



Special City Council and School Committee Joint Meeting and Workshop March 20, 2014 Agenda

5:30 P.M. City Council Workshop

A. Budget Presentations

- Planning and Permitting (30 minutes)
- Community Development Block Grant (which will also include an update on the Citizen Participation Plan and Curb Appeal update) (30 minutes)
- Economic Development (30 minutes)
- Public Comment

7:00 P.M. Special City Council Meeting

Pledge of Allegiance

I. New Business

1. Capital Improvement Plan (CIP) Presentation and Public Hearing.

II. Joint Workshop – City Council and School Committee

- B. School Budget presentation followed – *Public Comment*

III. Adjournment



City Council Workshop Information Sheet

City of Auburn

Council Workshop Date: March 20, 2014

Item A

Author: Sue Clements-Dallaire, City Clerk

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

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

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

Subject: Budget Presentations

Information: Planning and Permitting, Community Development Block Grant (which will also include an update on the Citizen Participation Plan and Curb Appeal update) with public comment to follow.

Financial: Budget

Action Requested at this Meeting: Discussion with public comment to follow

Previous Meetings and History: The first of the budget presentations began on Feb. 20, 2014

Attachments:

Planning and Development budget

Community Development Block Grant budget

Economic Development budget

*Agenda items are not limited to these categories.

Planning and Permitting

MISSION STATEMENT

Protecting and improving the community's environment, infrastructure and economy through the establishment of land use policies and ordinances, enforcement of certain public health and safety codes and electrical maintenance.

DESCRIPTION

The Planning, Permitting & Code Department is charged with protecting and improving the community's environment, infrastructure and economy through the establishment of land use policies and ordinances, and enforcement of certain public health and safety codes. Our motto is "We Want Development!" We have a staff of nine, including the electrical division with two of the nine positions shared with other departments and one with another community. The Department administers land use, building, housing, plumbing and electrical codes and provides for the maintenance of streetlights and traffic signals.

Staff in the Planning & Permitting Department recognizes the value of new development and the need to grow our economy. We also recognize the need to create a predictable environment for residents and investors to feel comfortable living and doing business in Auburn. Maintaining and improving the quality of life in Auburn through planning, zoning infrastructure, accommodating all modes of transportation, recreational opportunities, protection of residential neighborhoods, code compliance and creating economic opportunities are all high priorities. We strive to provide helpful, friendly service to all of our customers every day. We are a [Maine Certified Business Friendly Community](#). For larger projects, Auburn also has State Delegated Review Authority for traffic, stormwater and Site Location of Development to provide a streamlined one-stop development permitting experience.

On the permitting and compliance front, we aim to keep the City safe, clean and help people complete their projects on time and in compliance with State codes and local ordinances as code compliance facilitators whenever possible, not code enforcers. We want Auburn to be on the top of the list when people are looking to locate their home or business in the great State of Maine.

PROGRAMS

Planning: Maintaining and improving the quality of life in Auburn through planning, zoning infrastructure, accommodating all modes of transportation, recreational opportunities, protection of residential neighborhoods, code compliance while creating a predictable environment for economic development. Planning represents 12.5% of the P&P budget without the proposed Lake Auburn Study or 20% if the study is funded in FY15.

Planning Board: Staff support, information and training to help the Planning Board find the information they need to make informed decisions and follow laws, public process and notice requirements.

Zoning Board: Staff support, information and training to help the Zoning Board of Appeals find the information they need to make informed decisions

and follow laws, public process and notice requirements.

Comprehensive Plan: The 2010 Update of the City's Comprehensive Plan serves as a guide for the decisions the City must make about growth, development, redevelopment, and change over the coming 10-20 years. The Plan continues the City's established long range planning process, and creates a framework for managing future development. The

department processes updates to the plan and zoning to accomplish the goals of the plan. We also process ordinance updates and advocate for funding and for the completion of recommendations in the plan.

Development Review: Organizing Interdepartmental reviews of projects requiring site plan, subdivision and special exception approval. Assist developers and the Planning board in meeting ordinance requirements and promoting quality development.

State Delegated Review: The State of Maine requires permits for traffic, stormwater, fire code and large

developments. The Planning and Permitting Department has updated local ordinances for compliance with state requirements and proven technical ability to substitute local review for the State process. The State process typically takes longer (sometimes multiple months) and is less predictable than local review. This one-stop permit shop places Auburn at a competitive advantage for attracting larger projects and increasing taxable value.

Special Projects: Neighborhood or localized planning efforts and Council and Planning Board initiatives.

Permits, Inspections and Code Compliance: Accepting plans, applications, assisting contractors and homeowners and processing applications for the following trades. Inspections for compliance and corrections of violations whether identified by staff or by complaints. Permits, Inspections and Code Compliance services represent 24% of the P&P budget expenditures with associated revenues off-setting a substantial portion of the costs.

Electrical: Permitting and inspection of electrical installations in residential and commercial structures and property for compliance with the National Electrical Code.

Sanitation: Inspections of restaurants, cafeterias, tattoo establishments, lodging and boarding facilities for compliance with state and local licensing and sanitation codes.

Buildings: Accepting plans, applications, assisting contractors and homeowners and processing applications for the Maine Uniform Building and Energy Codes and follow-up inspections.

Internal Plumbing: Permitting and Inspections of plumbing installations for compliance with the Maine State Plumbing code.

Certificates of Occupancy: Coordination of interdepartmental inspections for the issuance of certificates for new uses and structures.

Fire: Building and electrical support for the Fire Department and coordination of life safety plan inspections.

External Plumbing (Subsurface Wastewater Disposal): Inspections of new and malfunctioning subsurface wastewater disposal systems.

General Code: Responding to code complaints and violations to obtain compliance with state and local codes. Vacant buildings, trash and debris, safety hazards, deteriorated structures, fire hazards, work without permits, junkyards, lack of heat etc.

Violation Process: When voluntary compliance cannot be achieved there are a few options to help motivate compliance including fines, citations and legal action. Ultimately legal action is the way to get Court Ordered compliance and legal fees.

Signs: Accepting applications, assisting contractors and homeowners and processing applications for advertising signs within the City. The Assessor's office assists with this by reviewing the applications and sign value.

Electrical: Protect the citizens of Auburn from the improper use of electricity and maintain the cities electrical infrastructure. Municipal electrical maintenance and utilities represents 55% of the P&P expenditures.

Fire Alarms: The Electrical division maintains a City Fire Alarm System that allows an affordable option for connecting to a supervised fire alarm. This allows for a quick fire alarm response without dependence on out-of-state or out-of-town monitoring and free service to City buildings.

Traffic Signal Repair and Upgrades: Maintaining repairing and upgrading traffic signals throughout the City.

City Maintenance: Electrical work on municipal buildings and infrastructure. With decreased budgets, other departments are asking for electrical help more often than they used to. At the same time we have reduced the electrical division from three to two staff and this is making it difficult to keep up with service demands.

Street Lights: Maintaining repairing and upgrading street lights throughout the City. We will be working to eliminate more leased lights and transfer to city owned lights in 2014 and 2015.

Holiday/Festival Preparation and Power Supply: Holiday lighting power supply and other festival or celebration lighting. The demands for service in this

area have grown substantially over the past few years.

Emergency Response: Emergency response for accidents and damage to electrical lines or infrastructure. Staff helps deal with electrical safety hazards as needed to help first responders work safely.

Fire Investigation: Assist the fire department in fire investigations to identify electrical causes if they exist.

Department Administration: Managing staff and department functions to ensure that all work is accomplished safely and efficiently. Administration represents 6% of P&P expenditures. Administrative services for other departments (Engineering, Assessing, Economic Development) and contracted services for Lisbon represent approximately 3% of P&P expenditures.

Department Budget/Finances: Annual, special project and CIP budgeting. Identifying revenue and service delivery discrepancies and recommending changes

Personnel: Advocating for staff to be adequately supplied to complete their jobs and evaluating staff performance as a group and individually.

Performance: Measuring work load and quality and identifying ways to do more without increased costs.

Cost Controls: Monitor weekly and monthly expenses and identify new ways to save.

Management Activities: Participate in interdepartmental meetings and assist the City Manager's Office as requested.

Customer Service Delivery and Information:

Front desk coverage, telephone, website and email delivery of information and assisting the public in accomplishing goals related to the department. Since 2009 we have added departments to the first floor east wing of City Hall which increases administrative demands and administrative staff has been reduced.

This is a current challenge to provide quality service to customers and other departments out of the Planning and Permitting Budget and Staff resources.

The department also assists the assessing office with one staff person for 2-3 months per year based on prior budget cuts and agreements. We also use an email list to inform interested citizen of planning related functions. Please email

participate@auburnmaine.gov to be included.

2014 DEPARTMENTAL GOALS

- Efficient Services
 - Minimize permit review time with available resources.
 - Maintain delegated review authority and process applications faster and at less cost than the State
 - Take advantage of joint service opportunities if they are more efficient
- Cost Controls
 - Pursue street light ownership
 - Stay within Budget
- Increase revenues to cover more of the costs of services
 - Delegated Review fee adjustment
 - Budget shared staff according to actual time allocations
- Ensure Code Compliance
 - Monitor Opened Cases, Closed Cases and Legal Action
- Comprehensive Plan and New Auburn Master Plan Implementation
 - Develop better tracking system
 - Increase frequency of Planning Board Review of Implementation to 2 times per year and increase rate of associated ordinance updates

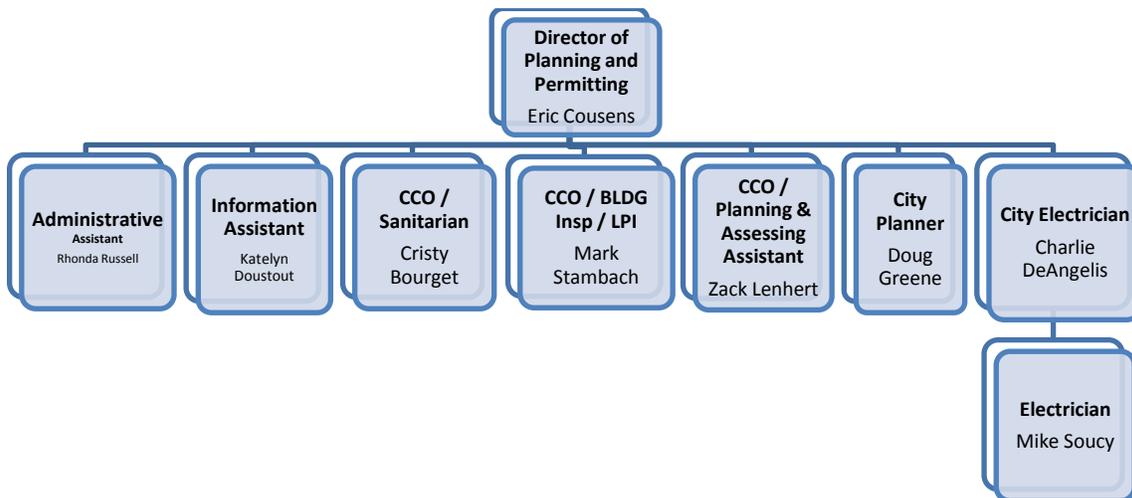
- Engage the public in decision making
 - Increase outreach efforts with participate @auburnmaine.gov email
 - Increase subscriber numbers to participate @auburnmaine.gov email

PERFORMANCE MEASURES			
MEASURE	GOALS	FY 2014	FY 2015
Efficient Services	Average Commercial permit turn-around times of 10 business days or less (14 calendar days)		
	Average Residential permit turn-around times of less than 1 week (7 calendar days)		
	Provide Delegated Review Services faster and at less cost than the State		
Cost Controls	Stay within Budget		
	Reduce Expenses with streetlight ownership		
Comprehensive Plan Implementation	Develop better reporting and tracking on progress/project completion		
	Zoning Map/Ordinance Amendments		
Revenues	Revenues reflect permitting service costs		
Public Engagement	Develop tracking and metric and increase subscriber numbers and outreach frequency		
	Public Meetings Staffed – Track and Report		

PROGRAM BUDGET				
Program	Proposed FY 2015	Full Time Equival ent Staff	2013 Associated Revenue	Estimated Net Cost Using Last Full year Revenues For Comparison
Planning	\$108,384/188,384*	1.9	\$9494	\$98,890
Salaries	\$105521.5			
Operational	\$2862			
Contracted	\$80000*			
Permits Inspections and Code Compliance	\$202,550	4.05	\$170,588	\$31,962
Salaries	\$200323.8			
Operational	\$3564			
Contracted	\$1500			
Municipal Electrical Maintenance and Utilities	\$478,380	2.6	\$25,825	\$452,555
Salaries	\$133119.3			
Operational	\$343761			
Contracted	\$1500			
Department Administration	\$54,095	.7	\$241	\$53,854
Salaries	\$38114.9			
Operational	\$15980			
Contracted	\$0			
Services to other Departments/Towns	\$21,798	.65	\$10,000	\$11,798
Salaries	\$21797.5			
Operational	\$0			
Contracted	\$0			
*Reflects \$80,000 Lake Auburn Watershed Environmental and Economic Opportunity Study that was requested by City Manager but will now remove from budget to seek alternate funding sources.				

