>(23,639)</b>	<b>-5.7%</b>



# City of Auburn

## IT

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	170,689	167,684	125,000
Longevity Bonus	Total	300	-	-
PS - General	Total	11,250	29,000	29,000

### Estimated Detail of Regular Salaries

*Actual expenses may vary according to changing circumstances*

Regular Salaries	Dept. Request	Manager Proposed
IT Manager/Network Administrator	\$ 63,684	\$ 70,000
Geospatial Database Manager	\$ 55,000	\$ 55,000
Database Staff Support Manager	\$ 49,000	
	<b>\$ 167,684</b>	<b>\$ 125,000</b>

### Estimated Detail of Longevity Bonus

*Actual expenses may vary according to changing circumstances*

Longevity Bonus	Dept. Request	Manager Proposed
Longevity	\$ -	\$ -

### Estimated Detail of PS - General

*Actual expenses may vary according to changing circumstances*

PS - General	Dept. Request	Manager Proposed
Telephony Consulting	\$ 3,000	\$ 3,000
GIS Consulting	\$ 9,000	\$ 9,000
Contracted Service	\$ 10,000	\$ 10,000
Network Consulting	\$ 7,000	\$ 7,000
	<b>\$ 29,000</b>	<b>\$ 29,000</b>

### Line Item Narrative

**Salaries:** The Department is requesting a new position, the Database Staff Support Manager (DSSM). This position would allow us to better support our critical database application - MUNIS, enerGov, Lucity and Patriot. This position would also add to our depth of HelpDesk support. This would be a re-purposing of the (unfilled) website Support Technician position, which would have been 100% TIF funded..

**Longevity Bonus:** No department staff are currently at the 7-, 15- or 25-year thresholds for longevity bonuses.

**PS General:** This account is used when there is a need to support City staff, on a short-term, project-specific basis. It pays for outside consultants on a time and materials basis for projects such as phone system or network upgrades or for a special GIS project. Previously, GIS Consulting had been funded through the Computer Software account but it more properly belongs here.



# City of Auburn

## IT

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Other Sup - Operating	Total	3,000	3,000	3,000
Other Sup - Computer Hardware	Total	28,600	22,000	22,000
Repairs - Equipment	Total	2,500	2,500	2,500

### Estimated Detail of Other Sup - Operating

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Other Sup - Operating		
Accessory Computer Needs	\$ 3,000	\$ 3,000
	\$ 3,000	\$ 3,000

### Estimated Detail of Other Sup - Computer Hardware

*Longevity Bonus*

	Dept. Request	Manager Proposed
Other Sup - Computer Hardware		
Expanded wireless access at PW	\$ 2,000	\$ 2,000
PC Replacements	\$ 20,000	\$ 20,000
	\$ 22,000	\$ 22,000

### Estimated Detail of Repairs - Equipment

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Repairs - Equipment		
Equipment Repair	\$ 2,500	\$ 2,500
	\$ 2,500	\$ 2,500

#### Line Item Narrative

**Other Supplies - Operating:** This account funds the cost of computer supplies (blank CDs, DVDs) for the ICT Department. Small computer peripherals (mice, keyboards) are also purchased through this account.

**Other Supplies - Computer Hardware:** This account funds acquisition and replacement of computers, and other information technology equipment for all departments. This year's projects include creating complete wireless connectivity at the Highway building, replacement of the large-format printer, and the annual replacement of our oldest computers.

**Equipment Repair:** This account funds in-house repairs to printers, computers and network devices.



# City of Auburn

## IT

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Training & Tuition	Total	4,020	3,020	3,020
Travel-Mileage	Total	200	200	200
Travel-Seminar Costs	Total	1,320	1,320	1,320

### Estimated Detail of Training & Tuition

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Training & Tuition		
URISA GISP Certification	\$ 1,000	\$ 1,000
ESRI GIS Training	\$ 2,020	\$ 2,020
	<b>\$ 3,020</b>	<b>\$ 3,020</b>

### Estimated Detail of Travel-Mileage

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Travel-Mileage		
Reimbursement For Personal Vehicles	\$ 200	\$ 200
	<b>\$ 200</b>	<b>\$ 200</b>

### Estimated Detail of Travel-Seminar Costs

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Travel-Seminar Costs		
NEARC	\$ 1,000	\$ 1,000
MMA	\$ 120	\$ 120
MEGUG	\$ 200	\$ 200
	<b>\$ 1,320</b>	<b>\$ 1,320</b>

### Line Item Narrative

**Training & Tuition:** It is important that ICT Staff stay current with technological best practices. This training allows staff to become more knowledgeable in industry trends. This year, we will be attempting to gain GIS Professional (GISP) certification for our Geospatial Database Manager. We will also be pursuing further GIS training through ESRI..

**Travel Mileage:** This account reimburses department personnel when they use personal vehicles for job related activities when municipal vehicles are not available.

**Travel, Seminar Costs:** This account funds travel, lodging, and entrance fees for staff to attend industry conferences, which helps them maintain their proficiency. This year, staff will be attending the NorthEast ARC user conference (NEARC) in Burlington, VT, the MMA technology conference in Augusta, and the quarterly Maine GIS Users Group.



# City of Auburn

## IT

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Computer Software	Total	33,050	9,000	9,000
Software Licensing	Total	158,900	158,700	158,700

### Estimated Detail of Computer Software

*Actual expenses may vary according to changing circumstances*

Computer Software	Copies	Dept. Request	Manager Proposed
Server OS upgrades		\$ 6,000	\$ 6,000
Office Upgrades		\$ 3,000	\$ 3,000
		<b>\$ 9,000</b>	<b>\$ 9,000</b>

### Estimated Detail of Software Licensing

*Actual expenses may vary according to changing circumstances*

Software Licensing	Dept. Request	Manager Proposed
Auto Desk Subscription (Engineering)	\$ 200	\$ 200
CopLogic (APD)	\$ 6,000	\$ 6,000
EnerGov (Permitting, Planning and Licensing)	\$ 18,000	\$ 18,000
ESRI (GIS Software)	\$ 25,000	\$ 25,000
Lucity (Asset Management)	\$ 12,000	\$ 12,000
IMC (Public Safety for Fire and Police)	\$ 20,500	\$ 20,500
MUNIS (Financials, Purchasing, Budgeting)	\$ 57,000	\$ 57,000
Patriot (Computer-Aided Mass Appraisal)	\$ 16,000	\$ 16,000
Website Hosting	\$ 4,000	\$ 4,000
	<b>\$ 158,700</b>	<b>\$ 158,700</b>

### Line Item Narrative

**Computer Software:** This account funds new software acquisitions. As we upgrade our major applications, we find that the operating systems and support software on our servers is not always up to the new task. We will begin systematically upgrading operating systems on all of our servers, bringing them to current standards. The Document and Scanning project will streamline the Human Resource Department by managing sensitive and confidential information and storing it digitally for easy retrieval, decreased paper usage, all while decreasing physical storage space. This will be an expansion of the Tyler Content Manager software put in place by Finance in FY15. The significant decrease in this account was caused by moving GIS Consulting from this account to the Purchased Services account, where it belongs.

**Software Licensing:** This account funds annual licensing fees associated with the City's major applications. Most licensing fees increase annually by a small percentage.

Last Dept. Manager



# City of Auburn

## IT

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Year	Request	Proposed
Comm - Network	Total	-	36,450	36,450

### Estimated Detail of Comm - Network

*Actual expenses may vary according to changing circumstances*

	Copies	Dept. Request	Manager Proposed
Comm - Network			
Dark Fiber (Lease)		\$ 12,000	\$ 12,000
High Speed Internet @ 600 a month		\$ 7,200	\$ 7,200
Elevator Emergency Lines @ \$227 a month		\$ 2,750	\$ 2,750
Primary Rate Interface (PRI) Linesx2 - Phone Switches		\$ 14,500	\$ 14,500
		<b>\$ 36,450</b>	<b>\$ 36,450</b>

### Line Item Narrative

**Comm -- Network:** These are new items to the IT Budget, they were previously in the Facilities budget.



# City of Auburn

## Master List

Fiscal Year 2016  
Proposed 3.23.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b><i>Legal Services</i></b>							
PS-Legal	84,239	65,000	80,000	65,000	65,000	0	0%
<b>TOTAL</b>	<b>84,239</b>	<b>65,000</b>	<b>80,000</b>	<b>65,000</b>	<b>65,000</b>	<b>-</b>	<b>0.0%</b>



# City of Auburn

## Legal

Fiscal Year 2016  
Proposed 3.30.2015

Line Items	Last Year	Dept. Request	Manager Proposed
PS-Legal	Total	65,000	65,000

**Estimated Detail of PS-Legal**

*Actual expenses may vary according to changing circumstances*

PS-Legal	Dept. Request	Manager Proposed
Legal Services	\$ 65,000	\$ 65,000
	<b>\$ 65,000</b>	<b>\$ 65,000</b>

**Line Item Narrative**

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



# City of Auburn

## Master List

Fiscal Year 2016  
Proposed 3.23.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<b><i>Mayor and Council</i></b>							
Regular Salaries	16,750	16,600	16,600	16,600	16,600	0	0.0%
PS - General	23,357	35,500	36,916	38,850	37,850	2,350	6.6%
Office Supplies	616	500	400	500	500	0	0.0%
Travel-Mileage	0	200	0	200	200	0	0.0%
Dues & Subscriptions	22,615	25,732	25,732	25,983	25,983	251	1.0%
<b>TOTAL</b>	<b>63,338</b>	<b>78,532</b>	<b>79,648</b>	<b>82,133</b>	<b>81,133</b>	<b>2,601</b>	<b>3.3%</b>



# City of Auburn

## Mayor & Council

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	16,600	16,600	16,600
PS - General	Total	35,500	38,850	37,850
Office Supplies	Total	500	500	500

***Estimated Detail of Regular Salaries***

*Actual expenses may vary according to changing circumstances*

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

***Estimated Detail of PS - General***

*Actual expenses may vary according to changing circumstances*

		Dept. Request	Manager Proposed
PS - General			
Community Event Registration (LAEGC, Chamber, ABA)		\$ 2,000	\$ 2,000
Annual City Audit		\$ 29,850	\$ 29,850
Community/Employee Recognition		\$ 3,500	\$ 3,000
Council Dinners, Chamber Breakfasts, Water, etc.		\$ 3,500	\$ 3,000
		<b>\$ 38,850</b>	<b>\$ 37,850</b>

***Estimated Detail of Office Supplies***

*Actual expenses may vary according to changing circumstances*

		Dept. Request	Manager Proposed
Office Supplies			
General Office Supplies		\$ 500	\$ 500
		<b>\$ 500</b>	<b>\$ 500</b>

***Line Item Narrative***

**Regular Salaries:** Established by Charter.

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



# City of Auburn

## Mayor & Council

**Fiscal Year 2016**  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Travel-Mileage	Total	200	200	200
Dues & Subscriptions	Total	25,732	25,983	25,983

***Estimated Detail of Travel-Mileage***

*Actual expenses may vary according to changing circumstances*

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

***Estimated Detail of Dues & Subscriptions***

*Actual expenses may vary according to changing circumstances*

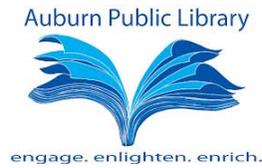
Dues & Subscriptions		Dept. Request	Manager Proposed
Maine Development Foundation		\$ 350	\$ 350
Maine Service Center Coalition		\$ 2,767	\$ 2,767
Mayor's Coalition		\$ 1,000	\$ 1,000
Maine Municipal Association		\$ 21,866	\$ 21,866
		\$ 25,983	\$ 25,983

***Line Item Narrative***

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

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

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



## **AUBURN PUBLIC LIBRARY FY2016**

### **DESCRIPTION**

The Auburn Public Library, a Maine not-for-profit corporation founded in 1890, is a full-service public library providing an organized collection of information resources made accessible to all Auburn residents for reference or borrowing. We provide physical or digital access to a wide variety of materials, including books, periodicals, newspapers, microform, CDs, DVDs, e-books, audiobooks, local history resources, and databases. We provide free computer and Wi-Fi access to all. We offer a variety of programming for all ages. We provide meeting spaces for small and large community groups. We also offer a media lab for all cardholders. We collaborate with Lewiston Public Library and the Town of Minot. Approximately 80% of the Library's operating funds come from the City of Auburn.

### **MISSION STATEMENT**

Auburn Public Library brings people, resources and ideas together to engage, enlighten and enrich community.

### **GOALS AND OBJECTIVES**

Goal 1: Help customers of all generations to learn, grow, and have fun.

Objectives:

- ❖ Provide a variety of family programming that both educates and entertains our community.
- ❖ Increase independent learning and research/reading skills among teens through the use of library resources including but not limited to books and online resources.
- ❖ Teach technology skills to adults so that they may access information, apply for services, correspond with others, etc. in a virtual world.
- ❖ Ensure that customers are able to find materials that satisfy their need for rewarding reading, viewing and listening experiences.
- ❖ Establish services for customers unable to visit the library.

Goal 2: Prepare children to start school ready to learn.

Objectives:

- ❖ Offer parents and teachers materials and programs to prepare children to succeed in school and in life.
- ❖ Assist teen parents in providing early childhood education to their children.

Goal 3: Foster an organizational and community culture of innovation.

Objectives:

- ❖ Increase teen career and technological skills.
- ❖ Offer programs that will provide opportunities for adult library users to demonstrate and enhance their abilities to create and innovate.
- ❖ Encourage staff to broaden outlook and increase knowledge.
- ❖ Support local authors.
- ❖ Continue to investigate the feasibility of creating maker space within the Library.

Goal 4: Promote community workforce and economic development.

Objectives:

- ❖ Support teens in developing career and/or college goals.
- ❖ Work with local agencies to educate small business owners, entrepreneurs and job seekers.
- ❖ Explore opportunities to co-host events that will encourage entrepreneurship.

Goal 5: Broaden and strengthen community connections.

Objectives:

- ❖ Continue to partner with local area agencies who serve children in collaborating to bring library services to children.
- ❖ Strengthen links and foster future partnerships with teen community resources.
- ❖ Ensure that non-library users are aware of library resources and avenues of access to them.
- ❖ Increase community interaction through website and social media.

Goal 6: Maintain facilities, resources and systems.

- ❖ Ensure that the Library facility is operated as cost-effectively as possible.
- ❖ Ensure security of building, contents and staff.
- ❖ Minimize damage in the event of a natural disaster.
- ❖ Work with vendors and custodians to ensure that all funded capital improvements are completed in a thorough and cost-effective manner.

Goal 7: Ensure stable and dependable funding.

- ❖ Create an annual special event that benefits APL.
- ❖ Create and implement planned giving program.
- ❖ Maximize use of fundraising technology to provide better data for fundraising purposes.

## PROGRAMS

**Board of Trustees:** The Auburn Public Library is operated under a thirteen member Board of Trustees. Ten members (including one designated Minot resident) are elected by the Library's corporators, one is the Mayor of the City of Auburn or his/her designee, one is appointed by Superintendent of the Auburn Education Department, and one is appointed by the Town of Minot's Board of Selectman. The Board is the governing body, responsible for policies and the overall operation of the Library through the Library Director. The Board reviews the annual budget, major expenditures and investment of funds. Board members serve as active advocates; provide professional counsel and guidance; provide volunteer support, as needed; and assist in fundraising activities. *Associated Goals: 3,4,5,7.*

**Administration:** Administration includes the Director, Bookkeeper/Administrative Assistant, Development Coordinator, and Maintenance Coordinator. The Administration carries out the business aspects of providing public library services. It provides support services to all other departments. It generates public awareness and marketing campaigns and raises funds to ensure the institution's financial security. Public meeting rooms and art exhibit/display spaces are coordinated and scheduled. Vendor/library operated food service and retail operations are managed by this department. Building and ground maintenance is coordinated through this department. Administration, primarily through the Library Director, works on behalf of the Board to respond to community's needs. Administrative staff members are committed to serving the public and staff with excellent customer services. *Associated goals: 1 – 7.*

**Collection Services:** Collection Services includes the Assistant Director for Resource Sharing, Innovation and Staff Development. The Assistant Director is responsible for Technology Systems; Collection Services, and direct supervision of Lending Services. This department also includes the Collection Services Assistant, an Associate (shared with Lending Services), and shelvers. The Collection Services Department supports the Library's print and non-print collections and bibliographic online catalog. The department acquires titles to include in the circulating and reference collection, catalogs, and processes these materials. It also has responsibility for periodical acquisition and management. The collection includes books, e-books, audio books, videos, music CD's, periodicals and online resources. This department also is responsible for the Technology Systems Coordinator who maintains the hardware, software, and associated programs to keep the Library's technology in working order. *Associated Goals: 1,2,5,6*

**Lending Services:** Lending Services includes the Lending Services Manager, a Lending Services Technician, and Lending Services associates. This department offers the public one of the library's most traditional core services by providing customers assistance with selecting materials of interest to each customer and checking materials in and out. Lending Services is responsible for the circulation desk and monitoring the activities of the main part of the Library. The department manages the Library's retail efforts. *Associated Goals: 1,5,7.*

**Children's Services:** Children's Services includes the Children's Services Manager, the Children's Services Assistant, and Children's Services associates. This department caters to the developmental needs of children with age appropriate collections, services, and programs. It helps to satisfy children's curiosity about the world around them and encourages literacy at all levels. This department also provides academic and digital support with collections and services that supplement and enhance local schools. *Associated Goals: 1,2,3,5*

**Adult Services:** Adult Services includes the Adult Services Manager, the Teen and Collaboration Librarian, and associates. This department contains the bulk of the adult nonfiction collection and electronic resources, including those directed at teens. The department’s core function is to assist people in finding information on a wide range of subjects related to their general interests and self-directed personal growth and development. The department meets their needs by assisting them in effectively evaluating and using the information. The department is the primary resource for assisting the public with technology. This department is also responsible for the local history collection. Adult Services offers programs, activities, and events relevant to the general public’s interest, including teens’ popular interests and academic goals, and support of entrepreneurs/local businesses. *Associated Goals: 1,2,3,4,5.*

## BUDGET DRIVERS

- ❖ Salary increase of 1% coupled with a 10% increase in health insurance expenses. There are some savings in a reallocation of staff with the elimination of a vacant part-time position that was to be shared among departments.
- ❖ A 9% increase in electricity expense and a 16% increase in heating expense per the recommendation of the City.
- ❖ Addition of a line item to reflect leases replacing four aging copiers/printers and the ability to offer color printing for the public (Dec. 2015) (\$5,520 in operations).
- ❖ A 10% increase in automation services to reflect expected increases for the state-wide interlibrary loan and downloadable library consortiums.

## PROGRAM EXPENSES AND REVENUES

Board of Trustees					
Description	FTE	FY 2015 Approved	FY 2016 Proposed	Inc./Dec.	% Change
Salaries	0	0	0	0	0
Operations		500	500	0	0
Contracted Services		0	0	0	0
<b>Total:</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>

Administration					
Description	FTE	FY 2015 Approved	FY 2016 Proposed	Inc./Dec.	% Change
Salaries	2.1	132977	133357	380	0.0
Operations		68590	72441	3851	6.0
Contracted Services		13802	14156	354	3.0
<b>Total:</b>		<b>215369</b>	<b>219954</b>	<b>4585</b>	<b>2.0</b>

<b>Collection Services</b>					
Description	FTE	FY 2015 Approved	FY 2016 Proposed	Inc./Dec.	% Change
Salaries	3.9	201633	209137	7504	4.0
Operations		71969	75981	4012	6.0
Contracted Services		15341	15809	468	3.0
Total:		288943	300927	11984	4.0

<b>Lending Services</b>					
Description	FTE	FY 2015 Approved	FY 2016 Proposed	Inc./Dec.	% Change
Salaries	3.9	184106	183217	-889	0.0
Operations		57575	60843	3268	6.0
Contracted Services		14458	15073	615	4.0
Total:		256139	259133	2994	1.0

<b>Children's Services</b>					
Description	FTE	FY 2015 Approved	FY 2016 Proposed	Inc./Dec.	% Change
Salaries	3.3	149737	148842	-895	0.0
Operations		48939	51667	2728	6.0
Contracted Services		12732	13304	572	3.0
Total:		211408	213813	2405	1.0

<b>Adult Services</b>					
Description	FTE	FY 2015 Approved	FY 2016 Proposed	Inc./Dec.	% Change
Salaries	2.9	160259	160110	-149	0.0
Operations		40302	42549	2247	6.0
Contracted Services		9012	9318	306	3.0
Total:		209573	211977	2404	1.0

<b>PROGRAM EXPENSES</b>					
Description	FY 2015 Approved	FY 2016 Proposed	Inc./Dec.	% Change	
Trustees	500	500	0	0.0	
Administration	215369	219954	4585	2.0	
Collection Services	288943	300927	11984	4.0	
Lending Services	256139	259133	2994	1.0	
Children's Services	211408	213813	2405	1.0	
Adult Services	209573	211977	2404	1.0	
Total:	1181932	1206304	24314	2.0	

<b>REVENUES</b>				
<b>Description</b>	<b>FY 2015 Approved</b>	<b>FY 2016 Proposed</b>	<b>Inc./Dec.</b>	<b>% Change</b>
City of Auburn	941192	960016	18824	2.0
Endowment Income	55988	55988	0	0.0
Investment Income	21364	21025	-339	0.0
Other Revenue	86738	89525	2787	2.0
Donations & Gains	76650	79750	3100	4.0
<b>Total:</b>	<b>1181932</b>	<b>1206304</b>	<b>24372</b>	<b>2.0</b>

## **PERFORMANCE MEASURES**

### **General Measures:**

	<b>FY14</b>
Items Loaned	244,551
Daily Average Visitors	700
Total Computer Sessions	33,018
Study Room Reservations	1,689
Total Program Attendance	151,818
Volunteer Hours	3,336

### **FY15 Measures (through 1/15/2015):**

<b>Goal:</b>	<b>Objective:</b>	<b>Strategy:</b>	<b>Results:</b>
Help customers of all generations to learn, grow, and have fun	Provide family programming, increase independent learning; teach technology, establish services for customers unable to visit the Library	Host movies, concerts, author visits, DIY programming, other educational programming	Summer reading program, hosting monthly movies, hosting children's and adult authors, Young Engineers Club, DIY Tweens and Teens, lending services continued for senior residences; ongoing computer classes and help sessions for adults; added foreign language database.
Prepare children to start school ready to learn	Offer parents/teachers materials and programs; assist teen parents	Offer family literacy events; promote BookReach program for daycares; offer mini-sessions for teen parents	Weekly storytimes for ages 0 to 6; special programming such as "Let's Pretend;" Math Night for Head Start parents; teen parenting skills.

Foster a culture of innovation	Increase teen career and technology skills; assist adults in enhancing abilities to create and innovate; encourage staff to broaden outlook and increase knowledge; support local authors; create a makerspace	Offer DIY programs for all ages; encourage use of Media Lab; conduct workshops for staff; support local authors; create a makerspace	DIY programs for crafts and STEM projects; Media Lab bookings are strong; staff attending online workshops and regional conferences; makerspace area under consideration and grant applied for. Part of STEM grant pilot program (decision due in Apr. 2015.)
Promote community workforce and economic development	Support teens in career/education goals; work with local agencies to educate small business owners/entrepreneurs/job seekers; create small business incubator space; support small business success in L/A area	Partner with Lewiston PL to offer Teen Opportunities Fair; work with high school guidance counselors; work with small business agencies; construct business incubator space within the Library; create tool lending library	Teen Opportunities Fair scheduled; hosted college fair; continued association with SCORE to provide business counseling; offering technology and social media classes for entrepreneurs; represented at Start Up Weekend in Portland; Start Up Weekend for Auburn postponed. (Library a lead partner in planning.)
Broaden and strengthen community connections	Continue partnerships with local agencies serving children and special needs; strengthen links and foster future partnerships with teen-oriented groups; ensure non-library users aware of library resources	Continue collaboration with school department and other educational organizations; work with PAL; work with district customized learning team; have presence at community locations; increase use of website and social media	Teen librarian serves on PAL board; Children's Services represented at customized learning meetings; high school librarian is APL trustee; participated in Winter Festival, holiday parade, and Dempsey Challenge; presentations given to local groups

Maintain facilities, resources and systems	Ensure security of building, content, and staff; minimize effects of natural disaster; work with vendors and custodian to ensure capital improvements are completed; ensure facility is operated cost-effectively	Work with internal security team to address issues and maintain readiness; create disaster plan; create project calendar; review vendor relationships on an on-going basis	Disaster kit near completion; staff attending preparation seminars on regular basis; building repairs scheduled and in progress; project calendar prepared and reviewed; vendor relationships reviewed and adjusted to reflect cost savings; able to purchase computers at significant cost savings
Ensure stable and dependable funding	Maintain and build solid fundraising programs	Redesign and staff development position; establish stronger annual giving program create planned giving program; maximize use of fundraising technology	Initial contacts made by board; worked with consultants to revitalize fundraising efforts; development coordinator position filled (Jan. 2015).