Budget Drivers	Description	Increase
Salaries	Reinstate entry level Electrical Position	\$30,000
Uniform Allowance	New MSEA Contract member employees	\$450
Overtime Regular	New MSEA Contract 2.5 hour minimum call out	\$852
Purchased Services	Lake Auburn Watershed Environmental and Economic Opportunity Study (See previous page)	\$80,000 if funded
Other Supplies-Safety	Safety Equipment for reinstated electrical position	\$1000
Utilities-Electricity	Favorable contract rate ends December 2014 and must renegotiate	\$10,500
Repairs-Equipment	Generator at Goff Hill Tower- will bill proportional reimbursement to users	\$2,000
Training and Tuition	State COE free training cutbacks, City Planner and Electrician increases.	\$1000
Travel Seminar	State COE free training cutbacks and City Planner	\$250
Dues and Subscriptions	Code Enforcement, Planning and Landscape Architecture professional certification and licensing	\$600

Overall our Department has been reduced to a critical minimum staffing and workloads are high. Staff has been trying to make up for the reductions by “running faster” but we are at risk of burning out staff if we continue to stretch them thinner. Now that all vacant positions are full we will be looking at everything that we do and may have some suggestions for eliminating or prioritizing some services differently to ensure that we complete our core responsibilities efficiently and can make time for proactive efforts like increased comprehensive plan implementation and the street light ownership project.





City of Auburn

Master List

Fiscal Year 2015
Proposed 3.18.2014

Account Title	FY 2013 Actual	FY 2014 Approved	FY 2014 Projected	FY 2015 Dept. Request	FY 2015 Manager Proposed	Increase/ Decrease	%
<i>0220 Planning and Permitting</i>							
Regular Salaries	396,126	416,557	369,659	459,519	0	42,962	12%
Longevity Bonus	300	0	0	0	0	0	0%
Uniform Allowance	667	900	900	1,350	0	450	50%
OT - Regular	2,921	6,006	3,469	6,858	0	852	25%
PS - General	0	3,000	2,500	3,000	0	0	0%
Reports, Printing, & Binding	0	0	0	0	0	0	0%
Office Supplies	689	1,200	1,110	1,200	0	0	0%
Other Sup - Operating	538	2,500	1,700	2,500	0	0	0%
Other Sup - Safety Equipment	706	2,015	1,490	3,015	0	1,000	67%
MV Sup - Tires/Tube/Chain	0	900	0	1,200	0	300	0%
MV Sup - Gas & Oil	4,334	4,856	4,140	4,856	0	0	0%
Comm - Telephone	2,637	4,710	4,149	4,710	0	0	0%
Utilities - Electricity	285,774	303,075	301,565	313,575	0	10,500	3%
Repairs - Vehicles	2,196	1,755	2,377	1,755	0	0	0%
Repairs - Equipment	1,064	3,500	1,500	5,500	0	2,000	133%
Repairs - Street Lights	1,423	5,400	2,500	5,600	0	200	8%
Repairs - Traffic Signal Maint	1,968	11,306	12,695	11,506	0	200	2%
Training & Tuition	645	2,400	1,836	3,400	0	1,000	54%
Advertising	1,436	2,400	2,241	2,400	0	0	0%
Travel-Mileage	259	500	327	500	0	0	0%
Travel-Seminar Costs	530	1,350	1,200	1,600	0	250	21%
Dues & Subscriptions	1,057	900	1,167	1,500	0	600	67%
TOTAL	705,270	775,230	716,525	835,544	-	60,314	7.8%



City of Auburn Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	416,557	459,519	-
Longevity Bonus	Total	-	-	-
Uniform Allowance	Total	900	1,350	-

Estimated Detail of Regular Salaries

Actual expenses may vary according to changing circumstances

Regular Salaries	Total Staff	Dept. Request	Manager Proposed
Administrative Assistant	1	\$ 40,383	
Building / Code Compliance Officer/ Plumbing Inspector	1	\$ 56,054	
City Electrician	1	\$ 63,130	
Planner / Land Use Code Compliance Officer	1	\$ 56,000	
Electrician I	1	\$ 54,345	
Electrician II (reinstatement)		\$ 30,000	
Information Assistant	1	\$ 24,449	
Land Use/Construction Inspector/Code Compliance Officer	1	\$ 45,900	
Planning Director (50% paid by TIF)	1	\$ 65,000	
Sanitarian / Code Compliance Officer	1	\$ 56,758	
	9	\$ 492,019	\$ -
TIF Offset		\$ 32,500	
	Net	\$ 459,519	\$ -

Estimated Detail of Longevity Bonus

Actual expenses may vary according to changing circumstances

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

Estimated Detail of Uniform Allowance

Actual expenses may vary according to changing circumstances

Uniform Allowance	Staff	Cost	Dept. Request	Manager Proposed
Electrical Employees Uniforms	3	\$ 350.00	\$ 1,050	
Field Inspectors	3	\$ 100.00	\$ 300	
			\$ 1,350	\$ -

Line Item Narrative

Wages: These wage amounts are as of January 10, 2014 for non union personnel. The substantial increase in wages is for reinstatement of an entry level electrician for the the Electrical Division and Union contracted wage increases. The electrical position will bring the Division back to three staff and allow for the repair and maintenance of Municipal Roadway Lighting, fire alarm and other electrical infrastructure.

Longevity: For the upcoming fiscal year no employees are due to have a longevity bonus payout.

Uniform Allowance: This account funds the day to day non-fire retardant clothing for the Electrical Division such as work pants, work shirts, work boots and gloves. This type of clothing is worn when the employee is not working on energized circuits, otherwise the longevity of the fire retardant clothing would be shortened. \$350 of the increase is



City of Auburn Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
OT - Regular	Total	6,006	6,858	-
PS - General	Total	3,000	3,000	-
Office Supplies	Total	1,200	1,200	-

Estimated Detail of OT - Regular

Actual expenses may vary according to changing circumstances

	Hours	Avg O/T Rate	Est. Overtime	Dept. Request	Manager Proposed
OT - Regular					
AFD Electrical Related	24	\$ 42.58	\$ 1,022	\$ 1,022	
Electrical Events/ Accidents & Dig Safe	14	\$ 42.58	\$ 596	\$ 596	
Fire Alarm Maintenance	14	\$ 42.58	\$ 596	\$ 596	
Fire Alarm Resets	14	\$ 42.58	\$ 596	\$ 596	
On-Call Stipend		\$ 2,600	\$ 2,600	\$ 2,600	
Traffic Signal	34	\$ 42.58	\$ 1,448	\$ 1,448	
	100		\$ 6,858	\$ 6,858	\$ -

Estimated Detail of PS - General

Actual expenses may vary according to changing circumstances

	Dept. Request	Manager Proposed
PS - General		
Contracted Electrical Services	\$ 3,000	\$ -
	\$ 3,000	\$ -

Estimated Detail of Office Supplies

Actual expenses may vary according to changing circumstances

	Dept. Request	Manager Proposed
Office Supplies		
General Supplies	\$ 1,200	\$ -
	\$ 1,200	\$ -

Line Item Narrative

Overtime - Regular: This account funds overtime expenses for the Electrical Division and P&P field Inspectors. Examples of after hour call-outs are traffic signal accidents, fire department call-outs, and damage to municipal infrastructure, major storm events and seasonal municipal events. The use of these funds varies widely based on call out volume and storm damage. The recent union contract requires a 2.5 hour minimum call out pay for incidents and will increase costs slightly based on the current year and projections.

Purchased Service - General: This account funds third party inspections, contracted projects and plan review for plumbing and electrical. The use varies based on staff vacancies and projects that the department is tasked with in a given year

Office Supplies: This account funds basic office supplies such as stationery, pens, file folders, etc. In addition, this account funds the materials and printing costs associated with projects, City Council, Planning Board, Zoning Board of Appeals and internal and external memos and correspondence.



City of Auburn Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
Other Sup - Operating	Total	2,500	2,500	-
Other Sup - Safety Equipment	Total	2,015	3,015	-

Estimated Detail of Other Sup - Operating

Actual expenses may vary according to changing circumstances

Other Sup - Operating	Dept. Request	Manager Proposed
	\$ 2,500	
	\$ 2,500	\$ -

Estimated Detail of Other Sup - Safety Equipment

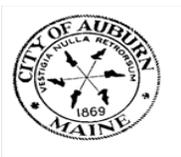
Actual expenses may vary according to changing circumstances

Other Sup - Safety Equipment Safety Equipment	Dept. Request	Manager Proposed
	\$ 3,015	
	\$ 3,015	\$ -

Line Item Narrative

Other Supplies - Operating: This account funds items needed to conduct code and plan reviews as well as the purchase of other equipment, and printing the 3-ply inspection reports that are used by the City's Building, Plumbing, Electrical, and Code Inspectors. (Toner for 3 printers and payment for copies to Engineering.)

Other Sup - Safety Equipment: Added \$1,000 to fund one additional electrician's safety wear and equipment. This account funds both Federal and State OSHA requirements mandated for all employees as well as NFPA 70E standards for electrical workers. Examples of the equipment purchased include hard hats, PPE for electricians, safety glasses, ear protection devices and reflector vests for safety equipment, electric insulated footwear and hard hats, face shields, FR clothing, rescue fall equipment.



City of Auburn Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
MV Sup - Tires/Tube/Chain	Total	900	1,200	-
MV Sup - Gas & Oil	Total	4,856	4,856	-
Comm - Telephone	Total	4,710	4,710	-

Estimated Detail of MV Sup - Tires/Tube/Chain

Actual expenses may vary according to changing circumstances

MV Sup - Tires/Tube/Chain		Dept. Request	Manager Proposed
Tires		\$ 1,200	
		\$ 1,200	\$ -

Estimated Detail of MV Sup - Gas & Oil

Actual expenses may vary according to changing circumstances

MV Sup - Gas & Oil	Actual Gallons FY12	Projected Gallons FY13	Price	Dept. Request	Manager Proposed
Gasoline, Oil, Filters, etc.	1348	1275	\$ 3.20	\$ 4,080	
Diesel	60	225	\$ 3.45	\$ 776	
				\$ 4,856	\$ -

Estimated Detail of Comm - Telephone

Actual expenses may vary according to changing circumstances

Comm - Telephone	Quantity	Per Month	Dept. Request	Manager Proposed
Aircards	4	\$ 50.00	\$ 2,400	
Cellular Phones	5	\$ 38.50	\$ 2,310	
			\$ 4,710	\$ -

Line Item Narrative

MV Sup-Tires/Tube/Chain: This account funds the cost of tire replacement and other supplies for the vehicles used by the staff in the inspection division. The electrical bucket truck need a tire this year for \$300 above normal expenses.

MV Sup-Gas & Oil: This account funds the cost of gas, replacement filters and other maintenance items for the vehicles used by the staff in the inspection division.

Communication--Telephone: This account funds cell phones for the staff so they can be reached while in the field and be responsive to citizens.



City of Auburn Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
Utilities - Electricity	Total	303,075	313,575	-
Repairs - Vehicles	Total	1,755	1,755	-

Estimated Detail of Utilities - Electricity

Actual expenses may vary according to changing circumstances

Utilities - Electricity	Dept. Request	Manager Proposed
City Owned Street Lights	\$ 33,545	
Electrical Division Building (Electric Heat)	\$ 9,682	
Goff Hill Radio Site	\$ 1,794	
Leased Street Lights	\$ 256,378	
Traffic Signal Equipment	\$ 12,176	
	\$ 313,575	\$ -

Estimated Detail of Repairs - Vehicles

Actual expenses may vary according to changing circumstances

Repairs - Vehicles	Preventive Maint.	Annual Testing	Dept. Request	Manager Proposed
Bucket Truck – Electrical Division	\$ 75	\$ 1,000	\$ 1,075	
Electrical Service Van – Electrical Division	\$ 70		\$ 70	
Ford Focus – Code Enforcement / Inspections	\$ 170		\$ 170	
Former Police Cruiser – Code Enforcement / Inspections	\$ 270		\$ 270	
Inspection / Service Pick-up Truck - City Electrician	\$ 70		\$ 70	
Miscellaneous: Tires, car washes, wiper blades, etc.	\$ 100		\$ 100	
			\$ 1,755	\$ -

Line Item Narrative

Utilities: This account funds electrical utility costs covered by this department. This account funds the Electrical Div., Goff Hill radio site, leased CMP roadway lighting and traffic signal equipment . The CIP item to take ownership of leased street lights could result in substantial savings if implemented but is taking toime as the PUC determines the rules associated with LD1251 and then we negotiate with CMP. The increase is based on projected rate increases when we renegotiate electricity rates in December 2014. We currently have a contract rate that is better than the market rate.

Vehicle Repairs: This account funds the maintenance of 5 vehicles used by the staff in the performance of their duties. Also includes the cost of OSHA inspection for the Electrical Division aerial truck. MV Supplies (tires, tubes & chains) account was combined within this account. We anticipate a slight reduction if the vehicle proposed in the CIP replaces the old police cruiser and an overexpenditure if it is not replaced and we continue to use it.