# City of Auburn

## Library

Fiscal Year 2016  
Proposed 3.30.2015

Line Items	Last Year	Dept. Request	Manager Proposed
<b>Public Library</b>	<b>Total</b>	<b>941,192</b>	<b>960,016</b>

**Estimated Detail of All Accounts**

*Actual expenses may vary according to changing circumstances*

Public Library	FY15	FY16	Change (FY16-FY15)	Dept. Request	Manager Proposed
<u>Revenues</u>					
City of Auburn	\$ 941,192	\$ 960,016	\$ 18,824	\$ 960,016	\$ 960,016
Donations	\$ 76,650	\$ 79,750	\$ 3,100		
Endowment Income	\$ 55,988	\$ 55,988	\$ -		
Investment Earnings	\$ 21,364	\$ 21,025	\$ (339)		
Other	\$ 86,738	\$ 89,526	\$ 2,788		
	<u>\$ 1,181,932</u>	<u>\$ 1,206,305</u>	<u>\$ 24,373</u>		
<u>Expenses</u>					
Automation Expense	\$ 13,800	\$ 15,180	\$ 1,380		
Commodities	\$ 25,835	\$ 30,914	\$ 5,079		
Financial	\$ 23,550	\$ 24,800	\$ 1,250		
Insurance	\$ 10,138	\$ 9,500	\$ (638)		
Library Materials	\$ 94,100	\$ 94,600	\$ 500		
Maintenance	\$ 94,097	\$ 95,198	\$ 1,101		
Miscellaneous	\$ 1,700	\$ 1,850	\$ 150		
Personnel	\$ 828,712	\$ 834,663	\$ 5,951		
Personnel Development	\$ 3,000	\$ 3,000	\$ -		
Programs	\$ 14,700	\$ 15,600	\$ 900		
Utilities	\$ 73,300	\$ 81,000	\$ 7,700		
	<u>\$ -</u>	<u>\$ 1,182,932</u>	<u>\$ 23,373</u>	<u>\$ 960,016</u>	<u>\$ 960,016</u>

**Line Item Narrative**

Library: See Above.



# City of Auburn

## Library

Fiscal Year 2016  
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Skylight Replacement	Total	7,000	-	-
Carpet Replacement	Total	-	25,000	17,000
Insight Server	Total	-	2,500	2,500
Water Heater	Total	12,500	-	-

***Estimated Detail of All Accounts***

*Actual expenses may vary according to changing circumstances*

	Dept. Request	Manager Proposed
Skylight Replacement		
Carpet Replacement	\$ 25,000	\$ 17,000
Insight Server	\$ 2,500	\$ 2,500
Water Heater		
	<b>\$ 27,500</b>	<b>\$ 19,500</b>

***Line Item Narrative***

**Operating Capital:** Detail available in the FY 16 CIP

APL EXPENSE ESTIMATE FY 16 - Revised 2/4/2015							
Line Item	FY14 Actual	FY15 Annual Operating Budget	Expended YTD	Balance	FY16 Annual Operating Budget	Difference	% of increase
<b>Personnel</b>							
60201-Health Insurance	\$ 126,966	\$ 135,563	\$ 70,881	\$ 64,682	\$ 148,689	\$ 13,126	10%
62401-Salaries	\$ 608,437	\$ 635,212	\$ 310,449	\$ 324,763	\$ 630,587	\$ (4,625)	-0.7%
62521-Accr. Unp'd Leave Exp	\$ (345)	\$ 1,000	\$ 581	\$ 419	\$ 1,000	\$ -	0.00%
63201-Social Security	\$ 50,491	\$ 53,188	\$ 25,832	\$ 27,356	\$ 53,434	\$ 246	0%
64301-Job Search	\$ -	\$ -	\$ 150	\$ -	\$ -	\$ -	
64501-Wellness Plan	\$ 4,798	\$ 3,750	\$ 2,829	\$ 921	\$ -	\$ (3,750)	N/A
<b>Total</b>	<b>\$ 790,347</b>	<b>\$ 828,713</b>	<b>\$ 410,722</b>	<b>\$ 417,991</b>	<b>\$ 833,710</b>	<b>\$ 4,997</b>	<b>0.60%</b>
<b>Maintenance &amp; Repair</b>							
60401-Bldg & Grounds	\$ 30,885	\$ 40,000	\$ 20,462	\$ 19,538	\$ 42,000	\$ 2,000	5%
60421-Cleaning services	\$ 42,154	\$ 42,197	\$ 25,966	\$ 16,231	\$ 42,197	\$ -	0%
60901-Equipment repair	\$ 1,962	\$ 3,400	\$ -	\$ 3,400	\$ 2,500	\$ (900)	-26%
60911-Major bldg repair		\$ -	\$ -	\$ -	\$ -	\$ -	0%
61101-Furniture & fixtures exp	\$ 904	\$ 3,000	\$ 643	\$ 2,357	\$ 3,000	\$ -	0%
61901-Maintenance supplies	\$ 4,547	\$ 5,500	\$ 2,704	\$ 2,796	\$ 5,500	\$ -	0%
<b>Total</b>	<b>\$ 80,452</b>	<b>\$ 94,097</b>	<b>\$ 49,775</b>	<b>\$ 44,322</b>	<b>\$ 95,197</b>	<b>\$ 1,100</b>	<b>1.17%</b>
<b>Utilities</b>						\$ -	
60801-Electricity	\$ 34,885	\$ 41,000	\$ 27,432	\$ 13,568	\$ 44,500	\$ 3,500	9%
61001-Heat	\$ 21,794	\$ 25,800	\$ 7,914	\$ 17,886	\$ 30,000	\$ 4,200	16%
63101-Water/Sewer	\$ 3,779	\$ 5,500	\$ 2,205	\$ 3,295	\$ 5,500	\$ -	0%
63401-Telephone	\$ 1,254	\$ 1,000	\$ 581	\$ 419	\$ 1,000	\$ -	0%
<b>Total</b>	<b>\$ 61,712</b>	<b>\$ 73,300</b>	<b>\$ 38,133</b>	<b>\$ 35,167</b>	<b>\$ 81,000</b>	<b>\$ 7,700</b>	<b>10.50%</b>
<b>Insurance</b>						\$ -	
61401-Ins - Property/Liability	\$ 7,448	\$ 6,000	\$ 3,224	\$ 2,777	\$ 6,500	\$ 500	8%
61501-Ins - Workers' comp	\$ 3,671	\$ 3,138	\$ 2,606	\$ 532	\$ 3,000	\$ (138)	-4%
<b>Total</b>	<b>\$ 11,120</b>	<b>\$ 10,138</b>	<b>\$ 5,829</b>	<b>\$ 4,309</b>	<b>\$ 9,500</b>	<b>\$ (638)</b>	<b>-6.29%</b>

<b>Financial</b>									
61701-Investment mgmt fees	\$ 15,487	\$ 13,000	\$ -	\$ 13,000	\$ 14,000	\$ 1,000	8%		
64811-Accounting	\$ 9,250	\$ 9,250	\$ 9,250	\$ -	\$ 9,500	\$ 250	3%		
64901-Bank service charge	\$ 1,184	\$ 1,300	\$ 561	\$ 739	\$ 1,300	\$ -	0%		
64821-Legal					\$ -				
<b>Total</b>	<b>\$ 25,921</b>	<b>\$ 23,550</b>	<b>\$ 9,811</b>	<b>\$ 13,739</b>	<b>\$ 24,800</b>	<b>\$ 1,250</b>	<b>5.31%</b>		
<b>Commodities</b>									
60701-Copier expenses	\$ 4,950	\$ 5,200	\$ 1,507	\$ 3,693	\$ 5,200	\$ -	0%		
60711-Copier lease	\$ -	\$ -	\$ 2,370	\$ (2,370)	\$ 5,520	\$ 5,520	#DIV/0!		
61801-Library supplies	\$ 10,796	\$ 12,000	\$ 6,499	\$ 5,501	\$ 12,000	\$ -	0%		
62701-Postage	\$ 4,783	\$ 4,600	\$ 3,190	\$ 1,410	\$ 5,000	\$ 400	9%		
63301-Office supplies	\$ 8,694	\$ 2,785	\$ 1,312	\$ 1,473	\$ 2,785	\$ -	0%		
64101-Printing	\$ 1,295	\$ 1,250	\$ 216	\$ 1,034	\$ 350	\$ (900)	-72%		
64500-Gift cart goods	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Total</b>	<b>\$ 30,518</b>	<b>\$ 25,835</b>	<b>\$ 15,093</b>	<b>\$ 10,742</b>	<b>\$ 30,855</b>	<b>\$ 5,020</b>	<b>19.43%</b>		

<b>Library Materials</b>									
60001-AV - Adult	\$ 12,062	\$ 12,700	\$ 7,218	\$ 5,482	\$ 12,700	\$ -	0%		
60301-Books - Fiction	\$ 21,088	\$ 21,680	\$ 11,279	\$ 10,401	\$ 21,680	\$ -	0%		
60311-Books - Nonfiction	\$ 23,108	\$ 19,300	\$ 10,571	\$ 8,729	\$ 19,300	\$ -	0%		
60331-Juvenile Materials	\$ 19,673	\$ 20,000	\$ 9,664	\$ 10,336	\$ 20,000	\$ -	0%		
60341-Teen Material - YA	\$ 6,508	\$ 6,670	\$ 3,889	\$ 2,781	\$ 6,670	\$ -	0%		
60360- Online Services	\$ -	\$ 7,000	\$ 3,511	\$ 3,489	\$ 7,500	\$ 500	7%		
62601-Magazines & Newspapers	\$ 4,789	\$ 6,750	\$ 4,476	\$ 2,274	\$ 6,750	\$ -	0%		
<b>Total</b>	<b>\$ 87,228</b>	<b>\$ 94,100</b>	<b>\$ 50,608</b>	<b>\$ 43,492</b>	<b>\$ 94,600</b>	<b>\$ 500</b>	<b>0.53%</b>		
<b>Programs</b>									
62801-Adult/Teen	\$ 2,448	\$ 5,700	\$ 1,168	\$ 4,532	\$ 5,700	\$ -	0%		
62901-Juvenile	\$ 4,270	\$ 4,800	\$ 2,838	\$ 1,962	\$ 5,000	\$ 200	4%		
62921-Bookreach	\$ 4,707	\$ 4,200	\$ 3,517	\$ 683	\$ 4,400	\$ 200	5%		
62910- Annual Fund	\$ 13,746	\$ -	\$ 307	\$ (307)	\$ 500	\$ 500	#DIV/0!		
<b>Total</b>	<b>\$ 25,170</b>	<b>\$ 14,700</b>	<b>\$ 7,830</b>	<b>\$ 6,870</b>	<b>\$ 15,600</b>	<b>\$ 900</b>	<b>6.12%</b>		
<b>Personnel Devel</b>						\$ -			
63501-Tuition and Dues	\$ 4,462	\$ 3,000	\$ 1,962	\$ 1,038	\$ 3,000	\$ -	0%		
63601- Travel	\$ 202	\$ -	\$ -	\$ -	\$ -	\$ -			
<b>Total</b>	<b>\$ 4,664</b>	<b>\$ 3,000</b>	<b>\$ 1,962</b>	<b>\$ 1,038</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>0%</b>		
<b>Automation</b>									
64601-Automation services	\$ 9,536	\$ 13,800	\$ 6,846	\$ 6,954	\$ 15,180	\$ 1,380	10%		
<b>Total</b>	<b>\$ 9,536</b>	<b>\$ 13,800</b>	<b>\$ 6,846</b>	<b>\$ 6,954</b>	<b>\$ 15,180</b>	<b>\$ 1,380</b>	<b>10.00%</b>		
<b>Miscellaneous</b>									
62201-Collection Agency Fee	\$ 901	\$ 1,200	\$ 698	\$ 502	\$ 1,200	\$ -	0%		
64201-Lost & Defaced expenses	\$ 270	\$ 500	\$ 305	\$ 195	\$ 650	\$ 150	30%		
65001- Grant Expenditures	\$ 3,951	\$ 1	\$ 500	\$ (499)	\$ 500	\$ 499	49900%		
<b>Total</b>	<b>\$ 5,122</b>	<b>\$ 1,700</b>	<b>\$ 1,503</b>	<b>\$ 197</b>	<b>\$ 1,850</b>	<b>\$ 150</b>	<b>9%</b>		
<b>Grand Total</b>	<b>\$ 1,131,790</b>	<b>\$ 1,182,933</b>	<b>\$ 598,113</b>		<b>\$ 1,205,292</b>				
					\$ 22,359				
					1.89%				

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Item	Account Code		Last Year	Committee Approved	Council Approved
Salaries / Wages	40100	Total	1,124,163	1,148,031	-

***Estimated Detail of Salaries / Wages***

*Actual expenses may vary according to changing circumstances*

Organizational Structure	Staff	Committee Approved	Council Approved
Director	1	\$ 81,295.50	\$ -
Systems Manager	1	\$ 76,500.00	\$ -
IT Tech	1	\$ 40,813.50	-
Administrative Assistant	1	\$ 34,125.00	-
Shift Supervisors (non-union)	3	\$ 139,588.83	-
Supervisor (union)	3	\$ 132,484.17	-
Line Dispatchers (union)	16	\$ 555,268.80	-
Part-time Personnel	3	\$ 13,409.28	-
Sick Incentive		\$ 8,277.58	-
EMD Coordinator		\$ 800.00	-
CTO Stipend		\$ 4,367.61	-
Holiday Regular		\$ 36,100.24	-
Salary Adjustment / Step Increases		\$ 25,000.00	-
	29.0	<b>\$ 1,148,030.51</b>	<b>\$ -</b>

**Line Item Narrative**

**Salaries / Wages:** The agency is organized into two functions: Operations and Administration.

Operations: Salaries listed are current or reflect anticipated step increases outlined in the Collective Bargaining Agreement, which expires June 30, 2015. Management and Labor are currently in negotiations.

Administration: Administration is made up of four fulltime employees: including one director, two IT personnel and one administrative support person.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Item	Account code	Last Year	Committee Approved	Council Approved
<b>OT - Regular</b>		<b>Total</b>	<b>153,724</b>	<b>149,232</b>
<b>OT - Holiday</b>		<b>Total</b>	<b>30,750</b>	<b>30,687</b>
	401200		<b>184,474</b>	<b>179,919</b>
<b>MSRS - Employer</b>	4017001	<b>Total</b>	<b>57,440</b>	<b>53,402</b>
<b>ICMA - Employer</b>	4017002	<b>Total</b>	<b>29,104</b>	<b>25,601</b>
<b>FICA - Employer</b>	4017501	<b>Total</b>	<b>100,111</b>	<b>98,707</b>

**Estimated Detail of OT - Regular**

*Actual expenses may vary according to changing circumstances*

OT - Regular	Hours Needed	Average OT Rate	Committee Approved	Council Approved
Holiday DOT	188	\$ 27.97	\$ 8,764	\$ -
Training OT	176	\$ 27.97	\$ 2,732	\$ -
EMD OT	48	\$ 27.97	\$ 1,343	
Sick OT	1,820	\$ 27.97	\$ 50,906	
Vacation OT	2,860	\$ 27.97	\$ 79,995	
			<b>\$ 143,739</b>	<b>\$ -</b>

**Estimated Detail of MSRS - Employer**

*Actual expenses may vary according to changing circumstances*

MSRS - Employer	MSRS Employer	Committee Approved	Council Approved
17 employees participate	\$ 57,440	\$ 53,402	\$ -

**Estimated Detail of ICMA - Employer**

ICMA - Employer	ICMA Employer	Committee Approved	Council Approved
6 employees participate	\$ 29,104	\$ 25,601	

**Estimated Detail of FICA - Employer**

FICA - Employer	FICA Employer	Committee Approved	Council Approved
Employer Contribution	\$ 100,111	\$ 98,707	\$ -
		<b>\$ 98,707</b>	<b>\$ -</b>

**Line Item Narrative**

**Overtime - Regular:** Due to minimum staffing, each vacancy created by vacation, sick time, disability and/or training must be filled at a 1.5 rate, which averages 29.06 per hr. Also included in this account is the contractual 1.5 hr. rate for 11 holidays and the double overtime rate for fills for vacancies on holidays. There are two new hires in training and only three unfilled vacancies; this is the lowest vacancy rate the Center has seen in five years. Once at full staffing, there will be some limited ability to absorb vacancies without the need for a overtime backfill.

**MSRS Employer:** Staff is provided the opportunity to participate in the Maine State Retirement System plan. This year's employer contribution is a 7.8% salary match.

**ICMA Employer:** Staff is provided the opportunity to participate in the ICMA Retirement plan. The employer contributes a 6% salary match.

# Lewiston - Auburn Communication Center

Line Items	Account Code		Last Year	Committee Approved	Council Approved
MMEHT Health Ins.	4046004	<b>Total</b>	<b>325,978</b>	<b>365,674</b>	-
Wellness / Medical	4046010	<b>Total</b>	<b>18,200</b>	<b>18,200</b>	-

**Estimated Detail of MMEHT Health Ins.**

*Actual expenses may vary according to changing circumstances*

MMEHT Health Ins.	Participants	Cost	Committee Approved	Council Approved
Family Plan (POSC)	5	\$ 24,926.58	\$ 124,633	\$ -
Family Plan (PPO500)	3	\$ 20,486.97	\$ 61,461	-
Single-Dependent (POSC)	1	\$ 18,135	\$ 18,135	\$ -
Single-Dependent (PPO500)	2	\$ 14,903	\$ 29,806	-
Single Plan (POSC)	7	\$ 11,112	\$ 77,786	-
Single Plan (PPO500)	1	\$ 9,133	\$ 9,133	-
Single Plan half year (PPO500)	1	\$ 5,821	\$ 5,821	-
Life Insurance Medical Insurance	5	various	\$ 900	-
Health Incentives	10	various	\$ 43,820	\$ -
			<b>\$ 371,495</b>	<b>\$ -</b>

**Estimated Detail of Wellness / Medical**

*Actual expenses may vary according to changing circumstances*

Wellness / Medical	Staff	Benefit	Committee Approved	Council Approved
Wellness Benefit	26	\$ 700	\$ 18,200	-
			<b>\$ 18,200</b>	<b>\$ -</b>

**Line Item Narrative**

**MMEHT Health Insurance:** All non-union personnel have transitioned from the POSC health care plan to the PPO500 health care plan (they are represented in **BOLD** on the Personnel Services page) Union employees are being given the option to transition early from POSC to PPO500, but full change will have to be negotiated when the current CBA expires in June of 2015. The Center continues to pay 85% of the cost of the health care plans, while employees pay 15% of health care plan costs. Health care premiums for the POSC plan went up 7% and PPO500 plans increased by 9% for the first half of calendar year 2015; the second half is budgeted to incur a 10% increase. New hire coverage levels are predicted at two single coverage and one single coverage for half of the fiscal year. Many new hires are opting out of coverage because they are covered under their parents' insurance. Ten employees choose a full or partial health care opt-out incentive.

**Wellness / Medical:** This account funds a benefit which allows the employee to contribute to a wellness benefit flex account. The expenditures can be used for medical related costs such as copays, dental work, etc. The agency provides \$700 annually to each employee. The agency also provides for a life insurance premium for five employees.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Items	Account Code		Last Year	Committee Approved	Council Approved
Unemployment Compensation	4046500	<b>Total</b>	7,250	5,696	-
Workers Compensation	4047000	<b>Total</b>	8,121	8,633	-

**Estimated Detail of Unemployment Comp**

*Actual expenses may vary according to changing circumstances*

	<i>Amount</i>	Committee Approved	Council Approved
Unemployment Comp			
Estimated Employer Costs from MMA	\$ 5,696	\$ 5,696	\$ -
		<b>\$ 5,696</b>	<b>\$ -</b>

**Estimated Detail of Workers Comp**

*Actual expenses may vary according to changing circumstances*

	<i>Amount</i>	Committee Approved	Council Approved
Workers Comp			
MEMIC Premium	\$ 8,633	\$ 8,633	\$ -
		<b>\$ 8,633</b>	<b>\$ -</b>

**Line Item Narrative**

**Unemployment Compensation:** This account includes the costs for unemployment benefits through Maine Municipal Coverage, which continues to drop significantly. MMA estimates the Center's FY16 rate to be \$5,696, which is 24% lower than FY13 costs.

**Workers Compensation:** The Center's mod rating has continued to drop since a 2009 injury is being phased-out of the three-year review used to determine the mod rate. This year's estimate from MEMIC of \$8,633 is 32% lower than FY13 costs.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Items	Account Code	Last Year	Committee Approved	Council Approved
Printing	4031000	<b>Total</b>	<b>200</b>	<b>125</b>
Postage	4021500	<b>Total</b>	<b>300</b>	<b>200</b>

**Estimated Detail of Printing**

*Actual expenses may vary according to changing circumstances*

Printing	Quantity	Price Each	Committee Approved	Council Approved
Forms	50	\$ 1.00	\$ 50	\$ -
Envelopes	1000	0.15	\$ 75	\$ -
			<b>\$ 125</b>	<b>\$ -</b>

*Actual expenses may vary according to changing circumstances*

**Estimated Detail of Postage**

*Actual expenses may vary according to changing circumstances*

Postage	Committee Approved	Council Approved
Routine mailings	\$ 200	\$ -
	<b>\$ 200</b>	<b>\$ -</b>

**Line Item Narrative**

**Printing:** This account includes the costs of purchasing special created forms for communication operations as well as franked business envelopes. The center does not provide business cards for administration or for supervisors; the cards must be purchased at the employees' expense.

**Postage:** This account includes routine mailings, certified mail and those shipping that require insurance such as equipment being shipped to a vendor for repair.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Items	Account Code		Last Year	Committee Approved	Council Approved
Telephones	4022000	<b>Total</b>	<b>76,975</b>	<b>75,839</b>	-
Utilities: Light/Water/Diesel	4022500	<b>Total</b>	<b>29,160</b>	<b>27,957</b>	-

**Estimated Detail of Telephones**

*Actual expenses may vary according to changing circumstances*

Telephones	Quantity	Price Each	Committee Approved	Council Approved
Cell Phones	3	\$ 65.00	\$ 2,340	\$ -
Evacuation cell phones	2	\$ 15.00	\$ 1,560	\$ -
Radio Circuits per month	12	\$ 255.88	\$ 36,847	\$ -
Radio Circuits APD/LPD radios to 911 Center	4	\$ 145.48	\$ 6,983	
Radio Circuits FDs to Zetron	6	\$ 120.60	\$ 8,683	
Radio Circuits to Goff, StateWide and StateFire Car-to-Car	3	\$ 120.60	\$ 4,342	
Telephone line for Metro per month	1	\$ 132.00	\$ 1,584	
Telephone Lines per month	12	\$ 1,125.00	\$ 13,500	\$ -
			<b>\$ 75,839</b>	<b>\$ -</b>

**Estimated Detail of Utilities: Light/Water/Diesel**

*Actual expenses may vary according to changing circumstances*

Utilities: Light/Water/Diesel	Monthly Costs	Committee Approved	Council Approved
Water and Sewerage (12% of Central Fire usage)	\$42.34	\$ 508	\$ -
Natural Gas (28% of Central Fire usage)	\$ 1,050.00	\$ 12,600	\$ -
Diesel (100 gal at \$3.45)	\$ 28.75	\$ 345	
Electricity Usage (40% of Central Fire usage)	\$ 966.66	\$ 11,600	\$ -
Electricity Usage at Gracelawn and East Ave. towers	\$ 242.00	\$ 2,904	\$ -
		<b>\$ 27,957</b>	<b>\$ -</b>

**Line Item Narrative**

**Telephone:** The account funds five cell phones: one for the director, one for the system manager, one for the IT tech support position and two pre-paid phones which are for the 'grab-and-go bag' in case of an emergency evacuation of the center. The \$55,000 loan both cities agreed to fund was satisfied in FY15. Due to technology upgrades and a careful review of the number of lines being funded vs the number of lines needed, this line item has dropped 40% from FY13 levels.

**Lights / Water / Gas:** The communication center is located in the basement of the Auburn Central Fire Station. Utility costs are shared at percentage rates agreed upon when the center first moved into the building; the estimates mirror Auburn Fire's estimated utility costs. Also included in this line item is the cost for the electric usage of the tower on Gracelawn Road and the tower on East Ave. Diesel costs reflect weekly and quarterly generator tests and the potential for operating on generator power.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Items	Account Code		Last Year	Committee Approved	Council Approved
CALEA/Mileage reimbursement	4023000	<b>Total</b>	<b>3,500</b>	<b>3,500</b>	-
Subscriptions/Periodicals	4024500	<b>Total</b>	-	-	-
Medical Exams	4025500	<b>Total</b>	<b>1,100</b>	<b>414</b>	

**Estimated Detail of CALEA/Mileage reimburseme**

*Actual expenses may vary according to changing circumstances*

	Committee Approved	Council Approved
CALEA/Mileage reimbursement		
Mileage Reimbursement	\$ 1,000	\$ -
CALEA Conference	\$ 2,500	\$ -
	<b>\$ 3,500</b>	<b>\$ -</b>

**Estimated Detail of Subscriptions/Periodicals**

*Actual expenses may vary according to changing circumstances*

	Committee Approved	Council Approved
Subscriptions/Periodicals		
		\$ -
		<b>\$ -</b>

**Estimated Detail of Medical Exams**

*Actual expenses may vary according to changing circumstances*

	Exams	Costs	Committee Approved	Council Approved
Medical Exams				
Pre-employment medical screening	4	\$ 103.50	\$ 414	\$ -
			<b>\$ 414</b>	<b>\$ -</b>

**Line Item Narrative**

**Travel Expenses:** This account reimburses employees for official travel and covers the cost of the CALEA accreditation manager to attend an East Coast conference.

**Subscriptions/ Periodicals:** The agency has stopped using a mapping index and now pays for no subscriptions or periodicals.

**Medical Exams:** It is a requirement for all new employees to receive a medical screening to determine fitness for duty. The cost of these exams are \$103.50. Based on national turn over rates of 19% (Source: The Association of Public-Safety Communications Officers-International), which matches this center's historical vacancy rate, the estimate is for four new hires in FY2016.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Items	Account Code		Last Year	Committee Approved	Council Approved
Maintenance / Licensing	4027011	<b>Total</b>	<b>78,974</b>	<b>88,428</b>	-
Repairs - Building	4027500	<b>Total</b>	<b>12,500</b>	<b>12,600</b>	-
Legal Expenses	4028000	<b>Total</b>	<b>3,000</b>	<b>3,500</b>	-

**Estimated Detail of Maintenance / Licensing**

*Actual expenses may vary according to changing circumstances*

Maintenance / Licensing	Committee Approved	Council Approved
Motorola Radio	\$ 35,390	\$ -
Motorola - Agency Cost Share	\$ (6,204)	\$ -
CPI	\$ 686	\$ -
IMC - Records Management system shared by 911, Police and Fire	\$ 27,620	\$ -
Keystone (access to historical records) - four users	\$ 705	\$ -
Software Licensing (Office/Windows, servers, Crystal Reports, remote access tokens)	\$ 7,827	\$ -
Acorn Recording for phone lines and frequencies	\$ 2,300	\$ -
Biddle Suitability screening for CALEA	\$ 809	\$ -
SymQuest (formerly Downeast Networks)	\$ 2,000	\$ -
Norris (Mesh Network for camera system)	\$ 500	\$ -
Norris camera hardware replacement and maintenance	\$ 2,000	\$ -
MS Office	\$ 5,700	\$ -
MS Server Data Center	\$ 4,975	\$ -
Track-IT software	\$ 2,000	\$ -
IP Phone Maintenance	\$ 1,300	\$ -
Priority Dispatch (EMD, ProQA)	\$ 820	\$ -
	<b>\$ 88,428</b>	<b>\$ -</b>

**Estimated Detail of Repairs - Building**

*Actual expenses may vary according to changing circumstances*

Repairs - Building	Quantity	Price Each	Committee Approved	Council Approved
Carpet and floor cleaning, floor mats	1	\$ 260.00	\$ 260	\$ -
Janitorial service	1	\$ 189.23	\$ 9,840	\$ -
Misc. Repairs			\$ 2,500	\$ -
			<b>\$ 12,600</b>	<b>\$ -</b>

**Estimated Detail of Legal Expenses**

*Actual expenses may vary according to changing circumstances*

Legal Expenses	Committee Approved	Council Approved
Attorney Costs	\$ 3,500	\$ -
	<b>\$ 3,500</b>	<b>\$ -</b>

**Line Item Narrative**

**Maintenance Licensing:** Norris increase due to inoperable equipment. Remote Support Device allows IT staff to repair computers remotely, saving down time and travel/OT expenses. The MS Office licences, the Norris camera equipment and maintenance, the MS Server Data Center and the Track-IT software would be paid for via the Center's fund balance.

**Repairs - Building:** This account includes general repairs to the communication center and maintenance on the heating system. Also, when the center's janitor retired in 2014, an analysis of hiring a new part time person vs. hiring a cleaning service showed the cleaning service to be the cheaper option.

**Legal Fees:** This account funds attorney fees for contract negotiations, grievances and worker's compensation cases. Costs have been trending lower, which reflects this year's 25% decrease.

# Lewiston - Auburn Communication Center

Line Items	Account Code	Last Year	Committee Approved	Council Approved
Miscellaneous Services	4028800	<b>Total</b>	<b>5,400</b>	<b>5,400</b>
In-Service Training	4028900	<b>Total</b>	<b>9,214</b>	<b>9,119</b>

**Estimated Detail of Miscellaneous Services**

*Actual expenses may vary according to changing circumstances*

Miscellaneous Services	Cost	Committee Approved	Council Approved
CPA Audit	\$ 4,400	\$ 4,400	\$ -
Employee Recognition Program	\$ -	\$ 500	\$ -
Public Outreach		\$ 500	\$ -
		<b>\$ 5,400</b>	<b>\$ -</b>

**Estimated Detail of In-Service Training**

*Actual expenses may vary according to changing circumstances*

In-Service Training	Committee Approved	Council Approved
Telecommunicator training	\$ 9,119	\$ -
Information Technology training	\$ -	\$ -
	<b>\$ 9,119</b>	<b>\$ -</b>

**Line Item Narrative**

**Miscellaneous Services:** An independent audit of the fiscal operation of the center is required annually. This account also funds the employee recognition and assistance program, and allows the Center to use public out reach events for community education.

**In-Service Training:** State-mandated new-hire training is held at the MCJA, which is 96.2 miles round trip, and consists of the following. Current mileage reimbursement rate is .575 per mile.

NextGen 9-1-1 certification, 2 days:	96.2 X 2 days X .575=	110.63
911 Basic Training, 5 days:	96.2 X 5 days X .575=	276.58
Basic Emergency Medical Dispatch, 2 days:	96.2 X 2 days X .575=	110.63
NCIC/AIU, 5 days:	96.2 X 5 days X .575=	276.58
ProQA, 1 day:	96.2 X 1 day X .575=	<u>55.32</u>
		829.74
Four vacancies anticipated in FY16		<u>X 4</u>
		\$3318.96

When multiple employees attend the same training, they are required to work out carpool arrangements that result in a singular cost for transportation.

Dispatcher continuing education: \$5,800  
Continuing education is vital to the development of new dispatchers and to keeping seasoned dispatchers up to date on current trends and technology. Classes for new hires include 9-1-1 Liabilities, Handling Suicidal Callers, Fire Dispatching and Verbal Judo. Seasoned dispatchers benefit from training in Domestic Violence Intervention, Protecting Law Enforcement Responders, Active Shooter Response and Managing Crisis Callers. At an average cost of \$209 per class, this line item allows for 21 of 22 full time dispatchers to take one continuing education course per year and leaves some room for remedial training that may make the difference between a dispatcher who fails to meet minimum standards and one who successfully completes the training program. Throughout the year, in an effort to save costs, this agency hosts classes in exchange for several free seats.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Items	Account Code		Last Year	Committee Approved	Council Approved
Office Supplies	4030500	<b>Total</b>	<b>1,614</b>	<b>2,000</b>	-
Printing Supplies	4031000	<b>Total</b>	<b>1,000</b>	<b>1,000</b>	-
Other Supplies	4038900	<b>Total</b>	<b>2,340</b>	<b>2,340</b>	-

**Estimated Detail of Office Supplies**

*Actual expenses may vary according to changing circumstances*

Office Supplies	Committee Approved	Council Approved
<u>95% of All Supplies Are Less Than \$20</u>	\$ 2,000	\$ -
	<b>\$ 2,000</b>	<b>\$ -</b>

**Estimated Detail of Printing Supplies**

*Actual expenses may vary according to changing circumstances*

Printing Supplies	Committee Approved	Council Approved
Photo copier supplies	\$ 400	\$ -
Printer cartridges	\$ 500	\$ -
Fax supplies	\$ 100	\$ -
	<b>\$ 1,000</b>	<b>\$ -</b>

**Estimated Detail of Other Supplies**

*Actual expenses may vary according to changing circumstances*

Other Supplies	Quantity	Cost	Committee Approved	Council Approved
Handsoap	2	\$ 56.41	\$ 112.82	\$ -
Toilet Paper	4	\$ 53.72	\$ 214.88	\$ -
Towels	8	\$ 41.60	\$ 332.80	\$ -
Trashbags (small)	3	\$ 38.50	\$ 115.50	
Trashbags (large)	7	\$ 29.90	\$ 209.30	
Disinfectant	3	\$ 39.00	\$ 117.00	
Germicide	4	\$ 34.32	\$ 137.28	
Misc. Supplies			\$ 1,100.00	
			<b>\$ 2,340</b>	<b>\$ -</b>

**Line Item Narrative**

**Office Supplies:** This account funds general office supplies for the agency. A review of the last three year's expenses revealed an average of \$1,996 spent annually in 'office supplies'.

**Printing Supplies:** The center has printers and fax machines in constant operation. Receiving teletypes and faxes from other agencies 24 X 7 is critical.

**Other Supplies:** Due to the sharing of common equipment (keyboards, phones, desktops), dispatch centers have very high rates of illness due to minor but contagious diseases. To combat this, the center provides anti-bacterial hand sanitizer and wipes, which is included in the funds for janitorial supplies. Cleaning supply costs have gone up in the last 12 months, particularly paper products and hand soap.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Items	Account Code	Last Year	Committee Approved	Council Approved	
<b>Dues</b>	4042000	<b>Total</b>	<b>3,697</b>	<b>3,589</b>	-
<b>Insurances</b>	4046000	<b>Total</b>	<b>12,480</b>	<b>20,804</b>	-

**Estimated Detail of Dues**

*Actual expenses may vary according to changing circumstances*

Dues	Committee Approved	Council Approved
Notary renewals 3 at \$50/each	\$ 150	\$ -
Maine Municipal Association	\$ 575	\$ -
CALEA	\$ 2,602	-
NENA	\$ 170	-
APCO	\$ 92	-
	<b>\$ 3,589</b>	<b>\$ -</b>

**Estimated Detail of Insurances**

*Actual expenses may vary according to changing circumstances*

Insurances	Committee Approved	Council Approved
Dispatcher Errors and Omissions	\$ 5,697	\$ -
General Liability	\$ 8,382	-
Public Officials Liability Insurance	\$ 6,725	-
	<b>\$ 20,804</b>	<b>\$ -</b>

**Line Item Narrative**

**Dues:** This account funds the membership to communication organizations as well as the fees to have staff notarized. The cost for the CALEA on-site assessment is divided over a three year period. NENA and APCO are professional 9-1-1 organizations with active chapters in Maine and New England.

**Insurances:** This account has historically identified E&O and Public Officials Liability, but never listed General Liability, which the center carries. All estimates are based on FY15 costs plus 5%.

# Lewiston - Auburn Communication Center

Fiscal Year 2016

Line Items	Account Code		Last Year	Committee Approved	Council Approved
Principal	4049001	<b>Total</b>	<b>32,500</b>	<b>51,500</b>	-
Interest	4049002	<b>Total</b>	<b>4,004</b>	<b>3,052</b>	-
Lease/Purchase	4049008	<b>Total</b>	<b>10,734</b>	<b>10,734</b>	

**Estimated Detail of Principal**

*Actual expenses may vary according to changing circumstances*

Principal	Committee Approved	Council Approved
Construction Bond Principal (Lew)	\$ 51,500	\$ -
	<b>\$ 51,500</b>	<b>\$ -</b>

**Estimated Detail of Interest**

*Actual expenses may vary according to changing circumstances*

Interest	Committee Approved	Council Approved
Construction Bond Interest	\$ 3,052	\$ -
	<b>\$ 3,052</b>	<b>\$ -</b>

**Estimated Detail of Lease/Purchase**

*Actual expenses may vary according to changing circumstances*

Lease/Purchase	Committee Approved	Council Approved
Server Replacement	\$ 10,734	\$ -
	<b>\$ -</b>	<b>\$ -</b>

**Line Item Narrative**

**Principal:** This account funds the principal payments for the construction bond implementation of the center and should be paid in full in FY16. It also includes repayment of Lewiston's bond fees (\$9,000) associated with the purchase of Phase III of the virtualization project and Auburn's matching \$9,000.

**Interest:** This account funds the interest on the construction bond and the loan for Phase III of the virtualization project.

**Lease/Purchase:** The last payment in the virtualization loan will be paid off in FY16.

# Lewiston - Auburn Communication Center

Line Items	Account Code		Last Year	Committee Approved	Council Approved
Office Equipment	4050500	<b>Total</b>	3,630	4,630	-
Communications Equipment	4052800	<b>Total</b>	77,654	26,320	-

***Estimated Detail of Office Equipment***

***Actual expenses may vary according to changing circumstances***

	Committee Approved	Council Approved
Office Equipment		
Copier Maintenance Contract	\$ 1,830	\$ -
Dispatch chairs (4)	\$ 2,800	\$ -
	<b>\$ 4,630</b>	<b>\$ -</b>

***Estimated Detail of Communication Equip***

***Actual expenses may vary according to changing circumstances***

	Committee Approved	Council Approved
Communication Equip		
Headsets, Y-cords, ear and mouth pieces	\$ 2,000	
Keyboards/Mice	\$ 420	
Monitors (10)	\$ 2,500	
Computer replacement (8)	\$ 8,800	
Printers	\$ 1,500	
Cisco firewall	\$ 1,200	
Cellular repeater	\$ 3,000	
Desk, chair repair	\$ 400	
Misc. equipment	\$ 6,500	
	<b>\$ 26,320</b>	<b>\$ -</b>

***Actual expenses may vary according to changing circumstances***

***Line Item Narrative***

**Office Equipment:** This account funds copier maintenance and dispatch chairs. An evaluation of dispatch chairs shows the more expensive chairs designed for dispatch use have a significantly longer life than the less expensive chairs designed for normal wear and tear. Dispatch-specific chairs are designed for 24X7 use and carry extensive warranties; one dispatch-specific chair purchased in 2000 is still in use, as is a second purchased in 2003, while the \$400 chairs last 6 to 12 months. The intention is to purchase 2 dispatch-specific chairs in FY16 and purchase cheaper chairs as needed.

**Communication Equipment:** This account funds equipment is vital to the daily operation of the center. Increase in 'computer replacement' and 'desk/chair repair' reflect escalated schedules and age of equipment. Miscellaneous equipment includes computer cleaning supplies, tools, cables, jacks, meters, batteries, connectors, testing equipment, network cards, switches, file storage, back up tools, etc. Cisco firewall protects the center from external devices (laptops, agencies sharing IMC, SROs) with spam or malware.

The cellular repeater listed under communications equipment would be funded via the center's fund balance.

ACCOUNT CODE	ACCOUNTS	FY2014 Actual	FY15 Approved	FY15 Projections	FY16 Proposed	FY15 Difference	
401100	Regular Salaries	\$ 984,297	\$ 1,124,163	\$ 1,075,199	\$ 1,117,011	\$ (7,152)	-0.6%
401200	Overtime - Regular	\$ 281,744	\$ 184,473	\$ 229,500	\$ 173,275	\$ (11,198)	-6.1%
4017001	MSRS - Employer	\$ 52,280	\$ 57,440	\$ 57,000	\$ 53,402	\$ (4,038)	-7.0%
4017002	ICMA - Employer	\$ 16,812	\$ 29,104	\$ 22,000	\$ 25,601	\$ (3,503)	-12.0%
4017501	FICA - Employer	\$ 98,189	\$ 100,111	\$ 94,500	\$ 98,707	\$ (1,404)	-1.4%
4046004	MMEHT Health Insurance	\$ 253,531	\$ 325,978	\$ 270,000	\$ 365,674	\$ 39,696	12.2%
4046010	Wellness & Medical	\$ 14,969	\$ 18,200	\$ 18,200	\$ 18,200	\$ -	0.0%
4046500	Unemployment Comp.	\$ 5,964	\$ 7,250	\$ 7,250	\$ 5,696	\$ (1,554)	-21.4%
4047000	Workers Compensation	\$ 6,115	\$ 8,121	\$ 8,121	\$ 8,633	\$ 512	6.3%
<b>TOTAL</b>	<b>Personnel Services</b>	<b>\$ 1,713,901</b>	<b>\$ 1,854,840</b>	<b>\$ 1,781,770</b>	<b>\$ 1,866,200</b>	<b>\$ 11,360</b>	<b>0.6%</b>
4020500	Printing Service	\$ 133	\$ 200	\$ 200	\$ 125	\$ (75)	-37.5%
4021500	Postage	\$ 158	\$ 300	\$ 100	\$ 200	\$ (100)	-33.3%
4022000	Telephone	\$ 82,611	\$ 76,975	\$ 72,450	\$ 75,839	\$ (1,136)	-1.5%
4022500	Lights / Water / Gas	\$ 20,821	\$ 29,160	\$ 25,000	\$ 27,957	\$ (1,203)	-4.1%
4023000	CALEA/mileage reimbursement	\$ 7,943	\$ 3,500	\$ 3,750	\$ 3,500	\$ -	0.0%
4024500	Subscriptions / Periodicals	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
4025500	Medical Exams	\$ 1,126	\$ 1,100	\$ 850	\$ 414	\$ (686)	-62.4%
4027001	Maintenance / Licensing	\$ 83,403	\$ 78,974	\$ 78,974	\$ 88,428	\$ 9,454	12.0%
4027500	Repairs - Building	\$ 4,343	\$ 12,500	\$ 33,000	\$ 12,600	\$ 100	0.8%
4028000	Legal Expenses	\$ 648	\$ 3,000	\$ 1,500	\$ 3,500	\$ 500	16.7%
4028800	Miscellaneous Services	\$ 4,744	\$ 5,400	\$ 5,000	\$ 5,400	\$ -	0.0%
4028900	In-Service Training	\$ 4,509	\$ 9,214	\$ 9,000	\$ 9,119	\$ (95)	-1.0%
<b>TOTAL</b>	<b>Contractual Services</b>	<b>\$ 210,439</b>	<b>\$ 220,323</b>	<b>\$ 229,824</b>	<b>\$ 227,082</b>	<b>\$ 6,759</b>	<b>3.1%</b>
4030500	Office Supplies	\$ 1,477	\$ 1,614	\$ 2,000	\$ 2,000	\$ 386	23.9%
4031000	Printing Supplies	\$ 609	\$ 1,000	\$ 2,000	\$ 1,000	\$ -	0.0%
4039800	Other Supplies	\$ 1,372	\$ 2,340	\$ 1,500	\$ 2,340	\$ -	0.0%
<b>TOTAL</b>	<b>Supplies &amp; Materials</b>	<b>\$ 3,458</b>	<b>\$ 4,954</b>	<b>\$ 5,500</b>	<b>\$ 5,340</b>	<b>\$ 386</b>	<b>7.8%</b>
4042000	Dues	\$ 1,156	\$ 3,697	\$ 3,500	\$ 3,589	\$ (108)	-2.9%
4046000	Insurances	\$ 20,762	\$ 12,480	\$ 19,813	\$ 20,804	\$ 8,324	66.7%
<b>TOTAL</b>	<b>Fixed Charges</b>	<b>\$ 21,918</b>	<b>\$ 16,177</b>	<b>\$ 23,313</b>	<b>\$ 24,393</b>	<b>\$ 8,216</b>	<b>50.8%</b>
4049001	Principal	\$ 32,500	\$ 32,500	\$ 32,500	\$ 51,500	\$ 19,000	58.5%
4049002	Interest	\$ 4,007	\$ 4,004	\$ 4,004	\$ 3,052	\$ (952)	-23.8%
4049008	Lease/Purchase	\$ 10,734	\$ 10,734	\$ 10,734	\$ 10,734	\$ -	0.0%
<b>TOTAL</b>	<b>Debt Services</b>	<b>\$ 47,241</b>	<b>\$ 47,238</b>	<b>\$ 47,238</b>	<b>\$ 65,286</b>	<b>\$ 18,048</b>	<b>38.2%</b>
4050500	Office Equipment	\$ 3,514	\$ 3,630	\$ 3,750	\$ 4,630	\$ 1,000	27.5%
4052800	Communication Equipment	\$ 125,601	\$ 14,429	\$ 90,454	\$ 26,320	\$ 11,891	82.4%
<b>TOTAL</b>	<b>Capital Outlay</b>	<b>\$ 129,115.00</b>	<b>\$ 18,059.00</b>	<b>\$ 94,204</b>	<b>\$ 30,950.00</b>	<b>\$ 12,891</b>	<b>71.4%</b>
4099000	Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Sub-total</b>	<b>911 Committee</b>	<b>\$ 2,126,072</b>	<b>\$ 2,161,591</b>	<b>\$ 2,181,849</b>	<b>\$ 2,219,250</b>	<b>\$ 57,659</b>	<b>2.7%</b>
	Investment Revenue	\$ (677)	\$ (500)	\$ (460)	\$ (500)		0.0%
	Poland User Fee (dispatch and 911)	\$ (20,600)	\$ (36,017)	\$ (34,608)	\$ (36,713)		3.0%
	Rental Revenue	\$ 6,118	\$ (6,301)	\$ (6,118)	\$ (6,118)		-2.9%
	ASO IT surcharge	\$ (19,895)	\$ (20,000)	\$ (20,000)	\$ (20,000)		0.0%
	Fund Balance Carry Forward		\$ -	\$ (21,890)	\$ (17,675)		
	<b>TOTALS</b>	<b>\$ 2,091,018</b>	<b>\$ 2,098,773</b>	<b>\$ 2,098,773</b>	<b>\$ 2,138,245</b>	<b>\$ 39,472</b>	<b>1.9%</b>
	Appropriation by each Municipality	\$ 1,045,509	\$ 1,049,387	\$ 1,049,387	\$ 1,069,122	\$ 19,736	1.9%