City of Auburn Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items	Last Year	Dept. Request	Manager Proposed
Repairs - Equipment	3,500	5,500	-

Estimated Detail of Repairs - Equipment

Actual expenses may vary according to changing circumstances

Repairs - Equipment	<i>Customers</i>	<i>Annual Charge</i>	<i>Revenues</i>	Dept. Request	Manager Proposed
Municipal Fire Alarm System				\$ 2,800	
Other Miscellaneous				\$ 2,700	
				\$ 5,500	\$ -

Line Item Narrative

Repairs Equipment: The Municipal Fire Alarm system is a 28 mile network looped-system of copper wire throughout the City serving fire alarm transmitters. The program is being evaluated to determine if we should expand the infrastructure to increase earnings. The program is generating approximately \$29,050 per year, and in addition is providing approximately \$3,000 worth of fire alarm service to the City and School respectively. Put another way, if this service did not exist, the City and School would need to purchase this service. The addition is for electronic parts for equipment repair of the fire alarm system. The increase of \$2000 is to replace a generator transfer switch at Goff Hill and we will work with the users of that radio tower (Water/Sewer Dist, Auburn School Buses, State Fire, and Androscoggin County Sherrifs) to split the costs and recoup some of the expense.

This account also funds the electrical materials for seasonal expenses incurred for holiday lighting, municipal events



City of Auburn

Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
Repairs - Street Lights	Total	5,400	5,600	-
Repairs - Traffic Signal Maint	Total	11,306	11,506	-

Estimated Detail of Repairs - Street Lights

Actual expenses may vary according to changing circumstances

	Dept. Request	Manager Proposed
Repairs - Street Lights		
Municipally Owned Lighting Equipment	\$ 5,600	
	\$ 5,600	\$ -

Estimated Detail of Repairs - Traffic Signal Maint

Actual expenses may vary according to changing circumstances

	Dept. Request	Manager Proposed
Repairs - Traffic Signal Maint		
Parts and Replacement	\$ 11,506	
	\$ 11,506	\$ -

Line Item Narrative

Repairs Street Lights: This account is for the installation and maintenance of municipally owned lighting equipment. The city maintains in excess of 300 poles and fixtures including Kittyhawk Industrial park lighting, and downtown area lighting.

Repairs Traffic Signals: This account funds the maintenance of the municipal traffic signal system. Repairs are unpredictable due to storms, traffic accidents and road damage. Maintenance is required to maintain minimum MDOT standards



City of Auburn Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
Training & Tuition	Total	2,400	3,400	-
Advertising	Total	2,400	2,400	-

Estimated Detail of Training & Tuition

Actual expenses may vary according to changing circumstances

Training & Tuition		Dept. Request	Manager Proposed
See Below.		\$ 3,400	
		\$ 3,400	\$ -

Estimated Detail of Advertising

Actual expenses may vary according to changing circumstances

Advertising		Dept. Request	Manager Proposed
Public Notice Hearings		\$ 2,400	
		\$ 2,400	\$ -

Line Item Narrative

Training & Tuition: Added \$500 to fund new Electrician's anticipated training classes. This account includes the cost of tuition and fees for professional development and required "continued education" for State certified Code Enforcement Officers. The training continues to be mandatory to maintain certification but the State is cutting back on free training. It funds the registration fees for required safety courses, conferences, and seminars for Department staff so that they can maintain mandatory State certifications and are knowledgeable in their fields. On average each of the City's certified Code Enforcement Officers attends approximately 8 to 10 training seminars per year. The training sessions are in the areas of legal issues, 80K actions, building standards, shoreland zoning and plumbing standards (internal & external) to name a few. Training includes (with fees): 3 electricians keeping master electrician licenses updated, training for traffic equipment, New England Building Officials and Inspectors Association, American Planning Association conference, State Planning Office meetings and seminars, and Northern New England Chapter of American Planning Association meetings. The State continues to cut free training opportunities and accessing required training is increasingly difficult within this budget.

Advertising: Added \$400 to fund anticipated increase in Planning Board activity as we increase Comprehensive Plan supported zoning changes. This account funds the cost of publishing public notices as required by law. A corresponding revenue is collected from applicants/petitioners but paid for from this account. An increase in ordinance changes may increase costs during the Comprehensive Plan implementation.



City of Auburn

Planning

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
Travel-Mileage	Total	500	500	-
Travel-Seminar Costs	Total	1,350	1,600	-
Dues & Subscriptions	Total	900	1,500	-

Estimated Detail of Travel-Mileage

Actual expenses may vary according to changing circumstances

Travel-Mileage		Dept. Request	Manager Proposed
Personal Use of Vehicles		\$ 500	
		\$ 500	\$ -

Estimated Detail of Travel-Seminar Costs

Actual expenses may vary according to changing circumstances

Travel-Seminar Costs		Dept. Request	Manager Proposed
Registration Fees		\$ 1,600	
		\$ 1,600	\$ -

Estimated Detail of Dues & Subscriptions

Actual expenses may vary according to changing circumstances

Dues & Subscriptions		Dept. Request	Manager Proposed
Professional Subscriptions		\$ 1,500	
		\$ 1,500	\$ -

Line Item Narrative

Travel & Mileage: This account reimburses employees for use of their personal vehicles for job related activities. Additionally, this account covers the costs of the back-up plumbing inspector when he/she is needed to cover inspections.

Travel & Seminar Costs: Added \$400 to fund City Electricians EC&M Seminar in FY14 due to code changes proposed by the State. This account funds the cost for staff to attend local and regional training seminars and will fund training for Planning Board members in 2014.

Dues & Subscriptions: Added \$200 over last years request (\$600 over approved) for staff certifications and licensing including electrical and planning. This account funds the costs of dues for professional affiliations/ resources for the planning and inspection staff, and the purchase of code materials and state licenses.



City Council Workshop Information Sheet

City of Auburn

Council Workshop Date: March 17, 2014 Item
Author: Reine Mynahan, Community Development Director

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

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

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

Subject: FFY2014 Action Plan of Community Development Program

Information: Attached is the Community Development Program budget for FFY2014. This is Auburn's 40th year of receiving Community Development Block Grant funds, and 13th year for the HOME consortium where the grant is shared with the City of Lewiston. The proposed budget for FFY2014 is \$1,321,839 for Community Development Block Grant and \$515,435 for HOME Investment Partnerships Program funds. The Community Development and HOME budget amounts have not yet been released. I have assumed a slight decrease in Community Development and a small increase in the HOME grant. This budget will implement the fifth year goals and objectives of the Consolidated Plan.

Community Development Summary: There are several new activities in the Community Development Program: Museum in the Streets, Walton School outdoor learning center, and an option to include either Community Agricultural Gardens or Wi-Fi in the Downtown Target Area. There is one new public service activity, the Police Activities League's Youth Diversion Program. I have consolidated the budget for Curb Appeal projects into the Residential and Commercial Rehabilitation Programs (see Appendix A for a report on the Curb Appeal Program). Last, the Residential Rehabilitation Program includes an amount for the match to a Lead Grant.

The Citizen's Advisory Committee met on February 12th to review the proposed budget and provide comments. The meeting record, including their suggestions and budget recommendations, is in Appendix B of this package. The committee supported the proposed allocation of funds and the activities in the budget

Financial: Proposed Budget for FFY2014

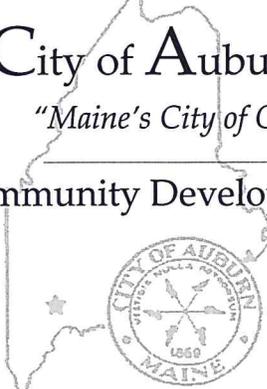
Action Requested at this Meeting: Direction for budget activities

Previous Meetings and History: n/a

Attachments: Information package including goals, objectives, performance measures, resources, proposed budget, and budget descriptions.

*Agenda items are not limited to these categories.

City of Auburn, Maine
"Maine's City of Opportunity"
Community Development Program



TO: Clinton Deschene, City Manager

FROM: Reine Mynahan, Community Development Director 

RE: City Council/Staff Workshop – March 17, 2014
FFY2014 Action Plan of the Community Development Program

DATE: February 18, 2014

Attached is the budget for FFY2014 for the Community Development Program. This is Auburn's 40th year of receiving Community Development Block Grant funds, and 13th year for the HOME consortium where the grant is shared with the City of Lewiston. The proposed budget for FFY2014 is \$1,321,839 for Community Development Block Grant and \$515,435 for HOME Investment Partnerships Program funds. The Community Development and HOME budget amounts have not yet been released. I have assumed a slight decrease in Community Development and a small increase in the HOME grant. This budget will implement the fifth year goals and objectives of the Consolidated Plan.

Community Development: There are several new activities in the Community Development Program, Museum in the Streets, Walton School outdoor learning center, and an option to include either Community Agricultural Gardens or Wi-Fi in the Downtown Target Area. There is one new public service activity, the Police Activities League's Youth Diversion Program. I have consolidated the budget for Curb Appeal projects into the Residential and Commercial Rehabilitation Programs (see Appendix A for a report on the Curb Appeal Program). Last, the Residential Rehabilitation Program includes an amount for the match to a Lead Grant.

HOME: The HOME grant includes a new activity in collaboration with Habitat for Humanity, demolition of tax acquired properties at 10 Lucille Street and 73 Paul Street along with a short-term loan to Habitat to carry some of the development cost to rebuild 2 new homes.

The Citizen's Advisory Committee met on February 12th to review the proposed budget and provide comments. The meeting record including their suggestions and budget recommendations are in Appendix B of this package. The committee supported the proposed allocation of funds and the activities in the budget.

INTRODUCTION:

Community Development Block Grant Program

The Federal government enacted the Housing and Community Development Act that created the Community Development Program in 1974. This Act eliminated a number of competitive federal grant programs and consolidated them into one, Community Development Block Grant Program. The City of Auburn was fortunate to be designated as an entitlement community. The designation is accomplished by formula that takes into consideration factors such as growth lag, extent of housing overcrowding, poverty, unemployment, etc.

The primary objective of the Community Development Block Grant Program is “to develop viable communities by promoting integrated approaches that provide decent housing, a suitable living environment, and expand economic opportunities for low and moderate income persons. The primary means towards this end is the development of partnerships among all levels of government and the private sector, including for-profit and non-profit organizations.”

The City must use their funds on activities that either benefit low- and moderate-income families or aid in the prevention or elimination of blight. The city must ensure that 70% of expenditures are for the benefit of low-and moderate-income households.

A variety of activities are allowed. These include rehabilitation and preservation, economic development, planning and program administration, acquisition, public facilities and improvements, clearance, public services, relocation, and homeownership activities.

Since 1974, the City received \$26,199,440 in grant funds from the Department of Housing and Urban Development. These funds, together with over \$15 million in program income, have been spent on eligible activities to deliver programs, services and improvements to the community.

Target Areas

Activities that do not meet a low-and moderate-income benefit must meet the other national objective, elimination of blight. To qualify under the blight objective, the City must meet the definition of blight under State law. Areas must be defined that exhibit physical signs of blight, and documentation must be maintained on the boundaries of the areas and conditions which qualified the area. The last study to identify these areas was done in 2010. The study describes the locations where building conditions require investment and improvement. The five areas that have been targeted for funding under this national objective are: Downtown, New Auburn, Union Street, Sandy Beach, and Hotel Road.

Programs/Projects

1. **Economic Opportunity:** Encourage commercial development and create employment opportunities for low- and moderate-income persons (Small Business Loan Program, Curb Appeal, and Commercial Loan Program).
2. **Rehabilitation:** Maintain and upgrade the quality of housing, particularly in target areas, increase curb appeal, eliminate serious housing problems, increase/stabilize the tax base, provide an economic stimulus for local contractors and suppliers, eliminate lead hazards, and prevent properties from becoming blighting influences in the more densely populated neighborhoods (Residential Rehab Loan Program, Curb Appeal, Spot Rehab Loan Program, and Community Concepts Inc. Weatherization).
3. **Public Improvements:** Improve the quality of existing public facilities and improvements and increase access to open space (New Auburn River Trail).
4. **Public Services:** Increase access to services that provide life and job skills training/generally carried out by non-profits (Androscoggin Head Start & Child Care; Auburn Recreation Department; Literacy Volunteers of America/Androscoggin; Safe Voices; Heating Assistance Loans; Tedford Housing; Good Neighbor Start-up; Catholic Charities; Seniors Plus; Fair Housing; and Police Activities League).
5. **Acquisition and Demolition:** Purchase and demolish deteriorated buildings to eliminate blight.
6. **Code Enforcement:** Address housing complaints and control vacant and dangerous buildings in Downtown, New Auburn and Union Street Target Areas.
7. **Administration:** Produce a Consolidated Plan every five years, establish goals, objectives, and benchmarks, track and report on progress; prepare Annual Plan and budget, facilitate citizen participation, coordinate activities with funder, Department of Housing and Urban Development, monitor performance and project files; financial analysis, project management; review financial reports and control expenditures; monitor non-profit sub-recipients; and manage \$4.6 million loan portfolio.

Home Investment Partnerships Program

The HOME Investment Partnerships Program was created by the Federal government in 1990. Since the City does not have the required population to qualify for the HOME Program as an entitlement community, HOME funds were available in this community through Maine Housing. In 2001, the Cities of Auburn and Lewiston requested leave of Maine Housing's HOME Program so that we could structure our own programs. We created the Auburn-Lewiston Consortium in 2002. Through a series of steps we became eligible for our own allocation of HOME funds.

The objective of the HOME Investment Partnerships Program is to "strengthen public-private partnerships and to expand the supply of decent, safe, sanitary, and affordable

housing with primary attention to rental housing, for very low-income and low-income families.”

There are four types of activities that HOME funds can be used for: rehabilitation and preservation, homeownership, development of rental housing, and tenant based rental assistance. 100% of these funds must benefit low-income families. The City has participated in all four of these activities and currently operates three programs funded with HOME program dollars.

Since 2002 the Consortium receives \$6,705,205 from Department of Housing and Urban Development of which Auburn received \$3,482,477 and Lewiston received \$3,222,728. As the lead agency, Auburn retains 3% of the grant for its administrative oversight, and the remaining funds are divided evenly.

Programs/Projects

1. **Rehabilitation:** Maintain and upgrade the quality of housing, particularly in target areas, increase curb appeal, eliminate serious housing problems, increase/ stabilize the tax base, provide an economic stimulus for local contractors and suppliers, eliminates lead hazards, and prevent properties from becoming blighting influences in the more densely populated neighborhoods.
2. **Home Buyer:** Makes home ownership affordable to low income households and increase owner occupancy in target areas.
3. **Rental:** Assist owners or sponsors to develop new affordable rental housing.
4. **Tenant-Based Rental Assistance:** Help homeless or at-risk persons become housed in modest rental units.
5. **Administration:** Same as Community Development Program plus lead Auburn Consortium; encourage private/public partnerships; monitor housing projects (both Auburn and Lewiston); and manage \$2 million loan portfolio.

Lead Hazard Reduction Program

This federal program provides a grant to eliminate the hazards caused by lead-based paint.

Lead Projects

1. **Rehabilitation:** Eliminate the hazards from lead-based paint.
2. **Lead Testing:** Screen children for elevated lead blood levels.
3. **Education:** Train landlords, tenants, and homeowners on the dangers of lead poisoning and what they can do to minimize risks.

MISSION:

To make Auburn a better place to live. This is done by providing high quality projects, programs and services to meet the needs to low-and moderate-income residents.

CONSOLIDATED PLAN:

The City is required to adopt a Consolidated Plan, a 5-year strategic plan for the Community Development Program. The current Consolidated Plan was written in 2010 and runs through 2014. The Consolidated Plan process is built upon community development initiatives that are planned from the bottom up and community driven. As such, the process relies on empowering local residents. This helps to give them a voice in the future of their neighborhoods. The engagement of citizens is accomplished through the implementation of a Citizen Participation Plan.

The Consolidated Plan process is directed by the Department of Housing and Urban Development. The approach attempts to look at problems and resources so that people and government can work together. In 2010 a committee of more than 20 Auburn residents studied the conditions, established goals and objectives for the 5-year period, and determined performance benchmarks for measuring progress. During the planning process for the development of the Consolidated Plan, the Citizen's Advisory Committee identified four goals which are intended to be the driver for Community Development and HOME activities. The goals are: 1) quality affordable housing, 2) attractive neighborhoods, 3) economic opportunity, and 4) high quality of life for residents

CONSOLIDATED PLAN PROGRESS:

Each year the Community Development Department completes an annual report, the Consolidated Annual Performance and Evaluation Report (CAPER). The CAPER is an assessment of performance towards meeting the 5-year goals. Below are the accomplishments of each year towards meeting the objectives. Most of the objectives are on target with the exception of assisting with home purchases and exterior building improvements.

Goal: Quality Affordable Housing

Activity:	5 Year Objectives	Year 1	Year 2	Year 3	Year 4	Year 5	Ongoing Total	Percentage of Goal Met
a. owner and rental units rehabilitated	280	125	75	18			218	78%
b. owner and rental units made lead safe	80	68	40	11			119	149%
c. buyers assisted to purchase home	35	3	3	4			10	29%
d. new units of affordable family rental housing (HOME)	40	0	28	0			28	70%
e. 10 units of supportive rental housing of the homeless (HOME)	10	0	0	6			6	60%
f. 75 owners assisted to heat their homes	75	16	23	22			61	82%
g. Homeless or at-risk of homelessness assisted with security deposits (HOME)	100	34	9	26			69	69%
h. Total	620	246	178	87			511	82%

GOAL: Attractive Neighborhoods

Activity:	5 Year Objective	Year 1	Year 2	Year 3	Year 4	Year 5	Ongoing Total	Percentage of Goal Met
a. Improved street-scapes/sidewalks & landscaping	10,000 Lf	2,940 lf	2,040 lf	960 Lf			5,940 Lf	59%
b. Building exteriors improved	50 Bldgs.	2 Bldgs	4 Bldgs	0 Bldgs			6	12%
c. Substandard housing demolished	15 Units	17 units	0 Units	0 Units			17 units	113%

GOAL: Economic Opportunity

Activity:	5 Year Objectives	Year 1	Year 2	Year 3	Year 4	Year 5	Ongoing Total	Percentage of Goal Met
a. Business exteriors improved	10 Bldgs.	0	0	0			0	0%
b. Business assistance loans	2	1	0	2			3	150%

GOAL: High Quality of Life

Activity:	5 Year Objectives	Year 1	Year 2	Year 3	Year 4	Year 5	Ongoing Total	Percentage of Goal Met
a. Children, Youth & Families/Households	1,500	447	166	421			1,034	69%
b. Individuals	600	192	1,196	194			1,582	264%
b. Homeless Individuals	400	80	193	193			466	117%
d. Neighborhood Community Building Initiative	1	0	0	1			1	100%
e. Total	2,501	719	1,555	809			3,082	124%

ANNUAL ACTION PLAN:

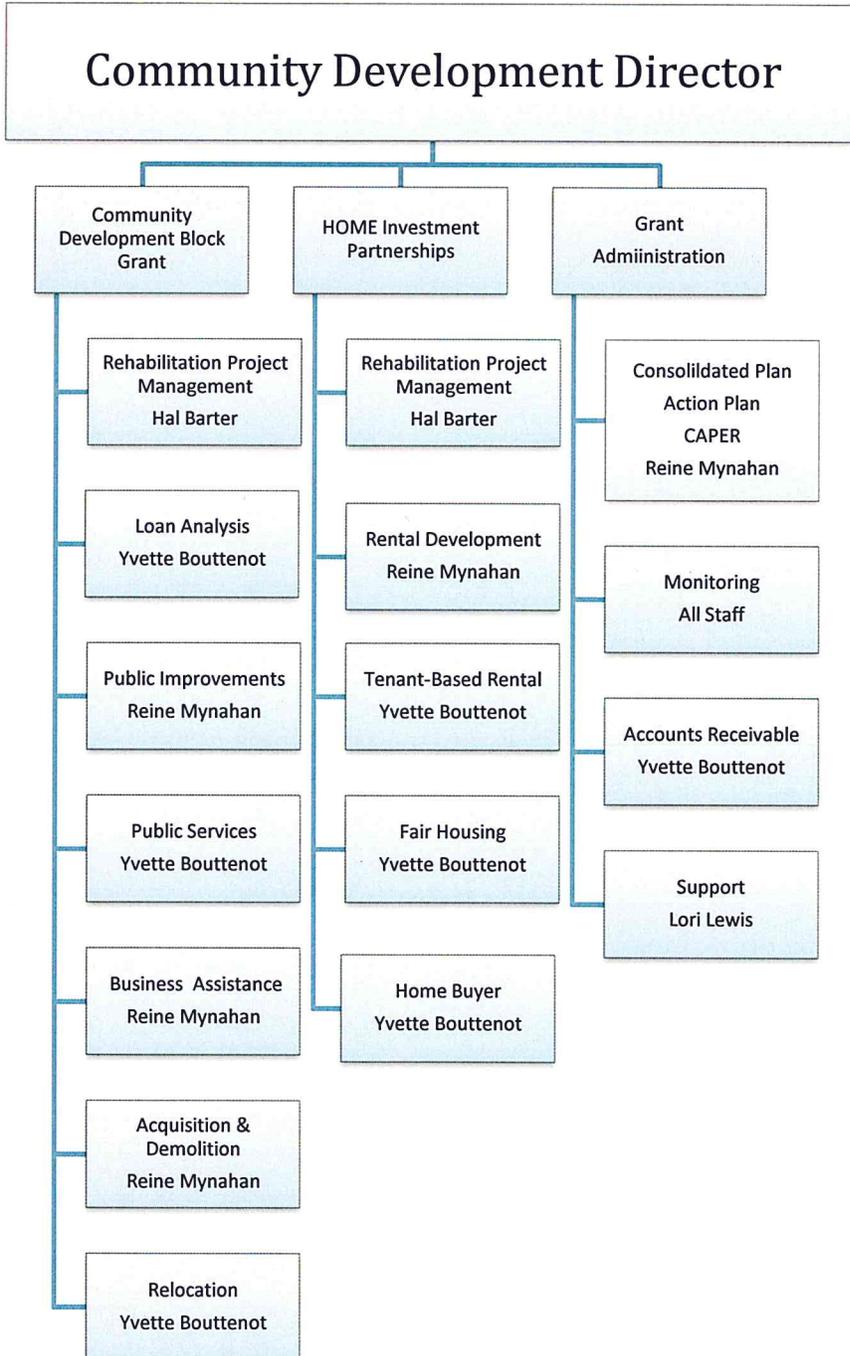
Preparation of the annual budget involves a similar process to establishing a Consolidated Plan. The proposed action plan is reviewed by a citizen’s group with recommendations forwarded to the City Council. The schedule for this year’s Annual Action Plan is as follows:

<u>ACTIVITY</u>	<u>DATE</u>
CAC Meeting	February 12
Workshop with City Council	March 17
Public Hearing with City Council	March 24
Public Notice - AP Availability & Comment Period Begins	March 24
Comment Period Ends	April 24
Adoption by City Council	May 5
Submission Deadline	May 14

STAFFING

Community Development and HOME budget supports 2.6 full-time professional positions, .5 administrative support, and 1.15 full-time professional code enforcement positions

ORGANIZATIONAL CHART/RESPONSIBILITIES



FIVE-YEAR BUDGET HISTORY:

<u>Description</u>	<u>FFY2009 Actual</u>	<u>FFY 2010 Actual</u>	<u>FFY2011 Actual</u>	<u>FFY2012 Actual</u>	<u>FFY2013 Actual</u>
Community Development	\$1,282,434	\$1,498,847	\$1,067,522	\$1,041,418	\$1,110,780
CDBG-R	\$168,648	\$115,347	\$0	\$0	\$0
HOME Investment Partnerships	\$352,644	\$630,134	\$422,988	\$516,842	\$617,259
Urban Development Action Grant	\$511,268	\$511,268	\$511,268	\$161,268	\$80,846
Neighborhood Stabilization – I	\$911,270	\$490,000	\$93,424	\$61,341	\$20,835
Neighborhood Stabilization – 3	\$511,268	\$511,268	\$850,000	\$547,109	\$31,135
Lead Based Paint Hazard Control	\$914,606	\$605,000	\$429,325	\$5,500	\$3,500

BUDGET DRIVERS:

- 1. Federal Regulations:** The federal regulations of the Community Development and HOME Programs mandate specific processes that must be followed for funded activities. These additional layers add administrative time to the implementation of the activity. Some of the requirements are: Environmental Review procedures; compliance with Davis-Bacon/Labor Standards; compliance with Uniform Relocation Act; Housing Standards; CHDO requirements; acquisition mandates; Section 3 job requirements; documenting compliance with national objectives; income verification; documenting jobs/economic development projects; documenting for social service contracts; compliance with Lead-Based Paint regulations; debarred contractors; Intergovernmental Review requirements; and Fair Housing/affirmative action requirements.
- 2. Funding:** In the past few years, Federal allocations have dropped. The Community Development budget has decreased from \$624,963 in 2008 to \$522,224 in 2013, and the HOME budget went from \$555,385 to \$366,886. The Lead Hazard Reduction Grant and two Neighborhood Stabilization Grants are now fully spent.
- 3. Salaries:** Staffing levels have dropped in the past year. We started the year with a full-time Administrative Assistant that is now a half-time Bonney Staffing employee. In the past year the Housing Coordinator has begun splitting his time 60% for Community Development and 40% for Code Enforcement. The Community Development staffing is now made up of 2.6 full-time equivalent permanent positions and a part-time temporary worker.
- 4. Monitoring:** All programs/projects and third party agreements require extensive monitoring. This includes social service agencies and projects under the HOME Program, including those of the City of Lewiston.