NAME	DOH	GRADE	FY 2016 Wages			Retirement Benefits			HEALTH INSURANCE LIABILITY				TOTAL												
			PAY RATE	ANNUAL WAGES	REGULAR HOLIDAY	HOLIDAY OVERTIME	FICA	MSRS	ICMA	HEALTH INS															
										1ST HALF 7&9%	2ND HALF 10%														
07/28/09		TC4/Supervisor	\$ 23.97	\$ 46,529.61	\$ 2,109.36	\$ 1,725.84	\$ 3,852.91	\$ 4,482.47	\$ -	\$ 4,349.16	\$ 4,784.08	\$ 9,133.24													
07/07/08		TC4/Supervisor	\$ 23.97	\$ 46,529.61	\$ 2,109.36	\$ 1,725.84	\$ 3,852.91	\$ -	\$ 3,021.89	\$ 9,755.70	\$ 10,731.27	\$ 20,486.97													
01/01/15		TC4/Supervisor	\$ 23.97	\$ 46,529.61	\$ 2,109.36	\$ 1,725.84	\$ 3,852.91	\$ 4,482.47	\$ -	\$ 9,755.70	\$ 10,731.27	\$ 20,486.97													
01/30/11		TC3/Supervisor	\$ 22.82	\$ 44,297.27	\$ 2,008.16	\$ 1,643.04	\$ 3,668.06	\$ 4,267.41	\$ -	\$ 11,869.80	\$ 13,056.78	\$ 24,926.58													
12/13/10		TC3/Supervisor	\$ 22.82	\$ 44,297.27	\$ 2,008.16	\$ 1,643.04	\$ 3,668.06	\$ 4,267.41	\$ -	\$ 5,291.58	\$ 5,820.74	\$ 11,112.32													
12/30/14		TC3/Supervisor	\$ 22.61	\$ 43,889.63	\$ 1,989.68	\$ 1,627.92	\$ 3,634.30	\$ -	\$ -	\$ -	\$ -	\$ -													
05/16/83		dispatcher	\$ 21.67	\$ 42,064.94	\$ 1,906.96	\$ 1,560.24	\$ 3,483.21	\$ 4,052.36	\$ -	\$ 11,869.80	\$ 13,056.78	\$ 24,926.58													
06/11/01		dispatcher	\$ 21.67	\$ 42,064.94	\$ 1,906.96	\$ 1,560.24	\$ 3,483.21	\$ 4,052.36	\$ -	\$ 11,869.80	\$ 13,056.78	\$ 24,926.58													
09/15/02		dispatcher	\$ 20.82	\$ 40,414.95	\$ 1,832.16	\$ 1,499.04	\$ 3,346.58	\$ 3,893.41	\$ -	\$ 5,291.58	\$ 5,820.74	\$ 11,112.32													
03/24/08		dispatcher	\$ 19.73	\$ 38,299.09	\$ 1,736.24	\$ 1,420.56	\$ 3,171.38	\$ 3,689.57	\$ -	\$ 5,291.58	\$ 5,820.74	\$ 11,112.32													
02/06/13		dispatcher	\$ 17.28	\$ 33,543.24	\$ 1,520.64	\$ 1,244.16	\$ 2,777.57	\$ -	\$ 2,178.48	\$ -	\$ -	\$ -													
06/24/13		dispatcher	\$ 17.28	\$ 33,543.24	\$ 1,520.64	\$ 1,244.16	\$ 2,777.57	\$ 3,231.42	\$ -	\$ 11,869.80	\$ 13,056.78	\$ 24,926.58													
08/05/13		dispatcher	\$ 17.28	\$ 33,543.24	\$ 1,520.64	\$ 1,244.16	\$ 2,777.57	\$ 3,231.42	\$ -	\$ 11,869.80	\$ 13,056.78	\$ 24,926.58													
08/17/13		dispatcher	\$ 17.28	\$ 33,543.24	\$ 1,520.64	\$ 1,244.16	\$ 2,777.57	\$ 3,231.42	\$ -	\$ 8,635.74	\$ 9,499.31	\$ 18,135.05													
12/30/13		dispatcher	\$ 17.28	\$ 33,543.24	\$ 1,520.64	\$ 1,244.16	\$ 2,777.57	\$ -	\$ 2,178.48	\$ -	\$ -	\$ -													
03/29/14		dispatcher	\$ 17.28	\$ 33,543.24	\$ 1,520.64	\$ 1,244.16	\$ 2,777.57	\$ -	\$ 2,178.48	\$ 5,291.58	\$ 5,820.74	\$ 11,112.32													
04/22/14		dispatcher	\$ 17.28	\$ 33,543.24	\$ 1,520.64	\$ 1,244.16	\$ 2,777.57	\$ -	\$ -	\$ 5,291.58	\$ 5,820.74	\$ 11,112.32													
08/18/14		dispatcher	\$ 17.28	\$ 33,543.24	\$ 1,520.64	\$ 1,244.16	\$ 2,777.57	\$ -	\$ -	\$ -	\$ -	\$ -													
01/05/15		dispatcher	\$ 15.98	\$ 31,019.74	\$ 1,406.24	\$ 1,150.56	\$ 2,568.61	\$ 2,988.31	\$ -	\$ 9,755.70	\$ 10,731.27	\$ 20,486.97													
	TBD	vacant dispatcher	\$ 15.98	\$ 31,019.74	\$ 1,406.24	\$ 1,150.56	\$ 2,568.61	\$ 2,988.31	\$ -	\$ 5,291.58	\$ 5,820.78	\$ 11,112.36													
	TBD	vacant dispatcher	\$ 15.98	\$ 31,019.74	\$ 1,406.24	\$ 1,150.56	\$ 2,568.61	\$ 2,988.31	\$ -	\$ 5,291.58	\$ 5,820.74	\$ 11,112.32													
	TBD	vacant dispatcher	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -													
<b>OPERATIONS SUB-TOTAL</b>			\$ 410.23	\$ 796,322.07	\$ 36,100.24	\$ 29,536.56	\$ 65,939.85	\$ 51,846.65	\$ 9,557.34	\$ 138,642.06	\$ 152,506.31	\$ 291,148.37													
<b>ADMINISTRATION</b>			<b>ANNUAL WAGES</b>			<b>FICA</b>			<b>MSRS</b>		<b>ICMA</b>		<b>1ST HALF</b>		<b>2ND HALF</b>		<b>TOTAL</b>								
Gamache, Phyllis		Director	\$	81,295.50			\$	6,219.11		\$	4,877.73	\$	-	\$	-			\$	-						
Drew McKinley		Systems Manager	\$	76,500.00			\$	5,852.25	\$	5,967.00		\$	-	\$	-			\$	-						
		IT Support Specialist	\$	40,813.50			\$	3,122.23	\$	3,183.45		\$	7,096.56	\$	7,806.22			\$	14,902.78						
		Admin. Assistant	\$	34,125.00			\$	2,610.56		\$	2,047.50	\$	7,096.56	\$	7,806.22			\$	14,902.78						
<b>ADMINISTRATION SUB-TOTAL</b>			\$	232,734.00			\$	17,804.15	\$	-	\$	6,925.23	\$	14,193.12	\$	15,612.43			\$	29,805.55					
Salary Adjustments and Anniversary Steps			\$	25,000.00			\$	1,912.50	\$	1,555.40	\$	494.48													
Part-Time Personnel				864	\$	13,409.28	\$	1,025.81																	
Sick Incentive				416	\$	8,277.58	\$	633.23		\$	-														
EMD Coordinator				\$400	\$	800.00	\$	61.20																	
CTO Stipend				\$2,912	\$	4,367.61	\$	334.12																	
<b>PERSONNEL SERVICES SUB-TOTAL</b>			\$	51,854.47	\$	-	\$	3,966.87	\$	1,555.40	\$	494.48													
<b>TOTAL SALARY</b>			\$	1,117,010.78	\$	36,100.24	\$	29,536.56	\$	87,710.87	\$	53,402.05	\$	16,977.04	\$	152,835.18	\$	168,118.74	\$	320,953.92					
<b>OVERTIME</b>			<b>FICA</b>			<b>MSRS</b>			<b>ICMA</b>		<b>HEALTH INCENTIVES</b>		<b>LIFE INS Prem</b>		<b>Total 911 Health Prem Wellness / LIFE INS</b>		<b>43,820.44</b>		<b>900.00</b>		<b>365,674.36</b>		<b>18,200.00</b>		
Holiday DOT				188	\$	8,764.00	\$	670.45		\$	525.84														
EMD Overtime				48	\$	1,342.57	\$	102.71		\$	80.55														
Training OT				176	\$	2,731.52	\$	208.96		\$	163.89														
Sick OT				1,820	\$	50,905.81	\$	3,894.29		\$	3,054.35														
Vacation OT				2,860	\$	79,994.85	\$	6,119.61		\$	4,799.69														
<b>OVERTIME SUB-TOTAL</b>			\$	173,275.32	\$	-	\$	10,996.02	\$	-	\$	8,624.33													
<b>TOTALS</b>			\$	1,290,286.10	\$	36,100.24	\$	29,536.56	\$	98,706.89	\$	53,402.05	\$	25,601.37											

Budget - Regular \$ 1,117,010.78  
 Budget - Overtime \$ 173,275.32  
 Average Hourly Rate \$ 18.65  
 Average OT Rate \$ 27.97  
 Part Time Hourly Rate \$ 15.52

Bold health insurance numbers denote EEs on PPO500 plan.

Fund Balance as of 6/30/2014	\$ 240,074
Acorn recording	\$ 23,225
Sys Man salary difference	\$ 15,425
Server space (purchases)	\$ 5,500
	\$ 195,924

Grant Funded:  
Signal saturation study: \$20,000 per city

FB purchased approved by Committee on 2/19/2015	
Digitizer Printer	\$2,500
UPS Maintenance	\$7,900
HVAC replacement	\$21,000
Data recovery back up storage (purchased)	\$8,000
Thin client	\$2,100
Remote support device	\$5,800
	\$47,300

Fund balance after purchases \$ 148,624

FY15 FB projection: \$85,000

Projected FB June 30, 2015: \$233,624

Accrued vacation balance (current) \$40,856

Projected FB purchases after July 1, 2015	
Cellular repeater	\$3,000
MS Office	\$5,700
MS Server Data center	\$4,975
Norris camera equipment	\$2,000
Track IT software	\$2,000







ACCOUNT CODE	ACCOUNTS	FY2014 Actual	FY15 Approved	FY15 Difference	FY15 Projections	FY16 Proposed	
401100	Regular Salaries	\$ 984,297	\$ 1,124,163	\$ (7,152)	\$ 1,085,000	\$ 1,117,011	-0.6%
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4046004	MMEHT Health Insurance	\$ 253,531	\$ 325,978	\$ 39,696	\$ 225,000	\$ 365,674	12.2%
4046010	Wellness & Medical	\$ 14,969	\$ 18,200	\$ -	\$ 18,200	\$ 18,200	0.0%
4046500	Unemployment Comp.	\$ 5,964	\$ 7,250	\$ (1,554)	\$ 7,250	\$ 5,696	-21.4%
4047000	Workers Compensation	\$ 6,115	\$ 8,121	\$ 512	\$ 8,121	\$ 8,633	6.3%
<b>TOTAL</b>	<b>Personnel Services</b>	<b>\$ 1,713,901</b>	<b>\$ 1,854,841</b>	<b>\$ 11,359</b>	<b>\$ 1,799,071</b>	<b>\$ 1,866,200</b>	<b>0.6%</b>
4020500	Printing Service	\$ 133	\$ 200	\$ -	\$ 200	\$ 200	0.0%
4021500	Postage	\$ 158	\$ 300	\$ -	\$ 300	\$ 300	0.0%
4022000	Telephone	\$ 82,611	\$ 89,509	\$ (13,670)	\$ 78,000	\$ 75,839	-15.3%
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4023000	CALEA/mileage reimbursement	\$ 7,943	\$ 3,500	\$ -	\$ 3,750	\$ 3,500	0.0%
4024500	Subscriptions / Periodicals	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
4025500	Medical Exams	\$ 1,126	\$ 1,100	\$ (375)	\$ 850	\$ 725	-34.1%
4027001	Maintenance / Licensing	\$ 83,403	\$ 78,974	\$ 9,454	\$ 115,000	\$ 88,428	12.0%
4027500	Repairs - Building	\$ 4,343	\$ 12,500	\$ 100	\$ 12,500	\$ 12,600	0.8%
4028000	Legal Expenses	\$ 648	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	0.0%
4028800	Miscellaneous Services	\$ 4,744	\$ 5,400	\$ -	\$ 5,000	\$ 5,400	0.0%
4028900	In-Service Training	\$ 4,509	\$ 9,214	\$ 2,600	\$ 9,000	\$ 11,814	28.2%
<b>TOTAL</b>	<b>Contractual Services</b>	<b>\$ 210,439</b>	<b>\$ 232,857</b>	<b>\$ (3,094)</b>	<b>\$ 256,760</b>	<b>\$ 229,763</b>	<b>-1.3%</b>
4030500	Office Supplies	\$ 1,477	\$ 1,614	\$ 386	\$ 2,000	\$ 2,000	23.9%
4031000	Printing Supplies	\$ 609	\$ 1,000	\$ -	\$ 1,000	\$ 1,000	0.0%
4039800	Other Supplies	\$ 1,372	\$ 2,340	\$ -	\$ 2,110	\$ 2,340	0.0%
<b>TOTAL</b>	<b>Supplies &amp; Materials</b>	<b>\$ 3,458</b>	<b>\$ 4,954</b>	<b>\$ 386</b>	<b>\$ 5,110</b>	<b>\$ 5,340</b>	<b>7.8%</b>
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<b>TOTAL</b>	<b>Fixed Charges</b>	<b>\$ 21,918</b>	<b>\$ 16,177</b>	<b>\$ 8,216</b>	<b>\$ 23,313</b>	<b>\$ 24,393</b>	<b>50.8%</b>
4049001	Principal	\$ 32,500	\$ 32,500	\$ 9,900	\$ 32,500	\$ 42,400	30.5%
4049002	Interest	\$ 4,007	\$ 4,004	\$ (2,478)	\$ 3,767	\$ 1,526	-61.9%
4049008	Lease/Purchase	\$ 10,734	\$ 10,734	\$ -	\$ 10,734	\$ 10,734	0.0%
<b>TOTAL</b>	<b>Debt Services</b>	<b>\$ 47,241</b>	<b>\$ 47,238</b>	<b>\$ 7,422</b>	<b>\$ 47,001</b>	<b>\$ 54,660</b>	<b>15.7%</b>
4050500	Office Equipment	\$ 3,514	\$ 3,630	\$ 1,000	\$ 3,600	\$ 4,630	27.5%
4052800	Communication Equipment	\$ 125,601	\$ 77,654	\$ (51,334)	\$ 48,500	\$ 26,320	-66.1%
<b>TOTAL</b>	<b>Capital Outlay</b>	<b>\$ 129,115.00</b>	<b>\$ 81,284.00</b>	<b>\$ (50,334)</b>	<b>\$ 52,100</b>	<b>\$ 30,950.00</b>	<b>-61.9%</b>
4099000	Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Sub-total</b>	<b>911 Committee</b>	<b>\$ 2,126,072</b>	<b>\$ 2,237,351</b>	<b>\$ (26,045)</b>	<b>\$ 2,183,355</b>	<b>\$ 2,211,306</b>	<b>-1.2%</b>
	Investment Revenue	\$ (677)	\$ (500)		\$ (460)	\$ (500)	0.0%
	Poland User Fee (dispatch and 911)	\$ (20,600)	\$ (34,608)		\$ (34,608)	\$ (36,713)	3.0%
	Rental Revenue	\$ 6,118	\$ (6,118)		\$ (6,118)	\$ (6,118)	0.0%
	ASO IT surcharge	\$ (19,895)	\$ (20,000)		\$ (20,000)	\$ (20,000)	
	Fund Balance Carry Forward		\$ -				
	<b>TOTALS</b>	<b>\$ 2,091,018</b>	<b>\$ 2,176,125</b>	<b>\$ (28,150)</b>	<b>\$ 2,176,777</b>	<b>\$ 2,147,975</b>	<b>-1.3%</b>
	Appropriation by each Municipality	\$ 1,045,509	\$ 1,088,063	\$ (14,075)	\$ 1,088,389	\$ 1,073,987	-1.3%

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Summary

		FY 14	FY 15 Final Revision	FY 15 Projected Year End Actual	FY-16
<b>Revenues</b>					
	Operations	466,909.03	478,270.76	478,870.00	504,054.76
	FBO Services	685,341.35	745,623.53	740,050.00	698,750.00
	Other Income	55,096.00	20,350.00	19,400.00	19,150.00
	<b>Total</b>	<b>1,207,346.38</b>	<b>1,244,244.29</b>	<b>1,238,320.00</b>	<b>1,221,954.76</b>
<b>Expenses</b>					
	Personnel	(304,341.51)	(286,637.09)	(302,100.00)	(304,433.47)
	Operations	(76,510.98)	(69,485.00)	(74,203.00)	(99,060.00)
	Maintenance	(58,241.38)	(80,763.55)	(59,000.00)	(127,408.55)
	Administration	(337,575.59)	(287,747.00)	(277,606.40)	(261,096.00)
	FBO Services	(708,360.48)	(728,644.69)	(735,100.00)	(662,719.53)
	<b>Total</b>	<b>(1,485,029.94)</b>	<b>(1,453,277.33)</b>	<b>(1,448,009.40)</b>	<b>(1,454,717.55)</b>
<b>Net Earnings</b>		(277,683.56)	(209,033.04)	(209,689.40)	(232,762.79)
<b>Sponsor Contribution</b>		210,000.00	210,000.00	210,000.00	233,000.00
	<i>Amount per City</i>	<b>105,000.00</b>	<b>105,000.00</b>	<b>105,000.00</b>	<b>116,500.00</b>
<b>Net</b>		(67,683.56)	966.96	310.60	237.21
<b>Capital Improvement Plan</b>					
	<b>Total</b>	86,500.00	3,505,000.00	3,505,000.00	2,570,000.00
	<i>Amount funded by City Participation</i>	0.00	0.00	0.00	31,000.00
	<i>Amount funded by Each City</i>	0.00	0.00	0.00	15,500.00
<b>Airport Total Cost per City</b>		<b>105,000.00</b>	<b>105,000.00</b>	<b>105,000.00</b>	<b>132,000.00</b>

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Summary of Revenues

	FY 14	FY 15 Final Revision	FY 15 Projected Year End Actual	FY-16
<b>Operations</b>				
Based Aircraft Tie down Fees Collected	14,186.74	18,000.00	8,900.00	18,000.00
Landing Fees Collected	21,358.44	22,000.00	25,000.00	20,000.00
Fuel Flowage Fees Collected	7,958.32	9,000.00	9,500.00	10,000.00
Rental Fees Collected	343,889.83	340,970.76	345,970.00	368,054.76
Christian Hill Materials	77,116.20	85,000.00	87,000.00	85,000.00
Service Fees Collected	2,399.50	3,300.00	2,500.00	3,000.00
<b>SUBTOTAL OPERATIONS</b>	<b>466,909.03</b>	<b>478,270.76</b>	<b>478,870.00</b>	<b>504,054.76</b>
<b>Services Revenues</b>				
Fuel and Oil Sales (Footnote #1)	614,125.32	669,123.53	660,000.00	630,000.00
Transient Tie-Down/Hangaring	29,238.16	30,000.00	29,500.00	25,000.00
Professional/Catering (Footnote #2)	6,229.79	6,500.00	4,000.00	3,000.00
Rental Car		3,500.00	3,750.00	3,500.00
After Hour Call-out	1,140.00	750.00	1,800.00	1,500.00
Aircraft Maintenance	34,608.08	35,750.00	41,000.00	35,750.00
<b>SUBTOTAL SERVICES</b>	<b>685,341.35</b>	<b>745,623.53</b>	<b>740,050.00</b>	<b>698,750.00</b>
<b>Other Income</b>				
Excise Tax Revenues	18,025.00	20,000.00	18,200.00	18,500.00
Interest (land fund and general account)	1,312.00	350.00	1,200.00	650.00
Sale of Asset	35,759.00	0.00		
Transfers				
<b>TOTAL OTHER INCOME</b>	<b>55,096.00</b>	<b>20,350.00</b>	<b>19,400.00</b>	<b>19,150.00</b>
Sponsor Contribution	210,000.00	210,000.00	210,000.00	233,000.00
<b>TOTAL INCOME</b>	<b>1,417,346.38</b>	<b>1,454,244.29</b>	<b>1,448,320.00</b>	<b>1,454,954.76</b>

Footnote #1 - Projected Year End and Forecast amounts lower due to falling fuel cost and pricing. Does not reflect any increase in gallons sold.

Footnote #2 - Contract with CAVU Restaurant curtails catering actives and the revenues. Shown are other smaller ancillary activities (i.e.: mowing in airpark, Start Cart Service, Aircraft Deice, etc.)

## Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

### Schedule of Rents Due

Lessee	Leasehold	Lease Date	Term	Number of options	Adjustment term	Beginning Rent	Next Adjustment Date	Current monthly Rent	Current Annual Rent
Geneva Aviation	White Hangar	8/1/04	20 years					1,360.83	16,329.96
Life- Flight Air Ambulance	Life flight Hangar	4/1/00	5 years	2	5 years			3,320.00	39,840.00
Bel Air Service	T Hangars Land	10/6/99	20 years	2	5 years		10/06/2014	217.17	2,606.04
Platz TIM Corp	T Hangars Land	1/1/87	20 years	5	5 years			93.96	1,127.52
Auburn Hangar Condo Assoc.	T Hangars Land	6/7/01	20 years		5 years*			1,933.85	23,206.20
Skyward Aviation	Activity fee	no lease	Activity fee					41.67	500.04
Northeast Aeronautics Flight School	Main Terminal/Airline Office	1/2/13	2 years	0	none	\$ 450.00	none	450.00	5,400.00
Lufthansa Technic, Inc.	Hangar 5	8/1/08	UNSPEC	0	UNSPEC	01/06/2012	05/15/2015	20,250.00	243,000.00
Twin Cities Air Service		no lease	Activity fee						0.00
Duke Energy	Gas Upload	10/22/97	25 years	0	5 years		10/22/2017	746.75	8,961.00
City of Auburn	Intermodal Park	9/1/94	20 years	8 - 10 year	5 years	\$1	07/01/2014	650.00	7,800.00
CAVU, LLC	Restaurant Concession Space	01/01/2015	3 yr.	1 - 2yr opt	5 years	\$500 + 1% Gross	12/31/2020	950.00	11,400.00
Power Construction Group	Land	03/06/2015	3 years	-	-	657.00	12/31/2018	657.00	7,884.00
Total								30,671.23	368,054.76

Auburn-Lewiston Municipal Airport  
FY-16 Annual Budget Proposal

**Summary of Expenses**

	FY 14	FY 15 Final Revision	FY 15 Projected Year	FY-16
<b>Personnel</b>				
Salaries	200,363.96	197,040.00	195,000.00	198,702.40
Fringe Benefits	93,010.12	75,222.69	92,000.00	86,277.47
Overtime	2,802.07	2,850.00	4,100.00	3,000.00
Professional Development	8,165.36	11,524.40	11,000.00	16,453.60
<b>TOTAL PERSONNEL</b>	<b>304,341.51</b>	<b>286,637.09</b>	<b>302,100.00</b>	<b>304,433.47</b>
<b>Operations</b>				
Professional Fees/Contract Services	10,809.70	5,000.00	13,000.00	15,000.00
Lights and Power	21,930.42	18,000.00	17,500.00	18,000.00
Heating Fuel Oil / Propane (Justification on Vehicles and Fuels)	13,751.52	4,860.00	7,500.00	15,325.00
Gas and Oil for Vehicles (Justification on Vehicles and Fuels)	19,051.96	24,625.00	15,000.00	24,625.00
Snow and Ice Control Supplies (Justification on Air Field Maintenance page)	9,360.14	15,000.00	19,203.00	23,610.00
Sewer /Water	1,607.24	2,000.00	2,000.00	2,500.00
<b>SUBTOTAL OPERATIONS</b>	<b>76,510.98</b>	<b>69,485.00</b>	<b>74,203.00</b>	<b>99,060.00</b>
<b>Maintenance</b>				
Building Maintenance (Justification on Building Maintenance)	20,983.21	25,975.00	16,500.00	45,420.00
Electrical Maintenance	1,163.50	5,000.00	2,000.00	5,000.00
Radio Maintenance	107.92	4,500.00	4,500.00	6,000.00
Vehicle Maintenance (Justification on Vehicles and Fuels)	26,510.00	16,225.00	14,000.00	19,225.00
Airfield Maintenance (Footnote 1)	9,476.75	29,063.55	22,000.00	36,213.55
Pavement Maintenance (Footnote 2)	0.00	0.00	-	15,550.00
<b>SUBTOTAL MAINTENANCE</b>	<b>58,241.38</b>	<b>80,763.55</b>	<b>59,000.00</b>	<b>127,408.55</b>
<b>Administration</b>				
Computer/Office Machine Maintenance Support	1,886.65	2,000.00	3,000.00	2,000.00
Advertising and Promotion	0.00	2,500.00	3,000.00	2,500.00
Hangar Lease	249,750.00	205,000.00	201,348.00	201,375.00
Insurance (Justification on Insurance page)	75,104.95	66,247.00	52,758.40	43,221.00
Legal Fees	3,889.84	2,500.00	8,000.00	2,500.00
Office Supplies	4,033.76	5,000.00	5,000.00	5,000.00
Telephone and Internet	2,910.39	4,500.00	4,500.00	4,500.00
<b>SUBTOTAL ADMINISTRATION</b>	<b>337,575.59</b>	<b>287,747.00</b>	<b>277,606.40</b>	<b>261,096.00</b>
<b>TOTAL OPERATIONAL EXPENSES</b>	<b>776,669.46</b>	<b>724,632.64</b>	<b>712,909.40</b>	<b>791,998.02</b>
<b>Services (Fixed Base Operation) Expenses</b>				
Salaries	189,426.82	169,665.60	169,000.00	155,188.80
Fringe Benefits	15,968.95	68,676.15	45,000.00	56,730.73
Overtime	2,337.22	3,750.00	2,800.00	3,800.00
Professional Services (Footnote 3)	6,918.22	5,000.00	4,200.00	2,500.00
Advertising	430,362.38	5,000.00	5,500.00	5,000.00
Fuels and Oils Merchandise (Footnote 4)	20,824.14	430,602.94	450,000.00	380,000.00
Utilities	2,014.24	12,000.00	11,900.00	21,000.00
Plant Equipment	24,224.34	3,500.00	1,800.00	3,500.00
Ground Support Equipment (GSE) (Footnote 5)	0.00	20,000.00	19,900.00	20,000.00
Information systems Equipment	14,819.17	-	-	-
Materials and Supplies (Aircraft Maintenance)	1,465.00	10,450.00	25,000.00	15,000.00
<b>SUBTOTAL SERVICE (FBO OPERATIONS)</b>	<b>708,360.48</b>	<b>728,644.69</b>	<b>735,100.00</b>	<b>662,719.53</b>
<b>TOTAL EXPENSES</b>	<b>1,485,029.94</b>	<b>1,453,277.33</b>	<b>1,448,009.40</b>	<b>1,454,717.55</b>

Footnote #1 Includes Fuel Farm Maintenance, Fencing Maintenance, Airfield Lighting Maintenance and Grounds Maintenance. Justifications are found on Air Field Maintenance page.