GOALS AND OBJECTIVES:

The process to implement performance measurement for the Community Development Program presents a unique challenge. Community Development programs are tailored by the Department of Housing and Urban Development towards goals and objectives as measures of success. As we transition towards performance measures we will need to realign the Consolidated Plan. This year's budget goals and performance measures should be reviewed together in this presentation. The 2015-19 Consolidated Plan will establish the data to measure success of the policies and programs of the Community Development Program.

1. Goal: Quality affordable housing

- a* 40 owner and rental units rehabilitated
- b* 25 owner and rental units lead safe
- c* 10 owner and rental units weatherized
- d* 4 buyers assisted to purchase a home
- e* 25 owners assisted to heat their homes
- f* 10 homeless or at-risk of homelessness assisted with security deposits

2. Goal: Attractive neighborhoods

- a* 6 residential building exteriors improved
- b* 3 commercial building exteriors improved

3. Goal: Economic opportunity

- a* 3 businesses assisted

4. Goal: High quality of life for residents

- a* residents assisted to access services that provide life and job skills training
 - 880 children, youth, and their families
 - 205 individuals
 - 14 homeless individuals
 - 3 neighborhood gardens established
 - 1 park development plan completed

5. Goal: Produce 2015-2019 Consolidated Plan

- a* Create new Citizen's Advisory Committee per Citizen Participation Plan
- b* Request proposals for consulting services

- c Incorporate citizen’s survey and social media into participation process
 - d Incorporate into Consolidated Plan a tool for measuring the health of Neighborhoods
 - e Solicit target area neighborhood concerns through survey instrument
6. Goal: Improve Health and Safety of Target Areas through targeted code enforcement
- a 100 housing unit code violations corrected

MANAGEMENT PERFORMANCE MEASURES:

PERFORMANCE MEASURES	GOALS	DATA
Improve upon timing of loan closings to occur within 120 days of application date for 50% of the applications	Track progress on applications on a spreadsheet and review at weekly staff meetings. Discuss and address impediments to progress.	FFY2013 (Current Year) 2 loans 60-90 days 1 loans 90-120 days 6 loans 120+ days
Complete draw downs within 30 days of end of quarterly period Complete the final drawdown of the fiscal year by August 5th.	Enter projects and activities on a continual basis. Initiate drawdown by the 15 th of the month following the quarterly period and complete drawdown between the 20 th and 30 th . Work with Finance Department to get year-end adjustments recorded by end of July.	FFY2013 (Current Year) First Drawdown 36 days after quarter end Second Drawdown 51 days after quarter end Year end Drawdown August 9 th
Zero HUD monitoring findings and fewer than 3 concerns	Review last monitoring letter and Standard Operating Procedures. Review files against checklists to be sure all documentation is in place. Make sure all financial reconciliations are complete.	FFY 2011 7 Findings and 3 concerns
100% expenditure of annual weatherization contract	Work with Director of Social Services to seek weatherization program applicants. Make referrals to Community Concepts and follow up every 2 weeks until funding is committed. Increase marketing of program.	FFY2012 Benchmark: 15 Accomplished: 2 FFY2013 to date Benchmark: 10 Accomplished: 2

POLICY PERFORMANCE MEASURES:

PERFORMANCE MEASURES	GOALS	DATA
Housing projects that meet Housing Standards after rehab will increase or stabilize the tax base.	To be determined. Staff will incorporate a performance measure to evaluate the effect of rehab program improvements on the tax base as a part of the 2015-19 Consolidated Plan/Citizen's Advisory Committee process.	To be determined.
Improve positive indicators of a healthy neighborhood in Downtown, New Auburn and Union Street by 10% in a five year period.	Solicit target area neighborhood concerns in Consolidated Plan study phase. Evaluate concerns and establish positive and negative indicators of neighborhood health. Work with Citizen's Advisory Committee to establish goals, objectives and benchmarks to improve the health of neighborhoods in Downtown, New Auburn and Union Street Target Areas. Coordinate annual budgets with neighborhood health measures. Establish measuring tool and evaluate after years 3 and year 5 of Consolidated Plan.	To be determined.
Improve appearance of 5 target area residential properties and 3 commercial properties	Integrate curb appeal improvements into Residential and Commercial Rehab programs. Amend program policies, add screening criteria to assure significant exterior improvements are undertaken.	FFY2013 (Current Year) 7 residential properties No commercial
Reduction of blight in target areas	Demolish 1 dangerous building/ create a buildable lot. 100 units code violations corrected	FFY2010-to date 27 units demolished FFY2013 (Current Year) 71 violations corrected

RESOURCES

RESOURCES

Community Development Block Grant

New Community Development Grant	\$	506,580.00	Estimate	
Anticipated Program Income	\$	299,000.00		
Carry Over Funds	\$	433,052.00		
Reprogrammed Funds	\$	83,207.00		
Subtotal			\$	1,321,839.00

HOME Investment Partnerships Program

New HOME Grant	\$	195,000.00	Estimate	
Anticipated Program Income	\$	56,300.00		
Carry Over & Reprogrammed Funds	\$	264,135.00		
Subtotal			\$	515,435.00

TOTAL FUNDS AVAILABLE \$ **1,837,274.00**

**COMMUNITY DEVELOPMENT BLOCK GRANT
PROGRAM BUDGET**



City of Auburn
Community Development Block Grant
Federal Fiscal Year 2014

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

**COMMUNITY DEVELOPMENT PROGRAM
BUDGET DESCRIPTIONS**

FFY 2014 COMMUNITY DEVELOPMENT BUDGET DESCRIPTIONS

ECONOMIC OPPORTUNITY

1. Economic Development Programs

Proposed Budget: \$100,000

Program Description: To provide a source of low-interest financing to encourage commercial development.

Goal: 5 businesses

SMALL BUSINESS LOAN PROGRAM

Objective: To create new employment opportunities for low- and moderate-income households.

Program Highlights:

- Loans approved by Community Development Loan Committee
- Company with 5 or fewer employees,
- Business start-ups or existing businesses
- \$15,000 maximum
- Interest rate prime plus ½%
- Term up to 10 years
- Minimum 1 full-time equivalent job available to or taken by low-income persons or owner is low income

COMMERCIAL REHABILITATION LOAN PROGRAM

Objective: To create or retain jobs and eliminate blighting influences.

Program Highlights:

- Loans approved by Community Development Loan Committee
 - Business renovations
 - Property located in Union Street, Downtown, or New Auburn Target Areas
 - \$50,000 maximum
 - Match 33% of project cost
 - Interest rate prime plus ½%
 - Term up to 25 years
 - Meets a national objective
 - Low-Mod Objective -- minimum 1 full-time equivalent job available to or taken by low-income persons for every \$25,000 of public assistance
 - Blight Objective -- limited to exterior improvements and correction of code violations.
-

QUALITY AFFORDABLE HOUSING

2. **Rehabilitation Loan Program**

Proposed Budget: \$325,000

Program Description: Provide a source of low-interest financing to eliminate substandard housing, upgrade properties to meet Auburn's Housing Standards, to increase curb appeal, provide for healthy homes, and to eliminate lead hazards.

Goal: Curb Appeal 10 grants @ \$5,000; 10 loans @ \$7,500, \$125,000; \$137,500 for interior renovations and emergency repairs; lead match 25 @ \$2,500

The Rehabilitation Program helps to maintain and upgrade the quality of housing, particularly in targeted areas, and assists low-income property owners and investors to address their housing problems. The program also helps to increase or stabilize the tax base, provides an economic stimulus for contractors and suppliers, eliminates lead hazards, and prevents properties from becoming blighting influences in the more densely populated neighborhoods.

Program Highlights:

All loans approved by Community Development Loan Committee

SPOT REHAB LOAN PROGRAM (HEALTHY HOMES)

- Target areas and city-wide
- No match required
- Income below 65% of area median income
 - \$18,000 maximum loan
 - Loan payments are deferred to a future time
 - Interest rate 0%
- Income above 65% of area median income
 - \$18,000 maximum loan
 - Term up to 15 years
 - Interest based on income
 - 0-80% median income 0%
 - 80-100% median income 2%
 - 100-120% median income 4%
 - 120-above 6%
- Investor-owner/all incomes
 - Target area only
 - \$18,000 maximum
 - Interest rate 6%
 - Eligibility based on severity of building's condition and building cash flow
 - Term up to 15 years
- Sewer Connection Assessment Grants
 - One-half of the assessment fee
 - Income below 80% median income

RESIDENTIAL REHABILITATION LOAN PROGRAM

Target areas only

- Owner-occupied, investor owned, and non-profits
- \$25,000 for the first unit, \$20,000 for each additional unit
- Property must meet housing standards
- Interest rate 2%
- Term up to 25 years
- Leverages 25% private funds

Low Income/target areas and city-wide

- Owner-occupied
- Income is under 80% of median income
- Maximum \$25,000 for the first unit, \$20,000 for each additional unit
- Interest rate 0%
- Term up to 25 years
- Buildings outside target area must have 51% low-income occupancy
- No match required

CURB APPEAL PROGRAM

- Target areas only
- Grants and loans, up to \$10,000 each matched by a minimum of the amount of the grant
- Competitive process/applicant must provide a proposal to be evaluated by a committee

3. Lead Testing and Clearance

Proposed Budget: \$5,000

Project Description: Cover the cost of performing lead clearances for rehabilitation projects.

All rehabilitation projects must now comply with strict lead requirements to reduce the hazards caused by lead-based paint. A rehabilitated property that is improved with federal funds must be documented through a clearance test as lead safe. This budget pays for a contractor to take samples and have the sample analyzed by a certified lab.

4. Community Concepts, Inc. Weatherization

Request: \$41,500

Proposed Budget: \$41,500

Description: Funds will be used to weatherize homes and pay for program salaries.

Goal: 10 homes

This weatherization program is comprehensive and includes wall and ceiling insulation, windows, doors, etc. An assessment is done to determine payback and only

improvements which have a reasonable payback are done. This program leverages an amount that is greater than 100% of our funds through a Department of Energy grant that would not come to our community without this funding at a match.

5. Code Enforcement

Proposed Budget: \$80,000

Project Description: Salary costs for two Code Enforcement Officers of the City of Auburn.

Goal: 100 units violations corrected

Code enforcement efforts will be directed in three target areas, Downtown, New Auburn and Union Street. The focus of the code enforcement effort is to control vacant and dangerous buildings as well as nuisance complaints.

ATTRACTIVE NEIGHBORHOODS

6. Municipal Beach Improvements

Proposed Budget: \$53,787

Project Description: Increase utilization of the municipal beach area with improvements and amenities.

A planning study is underway for this area that will shed light on the direction for this project.

7. New Auburn River Trail

Proposed Budget: \$220,000

Project Description: Consulting services and acquisition/demolition of 14 Second Street.

The project involves property acquisition and demolition to make way for an expansion to Little Andy Park into a trail along the Androscoggin River. Two property acquisitions/demolitions were accomplished in FY2013. In FY2014 the City will seek to acquire and demolish a third property, 14 Second Street, to create an area for parking. A neighborhood group is currently assisting with a traffic plan that may have an impact on the park. Once the traffic plan is finalized, we will begin the planning services to design the park.

8. Downtown Project
Proposed Budget: \$30,000

Option 1

Community Agricultural Urban Gardens

Description: Funds will be used to establish vegetable gardens in target areas.

Goal: 3 gardens, 1 in each target area

The Community Development Department will partner with the City's Economic Development Specialist, Alan Manoian, and St. Mary's Nutrition Center to encourage the establishment of urban vegetable gardens in the Downtown, New Auburn and Union Street target areas. Community gardens provide an opportunity for people to come together to grow their own food and celebrate their community. This will encourage people to improve their health, stretch their food dollars, learn about growing vegetables, and have a place where neighbors can meet to engage in a positive way. Gardeners will have an opportunity to sign up for a gardening plot, establish rules for managing the gardens, learn how to grow crops, and help with managing the site. St. Mary's Nutrition Center is applying for grant funds to provide technical assistance to plan, design and provide outreach for these gardens. If they are not successful in obtaining these funds, then the budget would increase by \$10,000.

Option 2

Wi-Fi in Downtown Target Areas

Description: The City would install satellite and receivers that will provide Wi-Fi Internet service in the Downtown.

9. Museum of the Streets
Proposed Budget: \$5,000

Description: Funds will be used to install interpretive panels about the street's past in an effort to create a foundation for neighborhood pride, ownership, stability and permanence of place.

Goal: 5 signs

Goff and James Streets are lined with many residential architectural landmarks. Both streets have been compromised by disinvestment, physical blight, criminal activity, and an erosion of neighborhood pride and stability. Alan Manoian, Economic Development Specialist, will enlist the participation of neighborhood residents working in partnership with local, regional, state heritage preservation professionals and historians to research the significance of the landmark architectural residences lining both Goff and James Street. The neighborhood residents will then help to design, fabricate, install, and promote a series of visual and text-based historic interpretive panels located at intervals along the streets. The panels will tell the proud story of the world-class architects, architecture, notable families, and neighborhood heritage.

10. Walton School Outdoor Learning Center

Request: \$9,150

Proposed Budget: 9,150

Project Description: Green space that would serve as an outdoor learning and recreation site for students, area families and the neighborhood.

The project will encourage cooperative play and physical activity. Children will be exposed to nature and will learn social skills. The design will be centered around a river

theme in connection to the Androscoggin River. A wooden bridge will cross over a river bed of pebbles that travel the length of one side of the playground leading to “islands” of activities. There will be “rainbow rapids” chalkboards, a “reading island” for quiet activities, balance beam, stepping stones, blocks and stumps to promote motor skills. There will be blocks and stumps to promote gross motor skills. The centerpiece will be a wooden boat-shaped structure for children to climb on and engage in dramatic play.

11. Demolition of Public Property

Proposed Budget: \$116,702

Project Description: Demolition of deteriorated vacant structures

Goal: 2 buildings

The City has many abandoned properties that could be considered for acquisition and demolition. The Community Development Director will work closely with the Planning Department to target the properties with the most serious health and safety concerns. The majority of this budget would be spent on demolition with a smaller amount towards acquisition.

If St. Mary’s Nutrition Center is not successful in securing grant funds to assist with the garden project, then this budget would increase by \$10,000.

HIGH QUALITY OF LIFE

12. Androscoggin Head Start and Child Care

Request: \$13,500

Proposed Budget: \$8,000

Project Description: Funds would provide social services for families enrolled in head start at Webster School.

Goal: 26 households

Services are available to economically disadvantaged children whose parents are working or in job training. These services assist families in meeting their basic needs, provide parent training, provide information and referrals, develop a strategy to maintain or attain economic independence, and provide crisis intervention. These services facilitate families’ efforts to maintain or obtain financial independence from assistance and increase their quality of life. This service will assist 26 Auburn families.

13. Auburn Recreation Department

Request: \$25,000

Proposed Budget: \$25,000

Project Description: Funds will be used to provide scholarships to extremely-low and very-low income households who participate in Auburn's recreation programs.

Goal: 125 children

The Recreation Department initiated registration fees to supplement the cost of programming. They maintain a policy that allows any child to participate regardless of their family's economic status. They have received an increasing number of requests for scholarship assistance. Scholarships will be limited to pre-school children through secondary school level whose household income is less than 40% of Area Median Income. This service will assist 125 children to participate in recreation programming.

14. Literacy Volunteers of America/Androscoggin

Request: \$8,635

Proposed Budget: \$8,000

Project Description: Funds will be used to help recruit, train and support volunteers to provide tutoring to illiterate adults and families.

Goal: 100 individuals

The Adult Literacy Program provides one-on-one tutoring for reading, writing, and basic math for adults and families in Androscoggin County who are at the lowest two literacy levels. They also offer one-on-one tutoring for English speakers of other languages. The focus is to help adults with low literacy skills and immigrants gain critical reading, writing, and math skills that apply to employability. They expect to serve 100 Auburn residents.

15. Safe Voices

Request: \$11,000

Proposed Budget: \$5,500

Project Description: Funds will be used to pay for a portion of salaries for shelter workers in order to maintain current level of staffing.

Goal: 8 Auburn residents

The shelter serves women and children who are victims of domestic violence. The 17-bed shelter is open 24 hours, 365 days each year with 2 day staff and one evening staff. Their clients are usually forced to leave behind most of their possessions and many lose their jobs when they come to the shelter. Staff provides technical assistance and emotional support that allows women and children who become homeless to begin again. They also develop safety plans and extend case management services, advocacy, parenting support, housing assistance, job search assistance and referrals to other service providers. The shelter expects to provide services to 8 woman and children from Auburn.

16. Heating Assistance Loans

Request: \$22,000

Proposed Budget: \$20,000

Description: To provide an additional resource to assist low-income homeowners to pay for heating fuel.

Goal: 25 households

Loans of \$750 and \$1,000 will be offered to low-income homeowners to supplement their personal resources to heat their homes. Funds must be used within a three-month period in a heating season and may be used to pay for oil, natural gas, propane, wood, pellets, or electric heat. Staff expects to assist 25 households.

17. Tedford Housing

Request: \$9,750

Proposed Budget: \$4,000

Description: Funds will be used to pay for residential attendant services for a supportive housing project in Auburn.

Goal: 8 individuals

Tedford Housing operates a permanent supportive housing for formerly homeless single adults. Services will help these individuals to improve quality of life and remain living independently. They serve 6 Auburn residents.

18. Good Neighbor Start-up

Proposed Budget: \$4,000

Description: To provide grants to assist low-income homebuyers with housing start-up costs.

Goal: 4 homebuyers

The Good Neighbor Program offers \$1,000 or \$500 grants to low-income households who are purchasing a home. The grant may be used to purchase a stove or refrigerator, lawnmower, minor home improvements such as painting, moving costs, and utility connections. The program would serve 4 households.

19. Catholic Charities/Search

Request: \$2,500

Proposed Budget: \$2,500

Description: Funds will be used to assist elderly clients and those with disabilities with support services to help them remain independent.

Goal: 45 Auburn residents

This program is administered through volunteers and helps clients to remain independent and reduce isolation. Volunteers make telephone reassurance calls, home visits, and assist with home and yard chores, provide transportation to appointments, help with paperwork, socialization, and referrals to other programs. The program serves 45 Auburn residents.

20. Seniors Plus

Request: \$10,000

Proposed Budget: \$4,000

Description: To provide nutritious meals to homebound older adults and adults with disabilities helping them to remain in their own homes as long as possible.

Goal: 60 Auburn residents

The program provides 6,646 meals to Auburn residents. The number of adults in need of this service is growing. The program will serve 60 Auburn residents.

21. Fair Housing

Proposed Budget: \$3,000

Description: Implementation of the Fair Housing strategies identified in the Analysis of Impediments to Fair Housing Choice report.

The Cities of Auburn and Lewiston will be undertaking fair housing activities to raise awareness of Fair Housing Laws. Based on the Analysis of Impediments to Fair Housing Choice Report completed in 2013 the Cities have identified the following activities to be undertaken on an annual basis: 1) a series of landlord and tenant workshops, this year's topic will focus on disability rights & policies; 2) school outreach - poster contest for 8th graders with winners being selected for a fair housing calendar; 3) distribution of basic information on tenant housing rights; 4) identify obstacles to Sharia lending and inform New Mainers of housing opportunities. All activities will be done in collaboration with the Cities of Auburn and Lewiston's Community Development Departments and the Auburn and Lewiston Housing Authorities.

22. Police Activities League

Request: \$40,000

Proposed Budget: \$20,000

Description: Youth diversion program to improve the lives of youth.

Goal: 725 youth

The program is a collaborative approach between the schools and Police to strengthening families. The project will require that schools and families work as a team to increase the number of children who stay at home instead of being referred to foster care. The Community Resource Officer, along with the PAL Coordinator and a caseworker, will work with students who have been suspended from school, are on probation, and those

who are at risk to drop out or who have dropped out. The PAL Center will provide space for students to serve their suspensions and receive academic assistance. The project will benefit both schools and law enforcement personnel. The program will provide service for 725 suspension occurrences. The funding will cover the cost of funding a PAL coordinator who will oversee the diversion component and the after-school function as well as funding for an activities person to assist with the teen drop-in-center.

23. Pathways, Inc.

Request: \$9,000

Proposed Budget: \$0 (This activity is not in the budget)

Goal: 9 students

Description: To work with Special Education students transitioning out of Edward Little High School. The effort would assist them in developing a work readiness portfolio that they can use when entering Vocational Rehabilitation or competitive employment.

The program would assist students with intellectual disabilities and autistic disorders to prepare them for employment once they have graduated. Individuals who take part in transition planning will have the opportunity to begin career exploration with the long range goal of developing competitive employment. They would serve 9 Auburn residents.

24. Community Concepts, Inc.

Request: \$5,000

Proposed Budget: \$0 (This activity is not in the budget)

Description: To test some of the Bridges Out of Poverty concepts, a national program that has been successful in helping people with support systems connections, relationships, and knowledge of hidden rules. The goal is to help move people out of poverty and decrease dependency on General Assistance.

Goal: 5 General Assistance households

This is a pilot program to work with General Assistance beneficiaries to instruct on life skills such as budgeting, goal planning, and controlling negative responses. The agency hopes to learn if there are behavior changes that will result in housing stability. Through this funding, Community Concepts would initiate the program planning, conduct the training, evaluate outcomes, and prepare a report with recommendations. The training seeks to change how people think, moving away from the “immediate now” to the “immediate future” on issues such as budgeting, paying rent, employment, and dealing with emotions. The agency would then seek out other funding for a more expanded program in the future. They would serve 5 Auburn residents.

**HOME INVESTMENT PARTNERSHIPS PROGRAM
PROGRAM BUDGET**

City of Auburn
HOME Investment Partnerships Program
Fiscal Year 2014

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

**HOME INVESTMENT PARTNERSHIPS PROGRAM
BUDGET DESCRIPTIONS**

HOME INVESTMENT PARTNERSHIPS PROGRAM

Source of Funds: U. S. Department of Housing and Urban Development

Objective: Housing

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

Eligible Activities

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

100% of these funds must be spent on housing activities that benefit low-income households

FFY2014 BUDGET DESCRIPTIONS

1. Homebuyer Assistance

Proposed Budget: \$80,000

Project Description: Funds will be used to provide a 2 to 1 grant for down payment assistance and an interest-free amortized loan to make housing affordable for income eligible applicants.

Goal: 4 households

2. Acquisition/Rehabilitation/Homeownership

Proposed Budget: \$115,000

Project Description: Funds will be used to acquire and rehabilitate a single family home in one of the target areas. After the rehabilitation is completed, the building will be sold to an income qualified family.

Goal: 1 home

3. Homeowner Rehabilitation

Proposed Budget: \$232,280

Project Description: Funds will be used to provide interest-free amortized loans for housing improvements of owner-occupied income-eligible households.

Goal: 15 households

3. Tenant Based Rental Assistance/Security Deposit Program

Proposed Budget: \$15,655

Project Description: Funds will be used to provide interest -free loans to pay the security deposit for income eligible households who are homeless or at risk of homeless.

Goal: 20 households

APPENDIX A
CURB APPEAL PROGRAM REVIEW AND RECOMMENDATIONS

City of Auburn, Maine

"Maine's City of Opportunity"

Community Development Program



CURB APPEAL PROGRAM REVIEW AND RECOMMENDATIONS FEBRUARY 18, 2014

Program Guidelines

The Auburn City Council adopted the Curb Appeal Program guidelines on January 22, 2013. The program was created to improve the visual quality of properties in target areas. The goal is to create attractive neighborhoods by encouraging private investment.

Selection Process

According to Curb Appeal Program guidelines a seven member committee of volunteers reviewed proposals and selected those to be awarded assistance according to the guideline. The committee consisted of three members from the Community Development Loan Committee, two Auburn residents with relevant experience in building design/architecture or real estate/development, the City Manager and the Director of Economic Development. Committee members were: Traverse Fournier, Anne Parker, Matthew Carter, Jon Oxman, Noel Smith, Clinton Deschene, and Roland Miller.

In March the committee met to establish scoring criteria and to review the Request for Proposals. The RFP was then amended, and released to the public with a May 6 proposal deadline.

Applications/Proposals

On May 31, the committee held a morning-long meeting to review proposals and select the projects. There were 21 requests for a total of \$216,571; the approved budget was \$140,000. Using the scoring criteria that had been previously established by the committee, 13 grants/loans were approved, one of which was a conditional approval if there was adequate funding.

Approach

Prior to the application review, an inspection was made to each property to determine if the building would satisfy the blight national objective. We also wanted to assure that all conditions contributing to the deterioration of the property were identified. Hal Barter, the Housing Coordinator, conducted an inspection of all 21 buildings. All conditions were noted and rated, and a score of the conditions determined if the property addressed the blight objective. All projects that met the blight threshold were eligible for funding. If not, then applicants were required to satisfy the low-income national objective. Further, if a project met the criteria for blight but contained renters who were low income, the project was determined to be eligible under the low income national objective and would, therefore, contribute to our minimum overall low income benefit of 70%.

Program Progress

One application was withdrawn and the required waiver on another application was denied by HUD. One application has not yet made any progress, but we continue to work with the owner in an effort to achieve the goal of the program. Of the remaining 10 applications, 7 have proceeded to a closing, 3 of which are now complete projects. Below is a table indicating the Community Development assistance, the national objective achieved, and the status of the application.