Footnote #2 Includes all pavement maintenance activities such as crack sealing, pot hole filling, paint renewal, etc. Justification are found on Air Field Maintenance page.

Footnote #3 - Contract with CAVU Restaurant curtains catering actives and the revenues. Shown are other smaller ancillary activities (i.e.: mowing in airpark, Start Cart Service, Aircraft Deice, etc.)

Footnote #4 - Projected Year End and Forecast amounts lower due to falling fuel cost and pricing. Does not reflect any increase in gallons sold.

Footnote 5 - includes monthly lease payment for Jet refueler to Avfuel Corp. Lease includes preventive maintenance costs.

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Airport Staffing And Salary Proposals

	Current Hourly Rate	Proposed Position	Proposed Hourly Rate	Hours Per Pay Period	Weekly Gross Paycheck	Annual Total Salaries	FICA		Medicare		Healthcare		retirement		HRA	FSA	Clothing	Annual Employer Share and Fringe
							Individual	Airport	Individual	Airport	Individual	Airport	individual	airport				
Airport Manager	35.90	Airport Director		37.50	1,346.25	70,005.00	4,340.31	4,340.31	1,015.07	1,015.07	-	5,528.12	5,250.38	6,230.45	-	200.00		17,313.95
Airport Secretary	20.90			37.50	783.75	40,755.00	2,526.81	2,526.81	590.95	590.95	3,043.80	17,248.00	3,056.63	3,627.20	300.00	200.00	200.00	24,692.95
Operations Supervisor	Open			40.00	-	-	0.00	0.00	0.00	0.00								-
Operations Specialist																		
Ops Spec I I	15.50		15.50	40.00	620.00	32,240.00	1,998.88	1,998.88	467.48	467.48	3,043.80	17,248.00	1,612.00	1,934.40	300.00	200.00	200.00	22,348.76
Ops Spec I	13.39		13.39	40.00	535.60	27,851.20	1,726.77	1,726.77	403.84	403.84	-	5,528.12	1,392.56	1,671.07	200.00	200.00	200.00	9,729.81
Ops Spec I	13.00	Ops Spec I	13.39	40.00	535.60	27,851.20	1,726.77	1,726.77	403.84	403.84	1,357.13	7,690.31	1,392.56	1,671.07	300.00	200.00	200.00	12,192.00
FBO Supervisor	19.05			40.00	762.00	39,624.00	2,456.69	2,456.69	574.55	574.55	1,357.13	7,690.37	2,971.80	3,526.54	300.00	200.00	200.00	14,948.14
											3,063.71	Footnote 1						3,063.71
Aircraft Mechanic	Open			40.00	-	-	0.00	0.00	0.00	0.00								-
Line Service Agent																		
Line I I	13.50		13.50	40.00	540.00	28,080.00	1,740.96	1,740.96	407.16	407.16		5,528.12	1,404.00	1,684.80	300.00	200.00	200.00	10,061.04
Line I	12.10		12.10	40.00	484.00	25,168.00	1,560.42	1,560.42	364.94	364.94		2,464.28	1,887.60	2,239.95	300.00	200.00	200.00	7,329.58
Line I	11.75	Line I	12.10	40.00	484.00	25,168.00	1,560.42	1,560.42	364.94	364.94		5,528.12	-	-	300.00	200.00	200.00	8,153.47
Line I	Open			40.00	-	-	0.00	0.00	0.00	0.00								-
Customer Service																		
Customer Service Rep	12.36		12.36	40.00	494.40	25,708.80	1,593.95	1,593.95	372.78	372.78	1,357.13	7,690.37	1,285.44	1,542.53	300.00	200.00	200.00	11,899.62
Customer Service Rep	Open			40.00	-	-	0.00	0.00	0.00	0.00			-	-				-
P/T & On call staff																		
	Open	Cust Svc Rep	11.00	20.00	220.00	5,720.00	354.64	354.64	82.94	82.94							200.00	637.58
	Open	Cust Svc Rep	11.00	20.00	220.00	5,720.00	354.64	354.64	82.94	82.94							200.00	637.58
<b>Totals</b>						353,891.20	21,941.25	21,941.25	5,131.42	5,131.42	10,158.99	85,207.52	20,252.96	24,128.00	2,400.00	2,000.00		143,008.20
Airport and Ops						198,702.40	12,319.55	12,319.55	2,881.18	2,881.18	7,444.73	53,242.55	12,704.12	15,134.18	900.00	1,000.00		86,277.47
FBO						155,188.80	9,621.71	9,621.71	2,250.24	2,250.24	2,714.26	28,901.26	7,548.84	8,993.82	1,500.00	1,000.00		56,730.73

Footnote 1 - FBO Supervisor takes health ins at single rate but eligible for family rate. The additional amount is a wavier payment on the difference.

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Professional Development Activity

Summary	
Memberships	1,925.00
Employee Training	7,729.60
Industry Conference	6,799.00
<b>Total</b>	<b>16,453.60</b>

Memberships	Individual	Group	
Androscoggin Chamber of Commerce		305.00	<a href="http://www.androscoggincounty.com/">www.androscoggincounty.com/</a>
American Association of Airport Executives	275.00		<a href="http://www.aaae.org">www.aaae.org</a>
Northeastern Chapter of AAAE	250.00		<a href="http://www.necaaae.org">www.necaaae.org</a>
National Air Transport Association		260.00	<a href="http://www.nata.aero">www.nata.aero</a>
Aircraft Pilots and Owners Association	70.00		<a href="http://www.aopa.org">www.aopa.org</a>
National Fire Protection Association		165.00	Discounts for multi-year
Maine Municipal Association		600.00	
<b>TOTAL</b>	<b>595.00</b>	<b>1,330.00</b>	

### Training Events (Footnote 1)

Date	Location	Title of Training	Sponsor Org	Registration	Hotel	Travel	Number of Attendees	Total	Comments
On-Going	LEW	Safety First Certification for Line Service	NATA	310.00			0	0.00	Desired by Charter Operators
On-Going	LEW	Customer Service, Safety & Security	NATA	110.00			10	1,100.00	Part of Employee Indoctrination Training
On-Going	LEW	Safety and Health Training for Aviation Facilities (OSHA)	NATA	240.00			10	2,400.00	Meets State Law Training Requirements
18-19 April 2015	BUF	Airport Safety and Operations School	AAAE	500.00	390.00	324.80	2	2,429.60	Teaches Certificated Airport Standards
26 - 28 July 2015	DAL	Winter Operations and De-ice Conference	AAAE/NEC	500.00	650.00	650.00	1	1,800.00	Skills Training
<b>TOTAL</b>								<b>7,729.60</b>	

Footnote 1 - Employee Training program provides industry accreditation to the employee and provides insurance premium reductions for the airport. For FY-15 reductions see "Insurance" page of this budget.

### Industry Conferences (Footnote 2)

Date	Location	Title of Training	Sponsor Org	Registration	Hotel	Travel	Number of Attendees	Total	Comments
26 - 28 July 2015	DAL	Winter Operations and De-ice Conference	AAAE	500.00	650.00	650.00	1	1,800.00	Skills Training
15-19 August 2015	BWI	Northeast Chapter AAAE Annual Conference and Exposition	AAAE/NEC	250.00	650.00	450.00	1	1,350.00	
20 - 22 September 2015	SAV	National Airports Conference	AAAE	450.00	650.00	550.00	1	1,650.00	Accreditation
25-29 April 2016	BUF	International Aviation Snow Symposium	AAAE/NEC	500.00	650.00	324.80		-	Skills Training
15-18 May 2016	HOU	American Association of Airport Exec Annual Conference	AAAE	749.00	650.00	600.00	1	1,999.00	Accreditation
<b>TOTAL</b>								<b>6,799.00</b>	

Footnote 2 - Attendance at two of the listed conferences will be necessary for Airport Manager to retain his professional accreditation.

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Vehicles and Fuels

	Priority	Materials	Tools	Contractor	
<b>Heating Fuel (See Footnote 1)</b>					
Natural Gas		9,000.00			Natural Gas 4500 ccf @ \$2.00
Heating Oil		6,325.00			Maintenance Bldg. 800 gal @ 2.75 and FBO 1500 gal @ 2.75
	Total	15,325.00	-	-	
<b>Gas and Oil (Footnote 1)</b>					
Auto Gas		5,250.00			1500 Gal @ 3.50
Motor oil & Lubricants		2,500.00			Includes oil filters for regular change
Diesel Fuel for equipment/vehicles		16,875.00			4500 Gal @ 3.50
	Total	24,625.00	-	-	
<b>Vehicles</b>					
Engine Repairs and Parts		1,500.00	500.00		Done in House
Tires		1,000.00			
Inspections				175.00	Annual Vehicle for On-Road Vehicles
Touchup Paint		250.00			Includes labor
Repair/ mower decks		2,000.00			15ft mowing deck is due for replacement in FY 17
Repair/plow units		3,500.00			new blades and retaining pins
Repair/ snow blower units		3,500.00			filters and other preventive maintenance
Golf Cart (electric)		-		4,800.00	to reduce fuel consumption
Hand Tool Replacement			1,000.00		
Parts Cleaner Service				500.00	Quarterly service contract
Oil Water Separator Maintenance				500.00	Quarterly service contract
	Total	11,750.00	1,500.00	5,975.00	
<b>Services (FBO) Expenses</b>					
Rent for Mobile Fueler	1			17,091.00	Lease for Avfuel Refueler Truck
	Total			17,091.00	

Footnote 1 Fuel cost likely lower given the current price decrease with gas and oil.

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Building Maintenance

	Priority	Materials	Tools	Contractor	
<b>Repairs and improvements</b>					
Install LED exterior lighting	medium	4,000.00	-		Includes Terminal Ramp Lighting. Potential Energy savings
Install LED interior lighting	medium	2,000.00			Potential Energy savings
Repair Roof on FBO Building	High			6,800.00	to repair and seal roof after natural gas install
Repair Roof on Building #4 Equip. Storage Shed	High			5,000.00	15 year since last roof work, leaks in several places
<b>Restaurant</b>					
Kitchen Hood Cleaning	high			3,600.00	Semi-annual degreasing
Fire Extinguisher Inspections (Kitchen Hood System)	High			1,000.00	Alarm and Sprinklers for all buildings and hand-held bottles.
<b>Cleaning and Janitorial</b>					
Janitor Service	High			4,500.00	Once a week and semi annual floor stripping
Trash Pickup Service	High			4,420.00	Weekly service @ \$85
Cleaning Supplies	High	1,500.00	500.00		
<b>Inspections</b>					
Fire Extinguisher Inspections	High			2,500.00	Alarm and Sprinklers for all buildings and hand-held bottles.
Foam Suppression System Inspection	High			2,500.00	
Fire Extinguisher Replacement	High			1,000.00	To replace outdated extinguishers
<b>Recurring Maintenance</b>					
Spring Clean up	Medium	2,500.00	200.00		Includes grass seed and perennials for flower boxes
Light Bulbs	High	900.00	-		For non LED converted
Air and water filters	High	1,000.00			
HVAC Annual Preventive Maintenance Service	High			1,500.00	Includes boiler inspections
Subtotal		11,900.00	700.00	32,820.00	
		Grand total		45,420.00	

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Airfield and Pavement Maintenance

	Priority	Materials	Tools	Contractor	
<b>Fuel Farm</b>					
Underground Tank Registration - MDEP				350.00	
Tank Inspections - Petroleum Maintenance Systems		5,000.00		2,500.00	
Meter Inspections , fuel farm- State of Maine				1,150.00	
Fuel Pump.Tank Repairs/Parts		3,000.00			
	Total	8,000.00	-	4,000.00	
<b>Fencing and Gates</b>					
Fence Repairs		2,500.00			
Gate Repairs				2,000.00	Maintenance and upgrading
Wildlife Deterrents		1,000.00			
Gate Cards		1,000.00			
<b>Lighting</b>					
SMGCS Sign Repairs		8,000.00			Circuit boards and replacement panels
Light bulbs used in field lighting scheme as required by FAA Standards					
M-16 Reflectors		2,100.00			75 ea. @ 28.00
Quartz Bulb EVV		798.75			45 ea. @ 17.75
Quartz Bulb EXL		612.00			48 ea. @ 12.75
Quartz Bulb EXM		312.00			24 ea. @ 13.00
Quartz Bulb EZL		340.80			16 ea. @ 21.30
Transformers		2,300.00			10 ea. @ 230.00
<b>Grounds Maintenance</b>					
Paint for segmented circle, tower, etc.		500.00			
Windssocks		750.00			
Grass Seed/mulch/topsoil/plants		500.00			
Vegetation removal/Wood Chipper			500.00		
Weed Trimmers			1,000.00		Purchase of 3 replacements
<b>Airfield Line</b>	Total	28,713.55	1,500.00	6,000.00	
<b>Pavement</b>					
Vibratory Roller Rent for RSAs		1,000.00			Required to prevent aircraft damage on runway excursion
Runway Edge Repair		800.00			
Paint for Runway and Taxiways		3,750.00	500.00		225 Gallons @ \$12.50
Glass Bead		9,500.00			2000 pounds @ \$4.75
<b>Pavement Line</b>	Total	15,050.00	500.00	-	
<b>Snow and Ice Control</b>					
Solid De-ice compound		9,310.00			10 tons @ 931.00
Liquid Anti-ice Compound		14,300.00			1375 gal @ 10.4
<b>Snow and Ice Control Line</b>	Total	23,610.00			

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Electrical Repair and Radio Maintenance

	Priority	Materials	Tools	Contractor	
<b>Electrical Repair</b>					
Electrical Repair Contingency		2,500.00		2,500.00	Small items needed while performing maintenance
	Total	2,500.00	-	2,500.00	

<b>Radio Maintenance</b>					
Handheld Batteries		2,000.00			
Handheld Radio Replacement		2,000.00			
Aviation Base Station		1,500.00			
Automatic dependent surveillance – broadcast (ADS-B) Receiver		500.00			
	Total	6,000.00	-	-	

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Insurance Summary

Type Insurance	Provider/Underwriter	Renewal Date	2014	2015	2016
Worker's Comprehensive Coverage	Maine Municipal Association/ MEMIC	Jan	31,531.00	31,531.00	13,427.00
Property Casualty	Maine Municipal Association	July	8,749.00	8,749.00	8,749.00
CR-Forgery or Alteration	Maine Municipal Association	July	115.00	115.00	115.00
CR-Employee Dishonesty/Faithful Perform	Maine Municipal Association	July	115.00	115.00	115.00
CR-Theft/Disappearance/Destruction	Maine Municipal Association	July	115.00	115.00	115.00
Electronic Data Processing	Maine Municipal Association	July	23.00	23.00	23.00
PR Equipment/Boiler	Maine Municipal Association	July	1,165.00	1,165.00	1,165.00
Public Officials	Maine Municipal Association	July	4,712.00	4,712.00	4,712.00
Auto Liability	Maine Municipal Association	July	2,911.00	2,911.00	2,911.00
Auto Physical Damage	Maine Municipal Association	July	1,851.00	1,851.00	1,851.00
Contractors/Mobile Equip	Maine Municipal Association	July	2,198.00	2,198.00	2,198.00
Airport General Liability	Aviation Insurance Resources/Berkley Aviation	February/ October	2,016.00	2,016.00	1,238.72
Products and Completed Operations Liability	Aviation Insurance Resources/Berkley Aviation	February/ October	7,791.00	7,350.00	4,515.84
Hangar keepers Liability	Aviation Insurance Resources/Berkley Aviation	February/ October	3,396.00	3,396.00	2,085.44
<b>Total</b>			66,688.00	66,247.00	43,221.00

# Auburn-Lewiston Municipal Airport FY-16 Annual Budget Proposal

## Capital Improvement Budget Plan FY 2016 to FY 2020

Priority	Total of Project	Local Funding					Federal and/or State Portion		
		Funded Through Prior Year Fund Surplus	Estimated Funding Through Public Debt (Bond)	Estimated Funding Through Private Debt (Mortgage)	Estimated Funding Through Fund Balance	Estimated Funding Through Sponsor Operation			
Proposed for FY 16									
1	Aircraft Parking Apron	Construct New and Reconstruct Terminal Aircraft Parking Apron (with storm water drainage)	620,000.00				31,000.00	589,000.00	
2	Airport Parking Lot	Build, Rebuild, Enlarge and Delineate, Correct deficiencies, install meters in short term parking	700,000.00	700,000.00					
4	Aircraft Hangar (Nested T)	Construct Nested Hangar, 8 to 10 NFPA 409 Design Group III (wing span <50ft tail depth <35 tail height <18ft)	500,000.00		500,000.00				
3	Aircraft Hangar (Corporate)	Construct Corporate Hangar, NFPA 409 Design Group II (wing span <100ft tail depth <100 tail height <30ft)	750,000.00		750,000.00				
		<b>Total</b>	2,570,000.00	-	700,000.00	1,250,000.00	-	31,000.00	589,000.00
Proposed for FY 17									
2	Taxiway B Reconstruction	"Grind and Re-use" Overlay of Taxiway B, chg. to LED MITLS	760,000.00				40,000.00	720,000.00	
1	Wildlife Control Equipment	Purchase 150hp tractor with pavement and mowing attachments	300,000.00	300,000.00					
3	Aircraft Hangar (Corporate)	Construct Corporate Hangar, NFPA 409 Design Group II (wing span <100ft tail depth <100 tail height <30ft)	750,000.00		750,000.00				
4	Service Vehicle #1	Replace Highest Mileage Pickup	35,000.00			35,000.00			
		<b>Total</b>	1,845,000.00	-	300,000.00	750,000.00	35,000.00	40,000.00	720,000.00
Proposed for FY 18									
2	Runway Maintenance	Reimbursable Agreement for Instrument Landing System Relocation and Runway Safety Area Reconstruction	300,000.00	15,000.00				285,000.00	
1	Runway Maintenance	Reconstruction of Runway 4-22 for RDC B-II with ILS Cat I Precision standards (APV lower than 3/4 mile) Clear all TERPS obstructions (Including Trees and Poles)	5,250,000.00	250,000.00				5,000,000.00	
3	Service Vehicle #2	Replace Highest Mileage Pickup	35,000.00			35,000.00			
4	Aircraft Hangar (Nested T)	Construct Nested Hangar, 8 to 10 NFPA 409 Design Group III (wing span <50ft tail depth <35 tail height <18ft)	600,000.00		600,000.00				
		<b>Total</b>	6,185,000.00	-	265,000.00	600,000.00	35,000.00	-	5,285,000.00
Proposed for FY 19									
1	Aircraft Hangar/Cargo Hangar	Construct Nested Hangar, 8 to 10 NFPA 409 Design Group II (wing span <110ft tail depth <100 tail height <30ft)	750,000.00		750,000.00				
		<b>Total</b>	750,000.00	-	-	750,000.00	-	-	-
Proposed for FY 20									
1	Reconstruct Fuel Farm	Fuel Tank replacement required by Law for Underground Storage Tanks (Relocating fuel farm highly desired)	750,000.00				37,500.00	712,500.00	
2	Reconstruct Aircraft Parking Apron	FBO Ramp Area (after fuel tank replacement)	600,000.00	600,000.00					
3	Service Vehicle	Replace Airport Managers Vehicle	30,000.00			30,000.00			
		<b>Total</b>	1,380,000.00	-	600,000.00	-	30,000.00	37,500.00	712,500.00

**COLA Raises**

	Number Given	Amount or Percentage	Merit	Promotion
FY 14	0	0	1	0
FY 15	0	0	2	2
Proposed	0	0	2	0

Airport Staff was restructured in FY 13 and the turnover was 81% of the staff.

<b>Fund Balance as of</b>	<b>22-Jan-15</b>	<b>01-Jul-14</b>
Total	8,053,224.04	8,387,799.00
Assigned or Restricted Cash	379,163.90	539,316.00
Unassigned or Encumbered Funds	64,078.35	50,066.00

Airport Fund Balance is variable due to the "Retail" portion of the operation.

GREAT FALLS T.V. Fiscal 2015/2016 Budget Proposal		14	15	15	15	16
		FY-14	FY-15	FY-15	FY-15	FY-16
		Actual	Budget	YTD 1/9/2015	Expected Actuals	Proposal
<b>20405960 611000 Salaries</b>						
20405960 611000	Salaries	\$ 73,846.67	\$ 73,846.67	\$ 38,665.17	\$ 75,323.60	\$ 75,323.60
20405960 617001	F.I.C.A./Medicare	\$ 5,627.44	\$ 5,624.16	\$ 2,967.18	\$ 5,624.16	\$ 5,624.16
20405960 617002	Fringe Benefits Health Ins. 85%	\$ 29,961.60	\$ 31,300.00	\$ 14,980.80	\$ 28,800.00	\$ 26,300.00
	ICMA-Retirement 6%	\$ 4,413.76	\$ 4,414.00	\$ 2,327.38	\$ 4,414.00	\$ 4,414.00
20405962 620000	Advertising	-		\$ -		
20405962 628019	Building Repairs	-		\$ -		
20405962 628020	Vehicle Repairs		\$ 200.00	\$ 57.45	\$ 57.45	\$ 200.00
20405962 628021	Equipment Repairs	\$ -	\$ 3,000.00	\$ 298.92	\$ 2,500.00	\$ 2,000.00
20405962 629000	Training & Tuition	\$ -	\$ -	\$ -	\$ -	\$ -
20405962 632000	Dues & Subscriptions	\$ 50.00	\$ 500.00	\$ 50.00	\$ 200.00	\$ 200.00
20405962 644000	Rent Expense	\$ 4,326.98	\$ 4,543.33	\$ 4,543.33	\$ 4,543.33	\$ 4,770.50
20405963 628001	Food	\$ 152.20	\$ 200.00	\$ -	\$ 60.00	\$ 100.00
20405963 633000	Office Supplies	\$ 1,252.86	\$ 800.00	\$ 712.54	\$ 800.00	\$ 1,000.00
20405953 633001	Operating Supplies-Studio	\$ 5,564.12	\$ 5,000.00	\$ 2,414.93	\$ 5,000.00	\$ 5,000.00
20405963 633002	Operating Supplies-Field	\$ 179.99	\$ 2,000.00	\$ 430.47	\$ 2,000.00	\$ 2,000.00
20405963 633030	Vehicle-gas/oil	\$ 125.00	\$ 500.00	\$ 95.00	\$ 150.00	\$ 200.00
20405964 640000	Telephone/Communications	\$ 834.73	\$ 700.00	\$ 303.42	\$ 850.00	\$ 850.00
20405965 656100	Capital-Small Tools & Equip	\$ 1,400.00	\$ 5,000.00	\$ 1,155.59	\$ 6,000.00	\$ 30,000.00
<b>Total Expenditures</b>		\$ 127,735.35	\$ 137,628.16	\$ 69,002.18	\$ 136,322.54	\$ 157,982.26
<b>20405920 402800</b>						
	AUBURN FRANCHISE	\$ (38,432.18)	\$ (51,088.22)	\$ (25,544.11)	\$ (51,088.22)	\$ (51,088.22)
	LEWISTON FRANCHISE	\$ (34,375.20)	\$ (67,306.00)		\$ (67,306.00)	\$ (67,306.00)
	LISBON	\$ (6,000.00)	\$ (6,000.00)	\$ (3,000.00)	\$ (6,000.00)	\$ (6,000.00)
	MISC	\$ (178.00)	\$ (200.00)	\$ (200.00)	\$ (200.00)	\$ (200.00)
<b>Total Revenue</b>		\$ (78,985.38)	\$ (124,594.22)	\$ (28,744.11)	\$ (124,594.22)	\$ (124,594.22)
<b>Net Increase (Decrease ) in Fund Balance</b>		↓ \$ 48,749.97	↓ \$ 13,033.94	↓ \$ 40,258.07	↓ \$ 11,728.32	↓ \$ 33,388.04
<b>Beginning Fund Balance</b>		\$ (97,499.94)	\$ (48,749.97)	\$ (48,749.97)	\$ (48,749.97)	\$ (37,021.65)
<b>Ending Fund Balance</b>		\$ (48,749.97)	\$ (35,716.03)	\$ (8,491.90)	\$ (37,021.65)	\$ (3,633.61)



Category	Explanation For Decrease/Increase
20405960 617002 Fringe Benefits Health Ins. 85%	Decrease in health insurance cost is due to change in policy cost as of January 2015.
20405962 644000 Rent Expense	5% Annual Increase.
20405963 633002 Operating Supplies - Field	Contingency for equipment failure at city halls.
20405965 656100 Capital-Small Tools & Equip	Increase in 2015 Expected Actual due to updates to video production rooms in city halls. Will be purchasing Camera that was budgeted for Fiscal 14-15. Capital - Small Tools & Equipment for 2015-16 \$30,000.00 is to replace the stations aging Video Broadcast Server. Technical support will no longer be available on this older model.