Address	Closed	Curb Appeal Grant	Curb Appeal Loan	Private Match	Interior Improvements	National Objective	Status
250 Main Street	X	10,000	10,000	23,025		Low Income	Complete
18-24-29 Laurel Ave		10,000	10,000			Low Income	Spring construction
8 Goff Street	X	7,600		7,600		Low Income	Under construction
115 High Street	X	8,104		8,104	7,100	Low Income	Complete
159 Pleasant Street	X	10,000		13,385	16,615	Low Income	Complete
98 Hampshire Street	X	10,000		10,750		Low Income	Under construction
20 Elm Street	X	10,000		10,000		Blight	Under construction
262 Main Street		10,000		10,000		Blight	Spring construction
178-184 Main Street	X	10,000	5,725	10,000		Low Income	Under construction
30 Academy Street		10,000		10,000			Spring construction
87 Mill Street		10,000					In design phase
22-24 Webster Street							Withdrawn
41 Broad Street							Waiver denied
TOTAL		\$105,704	\$25,725	\$102,864	\$23,715		

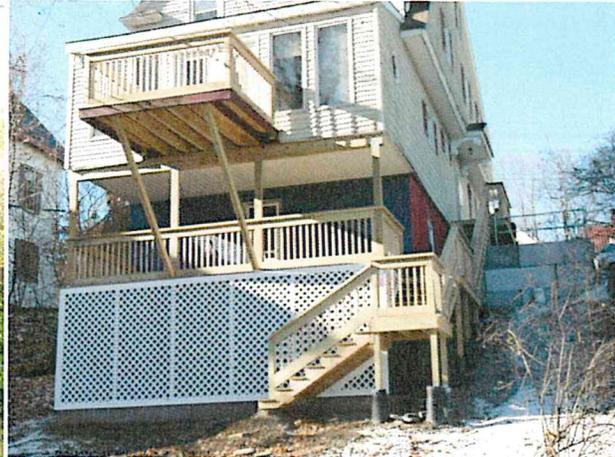
Visual Quality

Below are before and after pictures of the buildings that are now complete. All of the conditions that were identified by staff as contributing to blight during a pre-approval inspection have been or will be corrected. All of these projects included interior improvements that were needed to meet our Housing Standards.

BEFORE

AFTER

250 Main Street



159 Pleasant Street



115 High Street



BEFORE

AFTER

8 Goff Street



98 Hampshire Street



30 Academy Street



Private Investment

One of the goals of the program was to spur private investment in the neighborhood. The 3 completed projects, the CDBG contribution was \$28,104 in grant funds and \$10,000 as a loan. The customers contributed \$44,514 as a Curb Appeal match, and \$23,715 towards interior improvements to meet Housing Standards.

Challenges

Several of the challenges are primarily due to the program design.

1. Having all applications awarded at one time creates a huge workload for the Rehab Coordinator. A one-time award will be even more difficult in the future as the individual who manages the construction aspects of these projects is now splitting his time between Community Development and Code Enforcement.
2. Having a once-a-year process creates good competition, but only works well for people who are aware of the timing of the application process or who have already made the decision to improve their property. Since the approval date last May, we have seen many potential applicants who would have presented requests, but were not aware of the process or were simply not ready to move forward on their project. The once-a-year competition eliminates applicants who would otherwise make improvements if they had the incentive.
3. Timing for release of the funding is not ideal. Once the City Council approves the budget, we are already into the summer. Further, the 2-month long competitive process uses up another part of the construction season. Last, this happens to be a busy time for contractors, so there are more challenges to get the required bids. The delay caused by the budget timing takes away from contractors' ability to work on exterior of buildings. Exterior painting has to be postponed a year.
4. The current practice is to give the approval based on a concept. The typical rehab practice is to fully understand all aspects of the project, particularly the financial aspect, before giving the approval. By giving the approval up front, we have struggled with motivating clients to move forward. People are generally surprised at the actual cost of construction and this leads to procrastination. At a minimum, we have learned we need to give a firm deadline on how much time elapses between approval and start date.
5. There are several conditions that accompany funding by the Community Development Program, one of which is to assure that housing is safe. We accomplish this through established Housing Standards. After the Curb Appeal awards were made, we notified the applicant that additional work was required. Although this was not a significant concern to any of the chosen applicants, it is still somewhat of a backwards process. It would be best to lay out all requirements at the front end of a process, as we now do at the outset of an application. Prior to the review we completed 21 exterior inspections on these properties. However, it would be impossible for us to complete that many interior inspections at the front end of the application process.

Recommendations

I am making the following recommendations to improve the efficiency of the program and to address sustainability of the program:

1. Incorporate the curb appeal funding into the Homeowner Rehab and Residential Rehab Programs for housing projects and into the Commercial Rehab Program for businesses.
2. Make the program available on a rolling basis rather than competitive.
3. Incorporate criteria into the guidelines of other programs similar to that of the Curb Appeal Program to assure that all projects undertake exterior renovations to meet the standard of improving the visual quality of target areas.
4. Reduce the grant component from a \$10,000 grant to \$5,000, and provide financing for the remaining exterior improvements on a 75% loan to 25% private match. In a few more years, when building cash flows have improved, the private match ratio can be increased. The reduced match to the Residential Rehab and Commercial Rehab Programs should help to encourage rehabilitation.

APPENDIX B
MINUTES TO CITIZEN'S ADVISORY COMMITTEE MEETING

Citizen's Advisory Committee
Minutes of February 12, 2014

Present: Belinda Gerry, Sharon Philbrook-Bergeron, Rick Whiting, Debra Coolong, and Renee Simonitis

Staff: Reine Mynahan

Reine reviewed the accomplishments against the 5-year goals and objectives. We are doing quite wells with a few exceptions, homebuyer and building exteriors. It is unlikely we will achieve either of the numbers tied with these objectives.

Reine presented the proposed Community Development and HOME Program budget recommendations. Comments were as follows:

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

PLANNING AND ADMINISTRATION

General Administration	115,000	
Project Delivery Costs/Housing	70,000	
Consolidated Plan	18,000	Comment: Will this budget be adequate to cover the cost of consulting services. Response: The last plan cost was \$16,500 but that included funds to help develop a form for both cities to use for public service requests. This time we don't need help on the public service form plus some of the data is being supplied by HUD. The budget should be adequate.
Goods and Services	28200	

Sub Total \$231,200

ECONOMIC DEVELOPMENT

Small Business/Commercial Loan Program	100,000	
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Sub Total \$100,000

AFFORDABLE HOUSING

Curb Appeal Program	0	
Rehabilitation Loan Program Residential/Housing Standards, Healthy Homes, Lead Match, and Curb Appeal Residential	325,000	Comment: Glad to see funding for curb appeal has been wrapped into the rehab program, and glad to see us get rid of the curb appeal label. It should be more about façade.
Lead Testing/Clearance/Training	5,000	
Community Concepts Weatherization	41,500	
Code Enforcement	80,000	

Sub Total \$451,500

PUBLIC IMPROVEMENTS

Municipal Beach	53,787	
New Auburn River Trail/Parking Lot	230,000	
Edward Little Park	0	
Community Gardens	20,000	Comment: the L/A Fund may be another resource for this activity. The fund is administered by Marty Eisenstein at Brann and Isaacson
Wi-Fi in Downtown Target Area	30,000	
Museum of the Streets	5,000	Comment: Great idea. Would be a good home schooling project.
Walton School Outdoor Learning Center	9,150	
Sub Total		\$347,937

ACQUISITION & DEMOLITION

Demolition of Deteriorated Buildings	96,702	
Sub Total		\$96,702

PUBLIC SERVICES

Androscoggin Head Start/Family Advocacy	8,000	
Auburn Recreation Department & Scholarships	25,000	
Literacy Volunteers of Androscoggin County/Adult Literacy	8,500	Comment: It was surprising the statistics they provided during the interview process. With the extensive use of volunteers, we get a lot from this investment. Many of the people they help are hard working people who don't have the reading skills they need.
Safe Voices / Social Services	5,500	
Heating Assistance Loan Program	20,000	
Tedford Housing & Support Services for Homeless	4,000	
Good Neighbor Start-up	4,000	
Catholic Charities/Search	2,500	
Seniors Plus/Meals	4,000	
Fair Housing	3,000	
PAL/Youth Diversion	20,000	
CCI/Bridges out of Poverty	0	Comment: There was discussion about the Bridges project. Many CAC members felt it was an interesting concept and had potential to make a difference.
Pathways, Inc./ELHS Transition Services	0	
Sub Total		\$104,500

TOTAL BUDGET \$1,331,839

Comment: A CAC member asked how much funds had been allocated to the Auburn School Department in the past five years and what percent of the expenditure.

Response: FY2012 Washburn School Playground \$9,649, 1.3% of 2012 expenditure
 FY2010 Washburn School Playground \$12,517, .09% of 2010 expenditure
 FY2008 Auburn Read 180: \$24,176, 2% of 2008 expenditure

HOME INVESTMENT PARTNERSHIPS PROGRAM

PROGRAM ADMINISTRATION

General Administration	28,000	
Project Delivery Costs	42,000	
Goods and Services	2,500	

Sub Total \$ 72,500

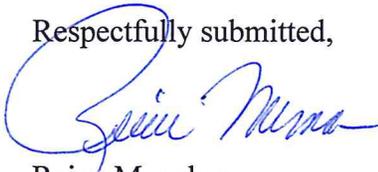
AFFORDABLE HOUSING

Homebuyer Assistance	80,000	
Homebuyer/Youthbuild	0	
Acquisition/Rehab 78 Second Street	0	
Habitat for Humanity/Homeownership	70,000	
Homeowner Rehabilitation	277,280	
Tenant Rental Assistance/Security Deposits	15,655	

Sub Total \$ 442,935

TOTAL BUDGET \$ 515,435

Respectfully submitted,



Reine Mynahan
Community Development Director

DRAFT
CITY OF AUBURN
CITIZEN PARTICIPATION PLAN
2015-2019

1. INTRODUCTION

The City of Auburn received an “entitlement” designation for Community Development Block Grant funds in 1974. These funds are used for a number of loan programs to promote housing and economic development. Funds are also used for public facilities and infrastructure, and for social services. In 2001, Auburn and Lewiston formed a consortium with Auburn as the lead agency to receive HOME Investment Partnerships Program funds. The consortium was formed to meet the funding threshold for HOME funds.

The Department of Housing and Urban Development (HUD) requires recipients of its grant funds to prepare formal plans as a condition of receiving federal funds. These plans are intended to encourage communities to allocate federal resources to address local needs and market conditions.

In the next few months the City will be developing a Consolidated Plan (ConPlan). The ConPlan is a fact-based analysis of local housing needs that reflects the incidence and severity of housing problems among different segments of the population. The ConPlan articulates priorities for addressing the needs that have been documented and defines strategies and activities linked to these priorities. Community representatives and housing practitioners will have opportunities to help shape the development of priorities and strategies. The process is intended to assist with coordination among relevant agencies in both planning and implementation. The City works closely with Auburn Housing Authority (AHA) on housing matters.

Section 104(a) of the Housing and Community Development Act of 1974 requires that the City of Auburn follow a Citizen Participation Plan. In order to comply with HUD regulations, the Community Development Department has prepared the following plan which outlines the process through which citizens will be informed of and involved in the Community Development Program. The Community Development Program involves funding of both the Community Development Block Grant and HOME Investment Partnerships (HOME) Program.

The Citizen’s Participation Plan is an effort to create a collaborative process whereby citizens assist in developing a vision for community development housing actions. The City Council will consider both public comments and recommendations of the Citizen’s Advisory Committee (CAC) in making decisions to allocate Community Development and HOME resources.

To affirmatively encourage citizen participation, the following plan elements shall be implemented in the execution of the Community Development Program.

2. GOAL

The goal of the Citizen Participation Plan is to provide Auburn citizens with an opportunity to participate in various processes of the Community Development Program. Citizen participation shall be conducted in an open manner with appropriate and timely dissemination of information pertinent to all plans and programs. The emphasis of this Citizen Participation Plan is to involve persons who are most likely to be affected by and utilize the Community Development Program, especially persons of low income, persons with special needs, and persons living in target areas.

3. OBJECTIVES

The objectives of the Citizen Participation Plan are to:

- Encourage citizen participation with particular emphasis on participation by persons who are of low income, special needs, and persons who live in or own property in a target area;
- Provide citizens with reasonable and timely access to local meetings, information, and records relating to the City's proposed and actual use of funds;
- Provide technical assistance to groups or representative of persons of low income that request such assistance in developing proposals with the level and type of assistance to be determined by the City;
- Obtain citizen views and answer questions at all stages of the Community Development process including development of needs, review of proposed activities and review of program performance;
- Provide for a timely written answer to complaints and grievances; and
- Provide for meeting the needs of non-English speaking residents and persons with special needs for accessibility or communication assistance at public meetings where a significant number of people are expected to participate.

4. PUBLIC PARTICIPATION

A. NOTICES OF PUBLIC MEETINGS

Public meetings are held to obtain views of citizens and public agencies with respect to the Community Development Program. Meeting notices will be published on the City's website.

At least 30 days before adoption by the City Council, a summary of the proposed Consolidated Plan and Annual Action Plan will be published on the City's web site to give citizens an opportunity to review and comment on the plan. The summary will describe the general contents of the Consolidated Plan. The public notice will indicate the location where copies can be examined or how to find it on the web site.

At least 15 days before submission a public notice will be placed in a local newspaper announcing the availability of the Consolidated Annual Performance and Evaluation Report (CAPER). The CAPER provides a review of program progress and performance of the Community Development Block Grant Program.