**GREAT FALLS TV - BUDGET CATEGORIES DESCRIPTIONS**

<b>ACCOUNT NUMBER</b>	<b>NAME</b>	<b>ACCOUNT DESCRIPTIONS</b>
20405962 611000	Salaries	two employee salaries including COLA and Step Increases when appropriate
20405960 617001	F.I.C.A./Medicare, Insurance	Health Retirement F.I.C.A. / Medicare/ health insurance and retirement benefits - two employees
20405962 629000	Training & Tuition	training and tuition
20405962 620000	Promotional & Ads	
20405964 640000	Communications	telephone, web hosting, E-fax
20405962 644000	Rent	studio space rent at Central Maine Community College
20405963 628001	Food Service	concessions for meetings, events and annual volunteer dinner
20405962 628021	Equipment Repairs	maintenance/repairs to equipment at GFTV Studio AND Lewiston and Auburn City Buildings
20405962 628020	Vehicle Repairs	vehicle maintenance/repairs as needed
20405962 632000	Dues & Subscriptions	Annual Dues & Subscriptions- BJ's annual membership fee -CTAM -
20405963 633000	Office Supplies	consummable office supplies, i.e., paper, ink, batteries, pens, paper clips - usual office supplies
20405963 633001	Ops Supplies-Studio	studio opt'l costs, i.e.,bulbs, backdrops, lights, microphones, computer, software, monitors, decks, web stream costs, telvue maintenance (server).
20405963 633002	Ops Supplies-Field	field opt'l costs (includes Lew/Aub City Bldg costs), i.e., cables, connectors, computer, racks, monitors,
20405963 633030	Vehicle-gas/oil	fuel and oil changes, as needed, for GFTV vehicle
20405965 656100	Capital - Small Tools & Equip	small tools and equipment (capital improvements)

**Lewiston-Auburn Transit Committee**  
**FY 2016 Proposed Budget**  
**- Fixed Route, ADA, Bus Station/LATC Operating**

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	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Approved</b>	<b>FY 2016 Proposed</b>
<b>Fixed Route</b>				
<b>Expenses:</b>				
WMTS Contract	\$1,142,900	\$1,169,100	\$1,180,000	\$1,197,700
Fuel	\$199,148	\$199,338	\$206,500	\$188,370
Maintenance Review Contract				\$5,000
Staff (Project administration)				\$79,893
<b>Total Expense</b>	<b>\$1,342,048</b>	<b>\$1,368,438</b>	<b>\$1,386,500</b>	<b>\$1,470,963</b>
<b>Revenue:</b>				
Federal	\$672,143	\$680,449	\$701,470	\$742,212
State	\$50,430	\$48,196	\$98,115	\$98,115
Local	\$422,873	\$426,873	\$394,915	\$415,636
Fare Box	\$196,603	\$212,921	\$192,000	\$215,000
<b>Total Revenue</b>	<b>\$1,342,048</b>	<b>\$1,368,438</b>	<b>\$1,386,500</b>	<b>\$1,470,963</b>
<b>ADA Complementary Paratransit:</b>				
<b>Expenses:</b>				
WMTS Contract	\$146,400	\$153,400	\$155,700	\$158,000
Staff (Project Administration)				\$9,107
<b>Revenue:</b>				
Federal	\$91,622	\$97,914	\$100,560	\$108,888
State	\$0	\$0	\$0	\$0
Local	\$22,906	\$24,478	\$25,140	\$27,221
Fare Box	\$31,872	\$31,008	\$30,000	\$31,000
	\$146,400	\$153,400	\$155,700	\$167,107
<b>Local Subsidy:</b>				
<b>Bus Station/LATC Operating</b>	<b>-\$28,467</b>	<b>-\$28,629</b>	<b>\$2,700</b>	<b>-\$24,369</b>
<b>Fixed Route</b>	<b>\$422,873</b>	<b>\$426,873</b>	<b>\$394,915</b>	<b>\$415,636</b>
<b>ADA Comp. Paratransit</b>	<b>\$22,906</b>	<b>\$24,478</b>	<b>\$25,140</b>	<b>\$27,221</b>
	<b>\$417,312</b>	<b>\$422,722</b>	<b>\$422,755</b>	<b>\$418,488</b>
<b>Less Reserves (negative is a surplus)</b>	<b>-\$53,785</b>	<b>-\$48,024</b>	<b>\$0</b>	<b>\$0</b>
<b>Auburn</b>	<b>\$235,548</b>	<b>\$235,373</b>	<b>\$211,378</b>	<b>\$209,244</b>
<b>Lewiston</b>	<b>\$235,548</b>	<b>\$235,373</b>	<b>\$211,378</b>	<b>\$209,244</b>

Surplus/Deficit	\$53,785	\$48,024		
Capital match	\$1,403			
Capital match - Auburn		\$40,000	\$40,000	\$40,000
Capital match - Lewiston		\$40,000	\$40,000	\$40,000
Match for study		\$0	7500	0
<b>Net surplus/deficit</b>	<b>\$52,382</b>			
Available Reserves	\$130,644	\$178,668	\$171,168	\$171,168
One month expenses	\$123,436	\$126,604	\$130,205	\$136,667

FY 2014 actual fuel cost based on \$3.33/gallon, 59,804 gallons  
FY 2015 fuel projection is based on \$3.50/gallon, 59,000 gallons  
FY 2016 fuel projection is based on \$3.15/gallon, 59,800 gallons

<b>Total Federal Required</b>	<b>\$832,545</b>	<b>\$874,812</b>	<b>\$909,730</b>	<b>\$951,173</b>
<b>Federal Allocation</b>	<b>\$1,024,460</b>	<b>\$1,020,378</b>		

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**Lewiston-Auburn Transit Committee  
FY 2016 Proposed Budget  
- Bus Station/LATC Operating -**

	FY 2013 Actual	FY 2014 Actual	FY 2015 Approved	FY 2016 Proposed
<b>BUS STATION</b>				
Revenues: Rent	\$ -	\$ -		\$ -
<b>EXPENSES:</b>				
JANITORIAL	\$ 7,315	\$ 9,410	\$ 18,800	\$ 18,800
MAINTENANCE/REPAIRS	\$ 3,167	\$ 4,163	\$ 9,000	\$ 9,000
SUPPLIES - INCL. JANIT.	\$ 1,508	\$ 912	\$ 2,000	\$ 2,000
SNOW REMOVAL	\$ 5,075	\$ 7,595	\$ 7,500	\$ 4,000
RESTROOM RENTAL	\$ 1,260	\$ 1,260	\$ -	\$ -
UTILITIES:				
GAS	\$ 2,902	\$ 3,120	\$ 5,000	\$ 5,000
ELECTRIC	\$ 3,229	\$ 3,095	\$ 5,500	\$ 5,500
H2O/SEWER	\$ 688	\$ 647	\$ 1,200	\$ 1,200
INSURANCE	\$ 629	\$ 665	\$ 1,300	\$ 1,300
<b>TOTAL</b>	\$ 25,773	\$ 30,868	\$ 50,300	\$ 46,800
<b>ITF DEFICIT:</b>	\$ (25,773)	\$ (30,868)	\$ (50,300)	\$ (46,800)
<b>LATC Operating</b>				
<b>EXPENSES:</b>				
STAFF (Project Administration)	\$ 13,050	\$ 13,389	\$ 13,000	\$ 1,000
MEETINGS	\$ 1,518	\$ 1,726	\$ 2,000	\$ 2,000
ADVERTISING/MARKETING	\$ 1,059	\$ 446	\$ 3,000	\$ 3,000
AUDIT	\$ 6,100	\$ 6,250	\$ 6,500	\$ 6,750
LEGAL SERVICES	\$ -	\$ 220	\$ 600	\$ 600
MISC. EXPENSES	\$ 60	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ 21,787	\$ 22,031	\$ 25,100	\$ 13,350
<b>LATC Operating DEFICIT</b>	\$ (21,787)	\$ (22,031)	\$ (25,100)	\$ (13,350)
<b>TOTAL EXPENDITURES - BUS STATION/LATC Operating</b>	\$ (47,560)	\$ (52,899)	\$ (75,400)	\$ (60,150)

<b>DEFICIT FUNDING</b>				
FEDERAL	\$ 23,780	\$ 26,449	\$ 37,700	\$ 30,075
STATE				
LOCAL - Rent	\$ 12,144	\$ 12,144	\$ 12,000	\$ 12,144
- Vending	\$ 1,635	\$ 1,392	\$ 2,500	\$ 2,500
- ATA Advertising	\$ 37,912	\$ 41,189	\$ 20,000	\$ 39,550
- Interest	\$ 556	\$ 353	\$ 500	\$ 250
LOCAL	\$ (28,467)	\$ (28,629)	\$ 2,700	\$ (24,369)
<b>TOTAL REVENUE</b>	\$ 47,560	\$ 52,899	\$ 75,400	\$ 60,150
<b>LOCAL Requested</b>	\$ (28,467)	\$ (28,629)	\$ 2,700	\$ (24,369)

LATC FY 2016 Proposed Staffing Plan

**Staff Allocation**

Project Administration - Bus Station/Admin	1,000
Project Administration - Fixed Route & Maintenance	79,893
Project Administration - ADA	<u>9,107</u>
Total (See breakdown below)	90,000

Salaries (See breakdown below)	49,347
Fringe Benefits	14,463
Indirect Costs	<u>26,190</u>
Total	90,000

Staff		% of time
Marsha Bennett, Transit Coordinator (tasks to be included)	20,205	35%
Greg Whitney, Finance Director (tasks to be included)	14,333	15%
Robert Thompson, Executive Director (tasks to be included)	10,200	10%
Sandra Fournier, Finance Assistant (tasks to be included)	<u>4,610</u>	10%
Total Salaries	49,347	

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Lewiston-Auburn Transit Committee

TO: Mayor Jonathan LaBonte  
Auburn City Council  
Howard Kroll, City Manager  
Jill Eastman, Finance Director  
FR: Marsha Bennett, Transit Coordinator  
DT: April 6, 2015  
RE: Lewiston-Auburn Transit Committee - FY2016 Proposed Budget

On behalf of the Lewiston-Auburn Transit Committee (LATC), I am pleased to submit a FY2016 budget request of \$209,244 per city, \$2,134 less than LATC's FY2015 request. The budget request is built off a fixed contract price for the operation of **citylink** and ADA Complementary Paratransit service, the expectation that State Funds will remain at FY2015 levels, lower fuel costs, higher fare box recovery and an increase in advertising revenue.

FY2016 Budget Drivers:

- Fare box revenues exceeded budget in FY 2014 by 13%.
- Fare box is projected to increase by \$23,000 over the FY 2015 budget.
- Fuel expenses were 10% lower than budgeted in FY 2014 because the City of Lewiston locked in prices at lower than market rates.
- Fuel expenses are projected to decrease by \$18,000 in comparison to the FY 2015 budget.
- FY 2014 advertising revenues exceeded budget by \$26,000.
- Advertising revenues are projected to increase by \$19,550 over the FY 2015 budget.

One significant change to LATC's FY2016 budget is the inclusion of staff time within project elements. In prior years, LATC staff costs were funded through a contract with the Androscoggin Valley Council of Governments (AVCOG) along with some FTA 5307 funds. The FY 2016 budget does not include the contract with AVCOG. However, because AVCOG provides staffing to the LATC, staff costs (salaries, fringe benefits, indirect costs) are included in the budget.

In 2014 AVCOG became a Direct Recipient of funds provided by the Federal Transit Administration (FTA) as a result of a 2012 directive from Governor LePage. The LATC and the Executive Committee of AVCOG both voted to have AVCOG apply for this status on behalf of the LATC. This means that FTA Section 5307 funds are now received through AVCOG rather than through the Maine Department of Transportation.

AVCOG's status as a Direct Recipient of FTA 5307 funds has resulted in many new tasks for AVCOG/LATC staff and has resulted in a substantial increase in staff costs for the LATC. Prior to becoming a Direct Recipient, these tasks were done by the Maine Department of Transportation, at no cost to the LATC. A list of staff responsibilities and tasks is included with the attached budget.

In addition to funding for transit operations, LATC has requested \$40,000 per city for capital reserves. The capital funding is to be used as local match on bus purchases, bus overhauls, or the purchase of used buses (LATC 2015 CIP). Since November of 2013, LATC has purchased six (6) used buses to stabilize the fleet and ensure the provision of reliable transit service. Despite some reliability problems with LATC's fleet in FY2014, **citylink's** annual passenger trips increased by 5.7%. Ridership continues to remain strong through the first five (5) months of FY2015 with a 23.2% increase over last year.

**Lewiston-Auburn Transit Committee**  
**FY 2016 Proposed Budget**  
**- Fixed Route, ADA, Bus Station/LATC Operating**

	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Approved</b>	<b>FY 2016 Proposed</b>
<b>Fixed Route</b>				
Expenses:				
WMTS Contract	\$1,142,900	\$1,169,100	\$1,180,000	\$1,197,700
Fuel	\$199,148	\$199,338	\$206,500	\$188,370
Maintenance Review Contract				\$5,000
Staff (Project administration)				\$79,893
<b>Total Expense</b>	<b>\$1,342,048</b>	<b>\$1,368,438</b>	<b>\$1,386,500</b>	<b>\$1,470,963</b>
Revenue:				
Federal (5307 PM & Capital)	\$672,143	\$680,449	\$701,470	\$304,615
Federal (5307 Operating)				\$437,597
State	\$50,430	\$48,196	\$98,115	\$98,115
Local	\$422,873	\$426,873	\$394,915	\$415,636
Fare Box	\$196,603	\$212,921	\$192,000	\$215,000
<b>Total Revenue</b>	<b>\$1,342,048</b>	<b>\$1,368,438</b>	<b>\$1,386,500</b>	<b>\$1,470,963</b>
<b>ADA Complementary Paratransit:</b>				
Expenses:				
WMTS Contract	\$146,400	\$153,400	\$155,700	\$158,000
Staff (Project Administration)				\$9,107
Revenue:				
Federal (507 ADA)	\$91,622	\$97,914	\$100,560	\$108,886
State	\$0	\$0	\$0	\$0
Local	\$22,906	\$24,478	\$25,140	\$27,221
Fare Box	\$31,872	\$31,008	\$30,000	\$31,000
	\$146,400	\$153,400	\$155,700	\$167,107
<b>Local Subsidy:</b>				
<b>Bus Station/LATC Operating</b>	<b>-\$28,467</b>	<b>-\$28,629</b>	<b>\$2,700</b>	<b>-\$24,369</b>
<b>Fixed Route</b>	<b>\$422,873</b>	<b>\$426,873</b>	<b>\$394,915</b>	<b>\$415,636</b>
<b>ADA Comp. Paratransit</b>	<b>\$22,906</b>	<b>\$24,478</b>	<b>\$25,140</b>	<b>\$27,221</b>
	<b>\$417,312</b>	<b>\$422,722</b>	<b>\$422,755</b>	<b>\$418,488</b>
<b>Less Reserves (negative is a surplus)</b>	<b>-\$53,785</b>	<b>-\$48,024</b>	<b>\$0</b>	<b>\$0</b>
<b>Auburn</b>	<b>\$235,548</b>	<b>\$235,373</b>	<b>\$211,378</b>	<b>\$209,244</b>
<b>Lewiston</b>	<b>\$235,548</b>	<b>\$235,373</b>	<b>\$211,378</b>	<b>\$209,244</b>

Surplus/Deficit	\$53,785	\$48,024		
Capital match	\$1,403			
Capital match - Auburn		\$40,000	\$40,000	\$40,000
Capital match - Lewiston		\$40,000	\$40,000	\$40,000
Match for study		\$0	7500	0
Net surplus/deficit	\$52,382			
Available Reserves	\$130,644	\$178,668	\$171,168	\$171,168
One month expenses	\$123,436	\$126,604	\$130,205	\$136,667

FY 2014 actual fuel cost based on \$3.33/gallon, 59,804 gallons  
FY 2015 fuel projection is based on \$3.50/gallon, 59,000 gallons  
FY 2016 fuel projection is based on \$3.15/gallon, 59,800 gallons

Total Federal Required	\$832,545	\$874,812	\$909,730	\$513,576
Federal Allocation	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000



## LATC FY 2016 Proposed Staffing Plan

<b>Staff</b>		<b>% of time</b>
Marsha Bennett, Transit Coordinator (see attached tasks)	30,237	53%
Greg Whitney, Finance Director (see attached tasks)	<u>19,110</u>	20%
Total Salaries	49,347	
Fringe Benefits	14,463	
Indirect Costs (Federally approved Indirect Cost Plan)	<u>26,190</u>	
Total	<u>90,000</u>	

### **Staff Allocation**

Project Administration - Bus Station/Admin	1,000
Project Administration - Fixed Route & Maintenance	79,893
Project Administration - ADA	<u>9,107</u>
Total (See breakdown below)	<u>90,000</u>

## FTA Direct Recipient/LATC Tasks

### Marsha Bennett –

#### FTA Grants

- Prepare grant applications in TEAM (FTA's electronic grant system)
- Perform grant milestone reporting
- Perform grant close out procedures
- Perform grant amendments
- Submit bi-annual DBE reports

#### Drug and Alcohol Reporting – prepare and submit annual report

#### Vehicle Maintenance

- Perform quarterly maintenance reviews
- Prepare RFP for maintenance consultant to perform annual maintenance review
- Prepare and submit maintenance reports to MaineDOT

#### Disadvantaged Business Enterprise (DBE)

- Prepare and submit DBE Goal and Methodology
- Ongoing outreach to DBE businesses

#### Title VI

- Prepare and submit a Title VI/Environmental Justice Non-Discrimination Plan
  - Review plan annually
  - Update plan every three years

Ongoing outreach and public participation to minority and disadvantaged populations in the community

#### National Transit Database Reporting – Annual

#### Maine DOT

- Prepare and submit grant applications
- Invoice MaineDOT

#### Procurement – Follow FTA's Best Practices Procurement Manual

- Vehicles – Develop bus specifications, prepare RFP, solicit bids, and coordinate factory inspection
- Services and equipment

#### Marketing

- Update bus schedules and kiosks
- Procure printing services to reproduce schedules, kiosk displays and bus passes
- Outreach – presentation at various organizations, agencies, residential homes, etc.
- Distributing and invoicing bus passes to social service agencies
- Working with other agencies to promote special events – job fair, Winter Carnival, Shriner Convention, etc.

#### Prepare and submit to MaineDOT a Capital Asset Management Plan

#### LATC

- Prepare monthly meeting agenda's, packets and minutes
- Provide assistance to people that call with citylink and other transit questions
- Maintain LATC's website – update information, post meeting material, post service notices and other public notices
- Work with consultants on LATC study's and projects – develop study RFP's, solicit firms, provide consultant oversight
- Work with fixed route and ADA contracted operator
- Prepare budget material

#### Bus station –

- Provide oversight of the Lewiston bus station for LATC
- Solicit cleaning, snow plowing, and other services needed to operate the station

Work with tenant  
Ensure compliance with the Americans with Disabilities Act  
Update LATC's ADA Complementary Paratransit Service Policy and Procedures  
Work with the contractor addressing issues and/or concerns that arise  
Work with LATC's ADA Committee

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**Greg Whitney -**

FTA Drawdowns via ECHO

Reconcile matching funds to Federal funds

Monitor availability of Federal funds in various grant categories

Monthly FTA/LATC financial reporting

Present reports at monthly LATC meetings

Compare actual performance to budgets

Annual FTA/LATC budget preparation

Attend budget presentations to cities

Work with external auditors on financial and compliance audits

Assist with reporting in TEAM (soon to be TRAM)

Assist with FTA grant applications

Assist with reporting in NTD

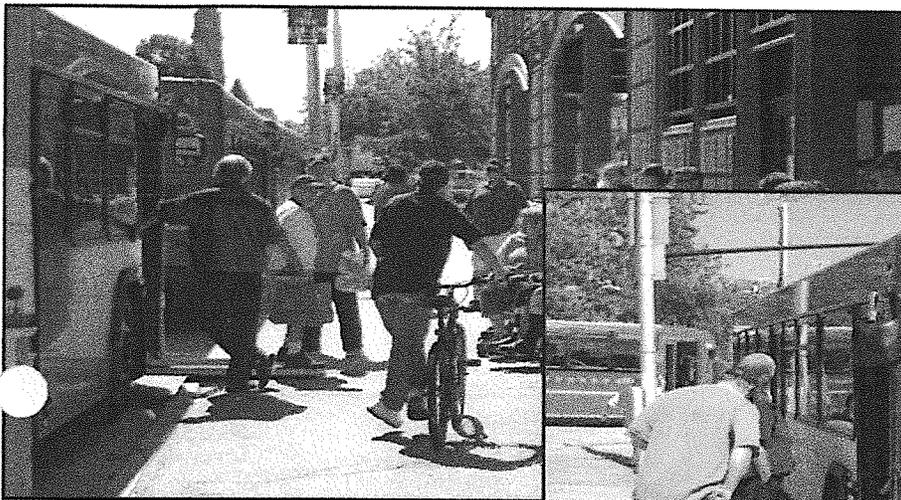
Assist with FTA/LATC procurement

Assist with bus station issues

Supervise FTA/LATC payables & receivables processing

citylink

# Lewiston-Auburn Transit Committee Budget Presentation FY2016



## COMMITTEE MEMBERS

### Lewiston

Phil Nadeau, Deputy City Administrator, Chair

Mark Cayer, City Councilor

Lucy Bisson, Citizen

Christina Berry, Citizen-at-Large

### Auburn

Belinda Gerry, City Councilor

Howard Kroll, Assistant City Manager

Karen Veilleux, Executive Assistant



The Lewiston-Auburn Transit Committee, owners of the **citylink** bus system, has contracted with Western Maine Transportation Services, Inc., for operations and vehicle maintenance of the fixed route system and for operations of the ADA Complementary Paratransit Service since 2002. FY2016 will be the third year of a 3-year contract. The current contract does have two additional option years allowing LATC and WMTS to extend the contract. LATC will go out to bid for a new contract for FY2017 or negotiate a new contract price with WMTS under the current contract.

Hours of Operation:

**citylink** and the ADA Complementary Paratransit service operates Monday through Friday between 6:00 AM to 6:15 PM (New Auburn to 6:47 PM) and a limited Saturday schedule between 9:15 AM to 5:45 PM.

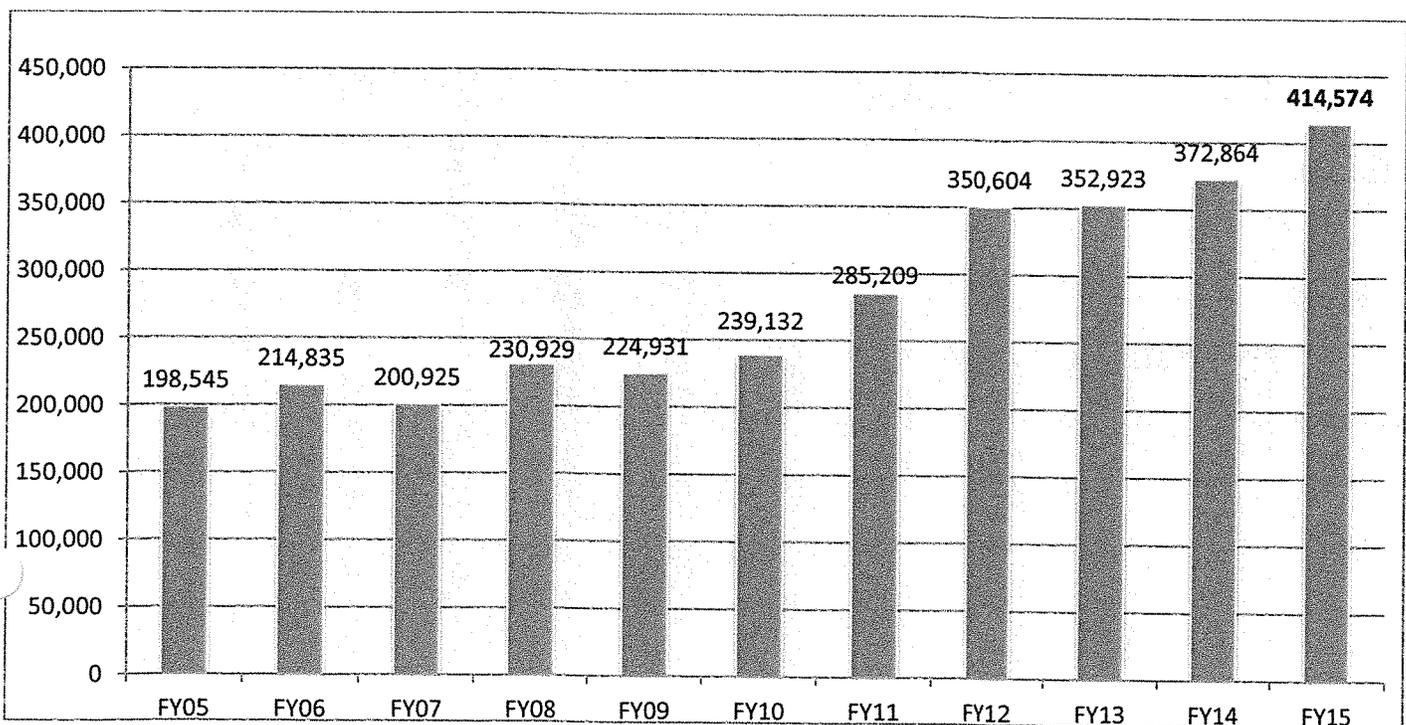
Level of Service:

During weekdays **citylink** operates nine (9) bus routes with buses departing every 60 and 30 minutes. **citylink's** Saturday service consists of seven (7) bus routes with buses departing every two (2) hours (Main St., Sabattus St., Lisbon St. and New Auburn), 60 minutes (Auburn Malls and College Street) and 30 minutes (Mall Shuttle).

**TRANSIT RIDERSHIP**

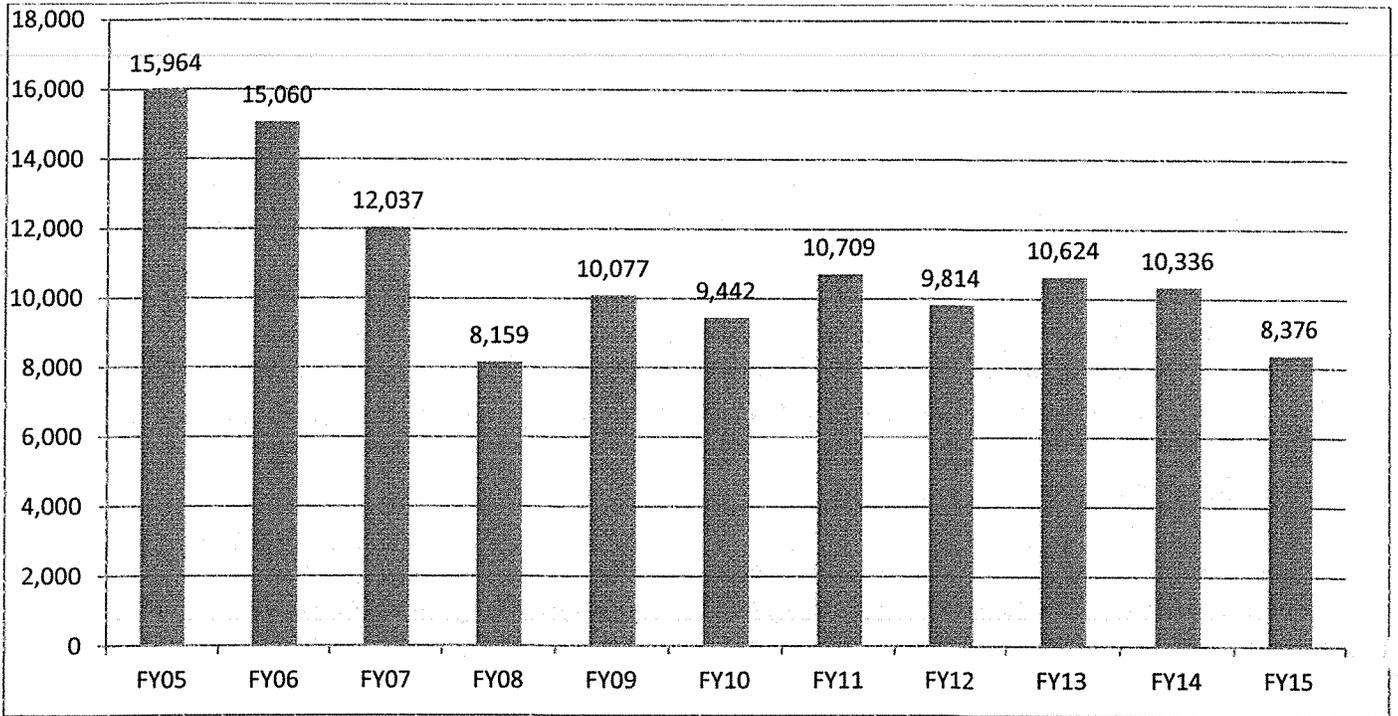
Ridership for FY2014 increased 5.7% over FY2013. Over the last 10 years, ridership has continued to grow. Some of the increase in ridership is directly related to improvements to the system. The last series of improvements made to the **citylink** service was in FY2011 and FY2012 with the addition of limited Saturday service and an increase in routes and hours of service. LATC is undergoing a short range transit study that will identify future system improvements. FY2015 ridership is projected to be over 400,000 annual passenger trips. The projection is based on passenger trip for the first 5 months of 2015.

**citylink Ridership  
-FY2005 to FY2015-**



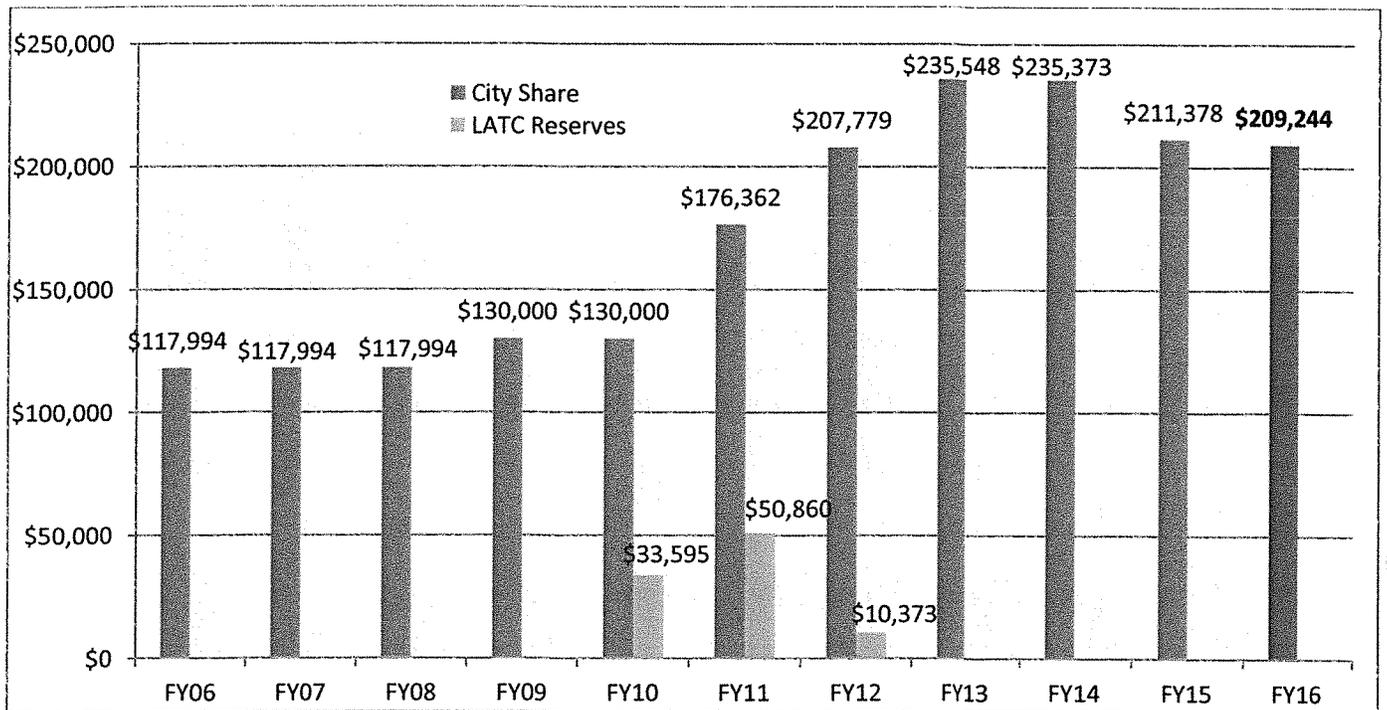


**citylink ADA Complementary  
Paratransit Ridership  
-FY2005 to FY2015**

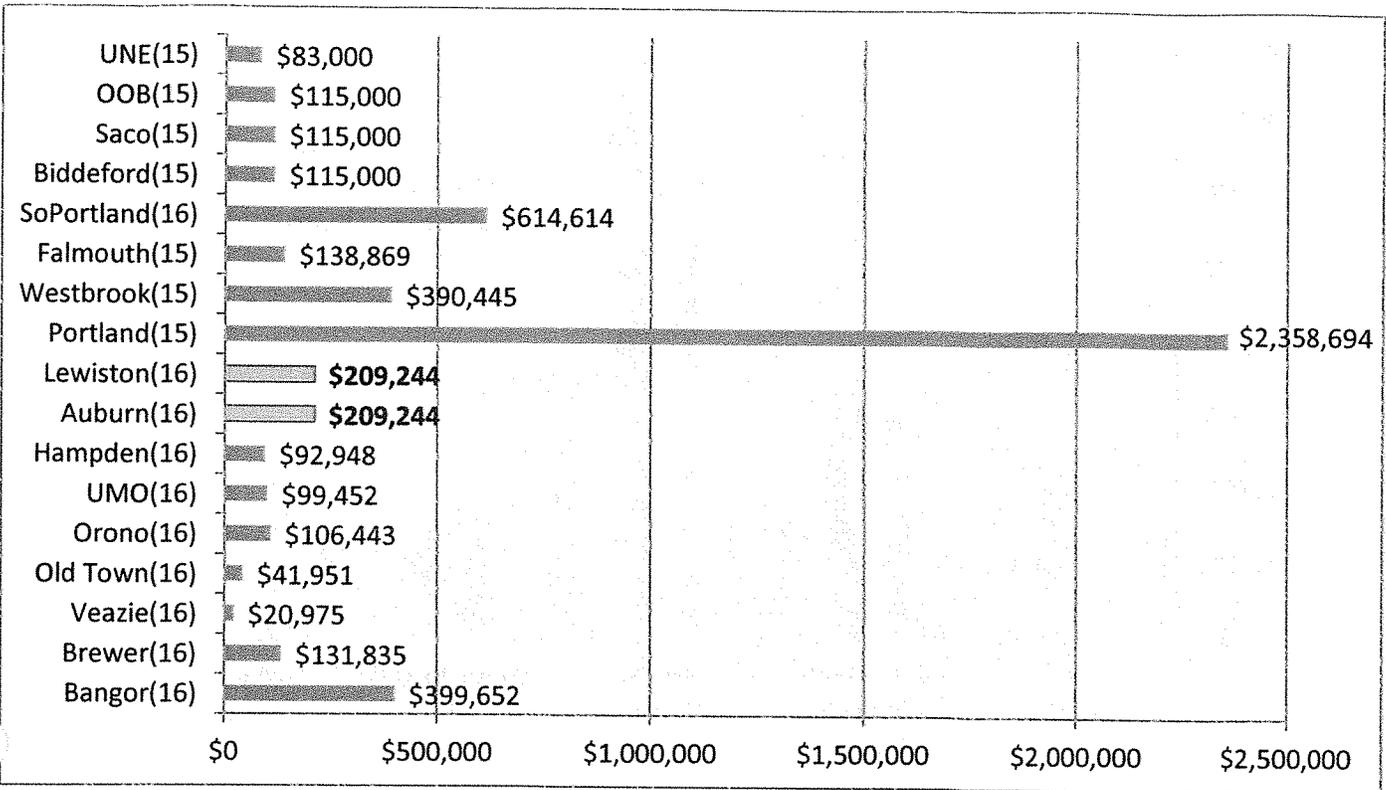


FY15 Ridership is a projection based on the first 5 months of 2015.

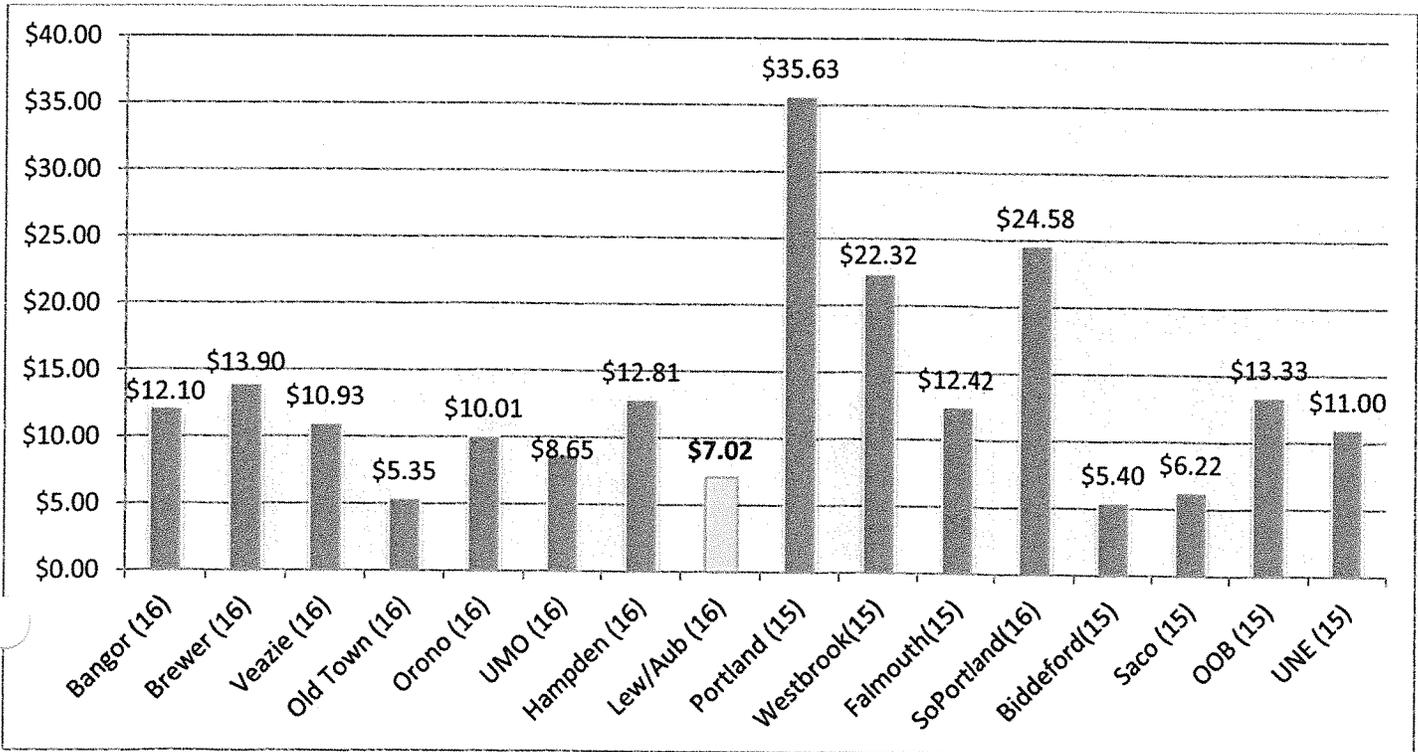
**Local Share per City  
-FY2006 to FY2016-**



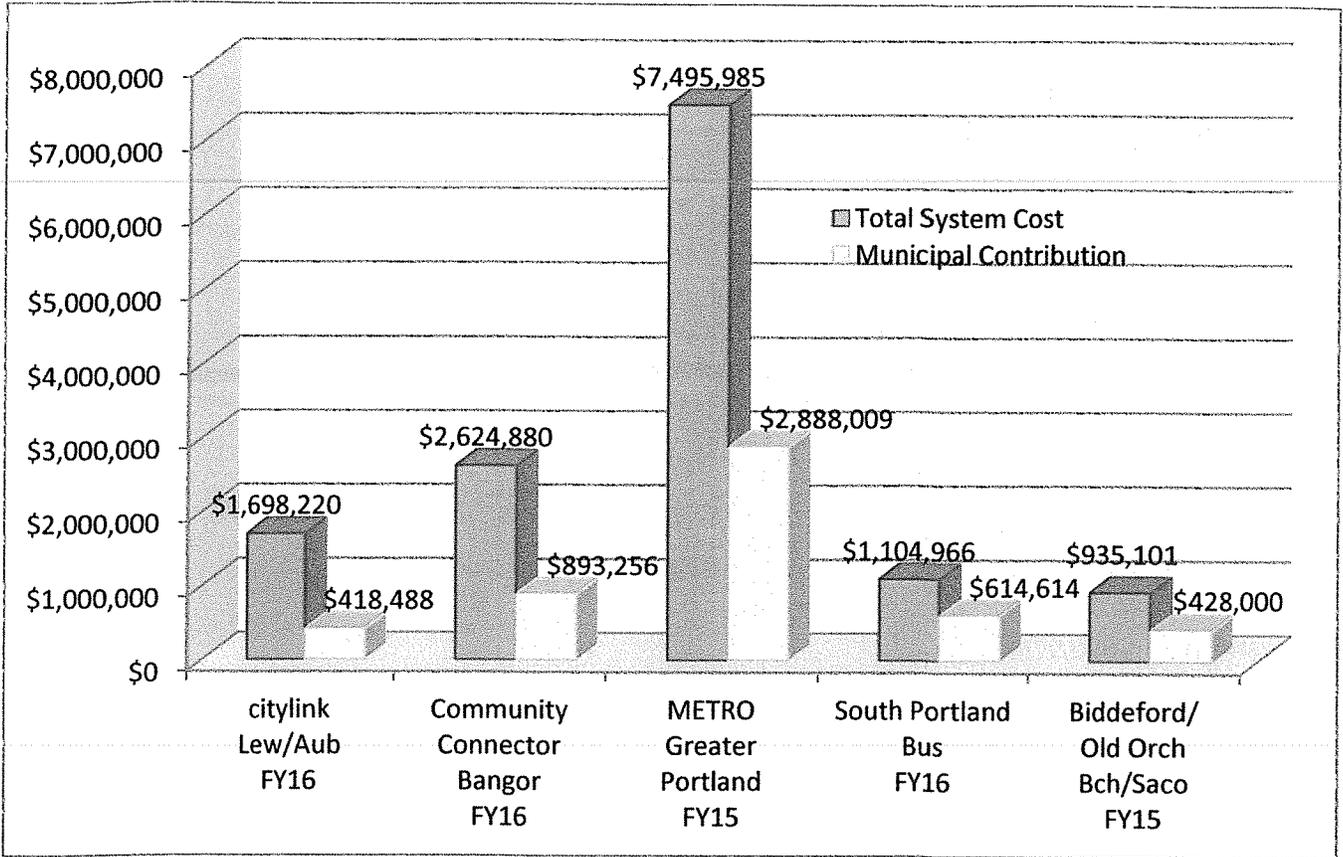
### Municipal Contribution Comparison -FY2015 Approved/FY2016 Proposed-



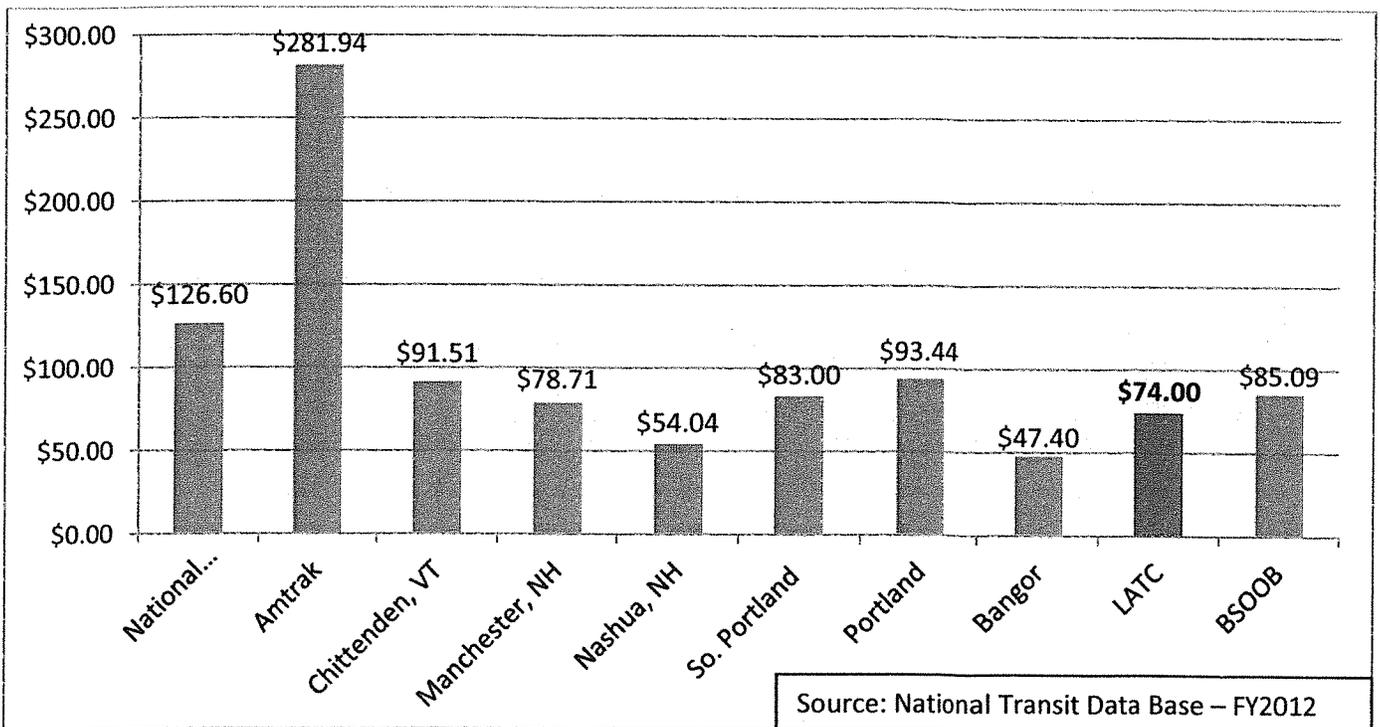
### Local Funding per Capita -FY2015 Approved/FY2016 Proposed-



### System Cost Comparison



### System Comparison Cost per Revenue Hour



**Lewiston Auburn Transit Committee**  
**3.8.15**  
**Capital Improvement Plan**

Mayors and Councilors for the Cities of Lewiston and Auburn,

It is a pleasure to report that calendar year 2014 marked an important milestone for our transit system. Years of tight transit capital funding and low-bid bus purchasing had left the LATC fleet with many poorly performing buses that challenged the fleet's stability and generated much regulatory and public interest about the operations and maintenance of our system.

With the unanimous support of both city councils, the LATC and WMTS took immediate action to address Maine Department of Transportation (MeDOT) inspection concerns and to leverage nationally recognized Halsey King's 2013 WMTS operations report by submitting a follow-up report on the Blue Bird buses, supported by MeDOT Commissioner Bernhardt, to the Federal Transit Administration (FTA). This report spoke to the condition of Blue Bird buses both within our fleet and within a number of transit agencies around the country.

Our Blue Bird report was circulated by the FTA to all ten regional offices in the country; led to the MeDOT decision to change the reclassification of the buses from twelve year buses to ten year buses; generated a MeDOT request to the FTA to approve a waiver on the remaining value of the buses to avoid any future federal penalties; and also led to the reporting of some design/engineering concerns to the National Highway Traffic Safety Administration.

The support of both councils also allowed the LATC to implement the FY15 CIP with a new flexible capital funding strategy that opened the door to the acquisition of six used buses which have all contributed to the restabilization of our fleet. Portland Metro's offer to sell three 1996/97 Gilligs resulted in our first purchase from our capital reserve funds (we have since parked the 40 foot Gillig for parts). Several months ago, the capital reserve funded the purchase of two 2005 El Dorado and one Ford E-450 cutaway which have also proved extremely beneficial to fleet stability as parts problems have required one Blue Bird to be out-of-service for up to 100 days. During the same period, our Thomas SLF buses were permanently retired and removed from service.

Before we enter the new FY16 fiscal year, the FY15 CIP will likely result in two additional moves with the scheduled purchase of a new ten year cutaway (which we may be able to buy "off the lot") and the acquisition of a 30-35 foot used transit bus that will be rehabbed at the Maine Military Authority (MMA) facility in Limestone. If all goes well, the MMA rehabbed bus will use only available federal funds with little to no local match (state will cover the other 20%).

## Current Fleet Status

The following is a listing of our bus fleet; the date when these buses will meet their FTA "useful life" requirement; and relevant notes about the buses:

<u>Bus</u>	<u>Date Useful Life Met</u>	<u>Notes</u>
2002 Thomas SLF	2014	retired
2002 Thomas SLF	2014	retired
2006 Bluebird	2016	*now 10 year bus – fleet/spare
2006 Bluebird	2016	*now 10 year bus – fleet/spare
2006 Bluebird	2016	*now 10 year bus – fleet/spare
2006 Bluebird	2017	*now 10 year bus – fleet/spare
2008 El Dorado cutaway	2018	fleet
2011 Gillig	2023	fleet – 2017 midlife
2011 Gillig	2023	fleet
2011 Gillig	2023	fleet
1996 Gillig(40ft)	No longer in service	parts only
1997 Gillig	Useful life met	fleet/spare
1997 Gillig	Useful life met	fleet/spare
2005 El Dorado cutaway	Useful life met	fleet bus
2005 El Dorado cutaway	Useful life met	fleet bus
2006 Ford E-450 cutaway	Useful life met	spare

A review of the CIP spreadsheet will benefit from some brief comments to clarify its content:

1. Yellow highlights in each column are meant to denote those buses likely to serve as the buses that will be most often assigned. This could change depending on parts and mechanical-problem severity.
2. The fleet size and spare bus numbers are listed at the bottom of each Fiscal Year section.
3. The available federal funding numbers that are located at the bottom of each fiscal year are estimated going forward. Please note how federal funding balances are negative beginning in FY18. This indicates that higher levels of federal funding are required as of FY18 assuming existing levels of federal funding.
4. For an explanation of some of the coding used within individual cells in each fiscal year, please see legend near top of spreadsheet.

### Notable FY16 CIP Details.

The proposed activity in the FY16 CIP will be no less impressive. Our go-forward plan for restabilizing the fleet will require a strategy dependent on some combination of used, rehabbed and new bus purchases that will be heavily dependent on available federal, state and local funding. If our federal funding is approved, FY16 will result in the overhaul (a partial rebuild) of the 2008 El Dorado; the overhaul of the used 2005 El Dorado; the purchase of a new 30-35 foot transit bus; the purchase of another MMA rehab bus, and the purchase of either another used bus or another MMA rehab bus.

The FY16 plan exemplifies the diversity of our strategy but is highly dependent on some level of federal funding. The entire plan assumes existing levels of federal funding to continue through 2020 (\$100,000 a year in 5307 funds and \$80,000 a year in 5339 funds). Any interruption in this funding flow will require the LATC to make major changes in any given year and require the need to change its CIP going forward.

The ongoing mechanical/parts issues associated with the four Blue Birds continues to impact fleet dependability as does the overall age of the existing fleet. Though we have improved our fleet performance by removing the problem buses from our current fleet (e.g. the Thomas SLF buses), six buses in our fleet of thirteen (or 46.1%) have exceeded their useful lives. Include four problematic Blue Birds into the equation, and you have 77% of the fleet that is either beyond its useful life or posing mechanical and parts challenges for our fleet (the 96'/97 Gilligs have begun to encounter parts problems as well—the 40 foot Gillig is now being used for parts). LATC is hopeful that the FTA will approve the value waiver on its Blue Bird buses to support the CIP's objective to permanently retire three Blue Birds no later than FY17 and the last by FY18.

In last year's CIP, we reported that ridership over the years has increased significantly. Since 1997, ridership had increased by 245,000 riders or by 226%, and average of 13% per year. Our single biggest year of growth had occurred between FY2011 and FY2012 when ridership grew by 23%.

Entering our new federal fiscal year (began on October 1, 2014), ridership continues to show increases. Over the four month period between October 2014 and January 2015, ridership is up 25.7% (most current information as of the date of this report). Clearly, fleet stability was the difference maker during this period as the same four month period produced a decline in ridership when compared to the 2013 data.

More importantly, the data demonstrates that it will be imperative to employ a CIP approach that will provide for maximum flexibility as the LATC continues to leverage a variable purchasing strategy. It will be imperative that the Committee monitor the federal budget process closely and be prepared to take whatever action is necessary to address quickly changing funding environments that will be impacted by a volatile and uncertain federal funding future.

On a final note, this CIP does not provide for any future investment in the twelve (12) year old Lewiston bus terminal that will require some level of repair and updating, particularly in the bathrooms which continue to pose maintenance problems. It is anticipated that the CIP will introduce a new section that will speak to future expenditures in the Lewiston terminal. The Lewiston bus station opened in May 2003.

### **CIP - Replacement Schedule Highlights**

Supporting the LATC's CIP proposal will require that both cities maintain their respective \$40,000 capital reserve contributions to maintain sufficient local funding levels to support the objective of restabilizing its fleet at the lowest possible costs.

Our plan to use a combination of purchasing, reduced fleet-mixing and rebuilding/overhaul strategies will provide a path for achieving a level of fleet stabilization that will produce enhanced levels of service and customer satisfaction at the least possible cost to taxpayers.

A summary of the enclosed CIP spreadsheet is below:

**City Fiscal Year 2016:**

- Begin the process of retiring the Blue Birds (subject to FTA approval)
- Purchase a new 12yr, heavy duty, 30-35 foot transit bus
- Purchase MMA rehabbed 30-35 foot transit bus (subject to available buses)
- Purchase newer used cutaway or second MMA rehabbed bus (subject to available buses)
- Overhaul 2008 El Dorado

**City Fiscal year 2017:**

- Midlife restoration on 2011 Gilligs begins
- Partial overhaul on used 2005 El Dorado
- Purchase older used cutaway
- Three Blue Birds retired

**City Fiscal year 2018:**

- Midlife on second 2011 Gillig
- Purchase new 30-35 foot transit bus
- Last Blue Bird retired
- Last of Metro Gilligs retired

**City Fiscal year 2019:**

- Increase annual Capital Reserve Fund contributions from \$40,000 to \$50,000 for each city
- Increase fixed fleet from seven to eight – anticipating possible expansion of routes within L-A following study recommendations
- Last midlife on 2011 Gillig
- Partial overhaul on FY16 used bus purchase
- Purchase of newer used cutaway

**City Fiscal year 2020**

- Midlife on cutaway purchased in FY15
  - Partial overhaul on MMA bus purchased in FY15
  - Purchase new 30-35 foot transit bus
- **ALL MIDLIFES WILL REQUIRE 80% FUNDING AVAILABILITY FROM FTA. IF FTA IS NOT AVAILABLE, THE REPLACEMENT SCHEDULE WILL REQUIRE MODIFICATION**
- **ALL OVERHAULS WILL BE EVALUATED ON A CASE-BY-CASE BASIS**
- **LATC IS COMMITTED TO LIMITING MODEL MIXING IN ITS FLEET. LATC WILL FOCUS LEVERAGING LOCAL DOLLARS TO LIMIT FLEET VARIABILITY**
- **NEW BUS PURCHASES WILL BE SUBJECT TO 80% FEDERAL FUNDING. COMPETITIVE BIDDING IMPACT AWARD OF BUS MODEL**

**LEWISTON-AUBURN TRANSIT COMMITTEE - CAPITAL IMPROVEMENT PLAN PROPOSAL - FY16**

3.4.15 gw-pjn

**LEGEND: "eol" - end of life; "mma" - Maine Military Authority; "new" - not exceeding/equal to midlife; "OD" - overdue midlife; "OV" - bus overhauled @ ~20-30%(not a complete rebuild);**

**"Purch/Fleet(or Spare)" - purch & in service same FY; "newrb" - new rebuild (~50-75%); "fleet/spare" - higher level spare service; "spare" - limited service replacement for PM & repair; "spare-retired" - limited use & retired next FY**

	2014	2014	2015	2015	I	2016	2017	2017	2018	2018	2019	2019	2020	2020	
<b>CAPITAL RESERVE FUNDING</b>		\$ 160,000	80000.00	\$ 230,040		80000.00	\$ 179,103	80000.00	\$ 121,103	80000.00	\$ 147,107	100000.00	141,103	100000.00	161,103
<b>Bus No.</b>											<b>(8) eight bus fleet</b>		<b>eight bus fleet</b>		
0201	2002 THOMAS SLF - 12yr	spare		retired											
0202	2002 THOMAS SLF - 12yr	spare		retired											
0601	2006 BLUEBIRD - 12yr (12/20/05)	fleet		fleet	spare		retired								
0602	2006 BLUEBIRD - 12yr (12/20/05)	fleet/spare		fleet/spare	spare-retired		retired								
0603	2006 BLUEBIRD - 12yr (12/20/05)	fleet/spare		fleet/spare	spare-retired		retired								
0604	2006 BLUEBIRD - 12yr (2/1/07)	fleet/spare		fleet/spare	fleet/spare		spare-retired		retired						
1101	2011 GILLIG - 12yr	fleet(new)		fleet(new)	fleet(new)		(6)midlife(\$130k)	\$ (26,000)	fleet(newrb)		fleet(newrb)		fleet(newrb)		
1102	2011 GILLIG - 12yr	fleet(new)		fleet(new)	fleet(new)		fleet(new)		midlife(\$130k)	\$ (26,000)	fleet(newrb)		fleet(newrb)		
1103	2011 GILLIG - 12yr	fleet(new)		fleet(new)	fleet(new)		fleet(new)		(7) fleet(OD)		midlife(\$130k)	\$ (26,000)	fleet(newrb)		
0802	2008 ELDORADO Passport Cutaway - 7yr	fleet(eol)		fleet(eol)	overhaul(\$15k)	\$ (3,000)	fleet/spare		spare		spare		retired		
9665	1997 GILLIG - 12yr	fleet(used)	\$ (3,320)	fleet/spare	fleet/spare		spare		retired						
9766	1997 GILLIG - 12yr	fleet(used)	\$ (3,320)	fleet/spare	spare-retired		retired								
9768	1996 GILLIG(40FT) - 12yr	fleet(used)	\$ (3,320)	retired(parts)											
	NEW CUTAWAY(\$190000) - 10yr			(1)Purchasing(new)	\$ (40,000)	fleet(new)	fleet(new)		fleet(new)		fleet(new)		midlife(\$65k)	\$ (13,000)	
0501	2005 El Dorado Chevy Elite Cutaway - 7yr			fleet(used)	\$ (28,324)	(3)overhaul(\$15k)	\$ (3,000)	fleet/spare	fleet(OV)		spare(OV)		spare-retired		
0502	2005 El Dorado Chevy Elite Cutaway - 7yr			fleet(used)	\$ (27,484)	fleet/spare	overhaul(\$15k)	\$ (3,000)	spare(OV)		spare(OV)		spare(OV)		
0605	2006 Ford E-450 Cutaway - 5yr			spare	\$ (33,129)	spare	spare		spare-retired		retired				
	NEW 30FT(\$400000) - 12yr			(4)Purchasing(new)	\$ (80,000)	fleet(new)	fleet(new)		fleet(new)		fleet(new)		fleet(new)		
	MMA Rehab Bus - 12yr			(2)Purch/Fleet(mma)	\$ (2,000)	fleet(mma)	fleet(mma)		fleet(mma)		fleet(mma)		overhaul(\$20k)	\$ (4,000)	
	MMA Rehab Bus - 12yr					Purch/Fleet(mma)	\$ (2,000)	fleet(mma)	fleet(mma)		fleet(mma)		fleet(mma)		
	USED CUTAWAY (\$50000) - 7yr					(5)Purch/Fleet(used)	\$ (50,000)	fleet(used)	fleet(used)		overhaul(\$20k)	\$ (4,000)	spare(OV)		
	USED CUTAWAY (\$25000) - 7yr							Purch/Spare(used)	\$ (25,000)	fleet/spare	spare		spare		
	NEW 30FT(\$400000) - 12yr								Purchasing(new)	\$ (80,000)	fleet(new)		fleet(new)		
	USED CUTAWAY (\$50000) - 7yr										Purch/Fleet(used)	\$ (50,000)	fleet(used)		
	NEW 30FT(\$400000) - 12yr												Purchasing(new)	\$ (80,000)	
<b>CAPITAL FUNDING BALANCE</b>		\$ 150,040		\$ 99,103		\$ 41,103		\$ 67,103		\$ 41,103		\$ 61,103		\$ 64,103	

<b>Federal Funding Balance begin of year</b>			358,878		338,878		134,878		198,878		-45,122		-35,122	
New 5307 Capital			100,000		100,000		100,000		100,000		100,000		100,000	
New 5339 Capital			80,000		80,000		80,000		80,000		80,000		80,000	
New Purchase			-160,000		-320,000		-320,000		-320,000				-320,000	
Used Purchase			-40,000		-40,000						-50,000			
Overhauls & Rebuilds					-24,000		-116,000		-104,000		-120,000		-68,000	
<b>Federal Funding Balance end of year</b>		358,878		338,878		134,878		198,878		-45,122		-35,122		-243,122

<b>Year and Fleet Size</b>	2014 - 13	2015 - 14	2016 - 15	2017 - 15	2018 - 13	2019 - 14	2019 - 13
<b>SPARE BUSES</b>	5	6	6	5	4	4	4

- (1) LATC has begun the process of purchasing a new cutaway as of this date. Bid will allow for bus to be purchased "off the lot" if it substantially complies with specifications.
- (2) As of this date, Maine Military Authority is seeking to rehab a fleet of used Gillig buses. \$50,000 purchase cost will be covered by federal funds (80%) with the state covering the 20% local share. Some minor fitup costs may be required with local dollars. Future MMA purchases are subject to future funding.
- (3) Overhaul estimates are adjusted to reflect the current mileage, present value and future availability of parts. Investment is intended to extend the useful life of vehicle primarily as a fleet/spare or spare bus. System cost reflects anticipated 20% local share.
- (4) Future federal funding is very uncertain. Much of what is proposed in this capital plan is highly dependent on current assumptions of future federal and state funding availability. It is anticipated that future purchase and rehab plans will require amending over time.
- (5) This purchase anticipates local dollars only and could be used to purchase a used bus or another MMA bus if one is available and if federal funding is not available.
- (6) Gillig midlife rebuilds will all come due at some point during FY17-FY18. To avoid significant system impacts, midlives will be spread out over three years. Estimate on midlife is based on current literature which suggest cost range for midlife's are typically about a third of the purchase price.
- (7) Federal funding may not be available for a midlife rebuild if the period of time beyond the midlife is exceeded. May require moving rebuild into FY18.
- (8) FY19 reflects the possible expansion of an additional route and increases fleet coverage increase from 7 to 8 primary routes (2 other routes are blended with primary routes). Year also marks increase of capital reserve contribution from \$80,000 to \$100,000

**Lewiston-Auburn Economic Growth Council**  
**FY 2016 Statement of Activities**

Classification	FY 2013	FY 2014 Unaudited	FY2015 Budget	FY2015 Projections	FY 2016 Budget
<b>REVENUE</b>					
<b>Municipal Funding</b>					
City of Auburn	160,687	144,618	160,610	160,610	160,610
City of Lewiston	160,687	160,687	160,610	160,610	160,610
<b>Municipal Funding Sub-Total</b>	<b>321,374</b>	<b>305,305</b>	<b>321,220</b>	<b>321,220</b>	<b>321,220</b>
<b>Fees for Service</b>					
Androscoggin Land Trust Asset Service Fee	3,069	2,178	2,000	2,000	2,000
ABDC Asset Service Fee	39,000	39,000	39,000	0	19,500 *
LDC Asset Service Fee	39,000	39,000	39,000	39,000	39,000
L/A Railroad Company Asset Service Fee	12,000	15,000	20,000	20,000	20,000
FAME Administration	25,000	31,000	39,000	39,000	35,000
FAME-SSBCI Administration	0	3,100	7,000	7,000	40,000 *
EDI Administration	10,000	0	10,000	10,000	9,000
RECD - IRP Administration	15,000	0	7,000	0	7,000
Origination Fees (ESLP, RLF, FAME, EDI, SBA)	3,670	8,085	6,250	4,000	6,250
<b>Fees for Service Sub-Total</b>	<b>146,739</b>	<b>137,363</b>	<b>169,250</b>	<b>121,000</b>	<b>177,750</b>
<b>Other</b>					
415 Lisbon Street Sub-Lease Income	6,890	9,099	10,000	8,000	10,000
Annual Meeting	18,785	15,324	22,000	15,000	20,000
Business to Business Trade Show	78,189	69,084	81,195	75,000	73,127
Interest	172	87	250	150	150
L/A Future Forum	1,000	0	0	0	0
Misc./Other Income	500	-136	0	0	0
Surplus Carryover	0	0	0	0	2,586
<b>Other Sub-Total</b>	<b>105,536</b>	<b>93,458</b>	<b>113,445</b>	<b>98,150</b>	<b>105,863</b>
<b>Total Revenue</b>	<b>573,649</b>	<b>536,126</b>	<b>603,915</b>	<b>540,370</b>	<b>604,833</b>

ABDC: Auburn Business Development Corporation (partner - LAEGC manages)

LDC: Lewiston Development Corporation (partner - LAEGC manages)

FAME: Finance Authority of Maine (LAEGC loan program)

FAME-SSBCI: Finance Authority of Maine State Small Business Initiative (LAEGC loan program)

EDI: Economic Development Initiative (LAEGC loan program)

RECD-IRP: Rural Economic & Community Development - Interim Relending Program (USDA) (LAEGC loan program)

**Lewiston-Auburn Economic Growth Council**  
**FY 2016 Statement of Activities**

Page 2 of 3

Classification	FY 2013	FY 2014 Unaudited	FY2015 Budget	FY2015 Projections	FY 2016 Budget
<b>EXPENSES</b>					
<b>Personnel/Compensation</b>					
Salaries	304,139	294,278	303,375	260,000	279,893
Benefits (Health, Life, Dental, LTD)	52,285	46,697	66,000	35,000	58,000
FICA (Social Security & Medicare)	22,399	19,316	23,000	23,000	22,000
FUTA (Federal Unemployment)	286	241	340	340	340
MESC (State Unemployment)	1,473	893	1,500	1,500	1,500
Workers Compensation	1,767	1,216	2,000	2,000	2,200
Simple IRA	8,075	7,016	9,000	8,000	9,000
Succession Planning	0	3,461	10,000	13,000	0
<b>Total Personnel/Compensation</b>	<b>390,424</b>	<b>373,118</b>	<b>415,215</b>	<b>342,840</b>	<b>372,933</b>
<b>Contracted Services</b>					
Legal & Audit	6,450	7,873	7,300	7,300	7,600
Loan Underwriting	0	250	1,000	1,500	1,000
Insurance (Prop, D&O, Fidel, Umb, Liability)	4,900	5,265	5,000	5,000	5,400
Misc. (credit reports, bank fees, payroll services)	1,946	2,597	2,500	2,500	2,500
Consulting Services	0	0	0	0	10,000 *
<b>Total Contracted Services</b>	<b>13,296</b>	<b>15,985</b>	<b>15,800</b>	<b>16,300</b>	<b>26,500</b>
<b>Administration</b>					
Auto expense/mileage	7,651	7,092	8,000	5,000	8,000
Equip. repair/Photocopier maint. Contract	3,634	2,719	6,500	6,500	6,500
Office Supplies	8,049	6,128	7,500	7,500	7,500
Equipment (non-depreciated)	0	0	1,000	1,000	1,000
Telephone (non-tangibles)	6,818	6,634	5,800	5,800	5,400
Internet	840	840	900	900	900
Postage	2,283	1,067	2,000	1,000	2,000
Pubs/Subs/Mail lists	383	341	500	500	500
Dues/Memberships	1,275	1,305	1,700	1,700	2,600 *
Staff Development/Travel	3,553	1,177	2,500	2,500	2,500
Office Cleaning	4,588	4,706	4,500	4,500	4,500
Computer Software	1,707	563	2,500	2,500	2,500
Business Meals	0	0	0	0	0
Annual Reserve	405	1,392	0	0	1,000 *
<b>Total Administration</b>	<b>41,186</b>	<b>33,964</b>	<b>43,400</b>	<b>39,400</b>	<b>44,900</b>

**Lewiston-Auburn Economic Growth Council**  
**FY 2016 Statement of Activities**

Classification	FY 2013	FY 2014 Unaudited	FY2015 Budget	FY2015 Projections	FY 2016 Budget
<i>EXPENSES (continued)</i>					
<b>Fixed Charges</b>					
Rent	51,110	49,961	52,000	52,000	52,000
Parking	3,930	3,108	4,000	4,000	4,000
Depreciation	8,711	6,906	0	4,800	0
<b>Total Fixed Charges</b>	<b>63,751</b>	<b>59,975</b>	<b>56,000</b>	<b>60,800</b>	<b>56,000</b>
<b>Marketing</b>					
Printing	1,407	446	1,500	500	5,000 *
Advertising/Promotion	9,935	7,624	11,000	11,000	11,000
Image Campaign	6,620	25	7,000	7,000	7,000
L/A Future Forum	888	0	0	0	N/A
Trade Shows	450	0	500	500	5,000 *
Special Events - Annual Meeting	14,165	6,652	15,000	15,000	15,000
Foreign Trade Zone	1,276	2,641	1,000	5,444	1,000
Client Services	1,289	1,326	1,000	1,000	1,000
Business to Business Trade Show	46,698	41,366	36,500	38,000	44,500
Website & Social Media	0	0	0	0	15,000 *
<b>Total Marketing</b>	<b>82,728</b>	<b>60,080</b>	<b>73,500</b>	<b>78,444</b>	<b>104,500</b>
<b>Total Expenditures</b>	<b>591,385</b>	<b>543,122</b>	<b>603,915</b>	<b>537,784</b>	<b>604,833</b>
<b>SUMMARY</b>					
Total Revenues	573,649	536,126	603,915	540,370	604,833
Total Expenditures	591,385	543,122	603,915	537,784	604,833
<b>Total Surplus or (Deficit)</b>	<b>-17,736</b>	<b>-6,996</b>	<b>0</b>	<b>2,586</b>	<b>0</b>