B. AVAILABILITY OF PUBLIC DOCUMENTS

Documents will be available at the Community Development Department for perusal in an effort to provide readily accessible information to citizens. Historical records will be available for the previous five-year period. Documents that will be available are:

- Residential Anti-displacement;
- Relocation Assistance Plan and Affordable Rent Policy;
- Urban Conditions Study;
- Citizen Participation Plan;
- Community Development Block Grant Regulations;
- Environmental Review Records;
- Consolidated Annual Performance and Evaluation Report;
- Guidelines of various programs funded with Community Development and HOME Investment Partnerships Program funds; and
- Consolidated Plan and Annual Action Plans.

C. CITIZENS ADVISORY COMMITTEE

~~A-The purpose of the~~ Citizen's Advisory Committee ~~will be created~~is to assist in developing the Consolidated Plan ~~and to monitor progress on achieving the goals and objectives of the plan~~. The committee will be made of ~~not more than~~up to 20 Auburn residents. ~~11 persons who remain a standing committee for 5 years.~~It is the desire of the City Council that Committee members become more active in their role as Citizen's Advisory Committee members and remain a standing committee for 5 years. ~~There shall be three persons appointed by the Mayor who represent the interests of persons served by the Community Development Programs, one of which is a City Councillor.~~From the City's website Community Development staff shall solicit ~~members~~ ~~members~~ who will be representative ~~of one of more~~ of the following categories: -;

- ~~• a renter;~~
- ~~• special needs population a person who has a disability or understands the special needs population; - ;~~
- ~~• a representative from Lewiston Auburn Alliance for Services to the Homeless~~
- ~~• a representative of Auburn Housing Authority;~~
- ~~• a realtor or landlord;~~

- ~~• a non-profit or for-profit housing developer;~~
- ~~• a person of minority race or ethnic background, community or faith based organization;~~
- ~~• A person who has participated in a housing program; and~~
- ~~• A person living in a target area.~~
- A person of minority race or ethnic background;
- 3 representatives of community or faith-based organizations, one of which represents the interests of homeless persons;
- A City Councilor; and
- 12-15 persons from target areas including residents, landlords and small business owners. There will be a minimum of 4 each from the Downtown, Union Street and New Auburn Target Areas.

~~At the first meeting, The CAC membership shall elect a chairperson-person amongst them to serve as facilitator of meetings, to serve as spokesperson, and to act as liaison with Community Development staff. and to serve as spokesperson for the CAC to the City Council.~~

~~The CAC shall assist with identifying measuring components associated with the Consolidated Plan to determine the health of neighborhoods. Topics may include public health, education, building preservation, transportation, public services, public safety, housing, or business. The topics of measurement that are selected shall be associated with the goals and objectives of the Consolidated Plan.~~

1) CAC Meetings:

a) Consolidated Plan

In year 20+14-15, the CAC will be involved in assisting with development of the 5-year Consolidated Plan by considering needs and resources, and prioritizing goals and objectives.

b) Annual Action Plan

In the subsequent four years, the CAC will review the annual Consolidated Annual Action Plan for conformance with the Consolidated Plan.

c) Consolidated Annual Performance and Evaluation Report (CAPER)

At the end of each program year, a performance report will be prepared. The CAC will meet after completion of the CAPER to consider progress in meeting the stated goals and objectives of the Consolidated Plan. The CAC will also review program performance, effectiveness, and evaluation.

d) The CAC may determine that other meetings are necessary to promote the goals of the Consolidated Plan. Establishing extra meetings will require a majority vote of the CAC.

2) Consolidated Plan Considerations:

During the study process, the CAC will consider data on housing needs to establish priorities. The CAC will consider the needs of extremely low-income, low-income, moderate-income, and middle income families; renters and owners; persons who are elderly, disabled, persons with HIV/AIDS and their families; single persons, large families, public housing residents, families on the public housing or section 8 tenant-based waiting list, and homeless; consider specific problems such as cost-burden, severe cost-burden, substandard housing and overcrowding.

D. COMMUNITY DEVELOPMENT LOAN COMMITTEE

Review of loans by the Community Development Loan Committee shall be another means of obtaining citizen participation, particularly by persons who are low income and persons who live in target areas. There shall be nine persons residing in Auburn appointed by the City Council to the Community Development Loan Committee, two of which are low-income persons and two who own property in target areas. Names of persons wishing to serve may be submitted to the City Council by soliciting involvement from a) clients who have participated in one of the Community Development Programs, b) persons living in federally subsidized housing, or c) persons who live in one of the target areas.

E. OTHER PUBLIC PARTICIPATION

Community Development staff shall solicit input from citizens who may be affected by Community Development projects to give them an opportunity to express their views concerning problems, suggestions and alternatives to the proposed projects. A public notice will announce the availability of City documents and may include:

- amount of Community Development Block Grant funding to be received;
- eligible activities;
- general program requirements;
- previous years' use of funds;
- projected use of funds;
- time schedule for submitting the Consolidated Plan;
- amount of funds that will benefit very low, low, and low-moderate income persons; and plans to minimize displacement of persons and to assist persons.

F. CITY WEBSITE AND SOCIAL MEDIA NETWORKING

The City of Auburn's website will provide up-to-date information on the Community Development and HOME Investment Partnerships Programs. [Meeting notices](#). The draft and adopted Consolidated Plan, Annual Action Plans, Consolidated Annual Performance and Evaluation Reports, various adopted guidelines and policies, and the Citizen Participation Plan will be available.

In order to reach a broader and younger audience, during the 5-year planning process the Community Development Department will also utilize an internet social networking site to provide important information on the Consolidated Plan and funding resources.

G. PUBLIC HEARINGS

Public hearings shall be held by the City Council and shall serve as additional forums for citizens to convey their views on community development and housing needs, and to respond to proposed budget. At least 10 days prior to public hearings, a notice shall be placed in the newspaper announcing the public hearing. The City Council will consider comments or views of citizens received in writing or orally at the public hearing. Public hearing will be held at Auburn Hall, a location that accommodates persons with disabilities. Public hearing shall be held as follows:

1) Consolidated Plan - A public hearing will be held prior to adoption of the Consolidated Plan. A draft Consolidated Plan will be available to the public 30 days prior to adoption. Copies will be available free of charge.

2) Consolidated Annual Action Plan - A public hearing will be held prior to adoption of each Consolidated Annual Action Plan. A draft Annual Action Plan will be available 30 days prior to adoption. Copies will be available free of charge.

3) Amendments - A public hearing will be held prior to adoption of any substantial amendments to the Consolidated Plan and Annual Action Plans. A substantial program amendment description will be available 14 days prior to adoption. Copies will be available free of charge.

4) Consolidated Annual Performance and Evaluation Report - A public hearing will be held prior to submission of the Consolidated Annual Performance and Evaluation Report. The report will be available 30 days prior to submission. Copies will be available free of charge.

H. CONSIDERATION OF COMMENTS

A summary of comments will be attached to the appropriate document and submitted to the City Council before an action is taken. The City Council shall consider comments of the CAC or others prior to final adoption of the Consolidated Plan, -Annual Action Plan, or Consolidated Annual Performance and Evaluation Report.

I. RESPONSE TO PROPOSALS/COMMENTS

A staff member of the Community Development Department will respond to citizen comments or proposals. For every written proposal or comment, there will be a written response with reasons stated for whatever action the City has taken on the proposal. Oral proposals will receive oral responses, though they may be in writing.

5. SPECIAL CONSIDERATIONS

A. ACCOMMODATIONS

Where French is the primary language of a significant number of persons living in Auburn, a French-speaking person will be available at Auburn Hall who will provide assistance to translate basic program information. If non-English speaking persons are expected to attend a meeting, arrangements will be made to have a translator present.

Persons with special needs for mobility, hearing and visual impairments, or the homebound will be required to contact the Community Development Department in advance so that arrangements can be made to provide adequate communication assistance.

B. TECHNICAL ASSISTANCE

Staff will provide direct assistance to low-income persons or their representative when forming proposals for Community Development activities. The level and type of assistance will be determined by Community Development staff and may not necessarily include the provision of funds to any person, group, or agency.

Staff will provide direct assistance to low income persons in their effort to progress through the various program processes. For the Rehabilitation Program, assistance will include preparing a loan application, submitting financial information, providing advice for soliciting bids, or upon request securing bids for a property owner, comparing and evaluating bids for conformance to required work, assisting to schedule rehabilitation work, managing the escrow account, performing inspections to ensure quality work, acting as liaison between the contractor and property owner for complaints and resolving a variety of other problems. For the homebuyer programs, assistance will include preparing a loan application, submitting financial information, providing pre-qualification for housing affordability, credit counseling, and guiding the home purchase.

Staff will provide counseling to tenants who are in jeopardy of being displaced because of a federally funded project and provide relocation assistance to those who are being displaced. Tenants will be assisted when required to file relocation claim forms and to secure comparable housing that is decent, safe and sanitary.

Staff will make a credit counseling referral to low-income households to assist them become homeowners.

6. COMPLAINTS AND GRIEVANCES

Citizens who have objections or complaints about the Community Development or HOME Programs may submit a written complaint to:

Community Development Block Grant Program
City of Auburn
60 Court Street
Auburn, ME 04210
Attention: Community Development ~~Administrator~~Director

The complaint should include the date, name, address, telephone number of the complainant, convenient hour to reach that person by telephone, nature of the complaint and location. The complaint may also be given orally. The person initiating the complaint will schedule a meeting with the Community Development Director and a formal complaint will be formulated from the interview that will be signed by the complainant.

There will be a written response, within 15 days of receipt, to the complainant. The response will indicate the ultimate disposition of the complaint.

7. AMENDMENTS TO CONSOLIDATED PLAN

Auburn will amend its Consolidated Plan whenever it makes one of the following decisions

- to change a goal, priority, or activity of the Consolidated Plan;
- to carry out an activity using funds from any program covered by the Consolidated Plan (including program income) not previously covered in the Consolidated Annual Action Plan; or
- to change the purpose, scope, location, or beneficiaries of an activity included in the Consolidated Annual Action Plan.

a) Minor Amendment

A minor amendment will be approved by the City Manager.

|

b) Substantial Amendment

A substantial amendment must be authorized by the City Council and submitted to the U. S. Department of Housing and Urban Development. A substantial amendment is defined as a change that exceeds 10% of the amount of annual Community Development or HOME Program budget (which includes the annual allocation, reprogrammed funds and program income) for the year in which the amendment is being considered. A public notice of the change will be published 30 days before adoption of an amendment by the City Council. An additional public hearing for a program amendment will be held in advance of a City Council vote.

City of Auburn, Maine

"Maine's City of Opportunity"

Economic Development Department

Economic Development Department Program Budget FY15

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, 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 numerous 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 the 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. **Operations:** Oversight and management of all economic development operations to ensure compliance with all local, state and federal guidelines, coordinate marketing efforts with our economic development partners, assist businesses on TIF applications, recruitment, retention, site location, etc. Staffing is at an appropriate level that delivers services in accordance with my expectations, goals are achievable yet at the same time create opportunities to develop new skills and improve service levels, objectives that are in coordination with City initiatives and coordination with all departments. **This program accounts for 40% of the total Economic Development Department Budget.**
2. **Policy Implementation:** Coordinate and implement the policies of the City Council. Provide staff with direction on Council policy objectives and report regularly to the Council on progress. **This program accounts for 10% of the total Economic Development Department Budget.**
3. **Fiscal Responsibility:** Regularly report to the City Manager on the City's economic development activities, draft, present, implement and oversee an annual budget and capital improvement plan consistent with the City Charter and all applicable state and federal laws. **This program accounts for 4% of the total Economic Development Department Budget.**
4. **Strategic Planning:** Facilitate and coordinate with the City Manager, Economic Development partners to formulate short and long term strategic goals. Implement these goals with staff. **This program accounts for 46% of the total Economic Development Department Budget.**

PROGRAM BUDGET

PROGRAM BUDGET			
PROGRAM	FTE	FY 2015 Proposed	FY 2015 Adopted
Operations (40%) <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	2.25	\$147,985.00 20,660.00 0.00 <u>-168,645.00</u> \$0.00	
Policy Implementation (10%) <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	2.25	\$14,596.00 5,165.00 0.00 <u>-19,761.00</u> \$0.00	
Fiscal Responsibility (4%) <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	2.25	\$5,839.00 2,066.00 0.00 <u>-7,905.00</u> \$0.00	
Strategic Planning (46%) <i>Salaries</i> <i>Operations and Maintenance</i> <i>Organization Support</i> <i>TIF Offset (100%)</i> <i>Total</i>	2.25	\$0.00 0.00 172,353.00 <u>-172,353.00</u> \$0.00	
TOTAL	2.25	<u>\$369,963.00</u>	

BUDGET DRIVERS

Economic Development Department

Regular Salaries: None-

Operations and Maintenance:

Purchased Services General- *Department is recommending hiring an outside firm to help develop a work plan for a Downtown Program Land Use Code.*

Office Supplies- None

Telephone- None

Training/Tuition- None

Mileage- None

Organization Support

Dues and Subscriptions-Continue to contribute funding our Economic Development Partners at LAEGC, AVCOG, L/A Chamber of Commerce, ABA, MEREDA, EDCM and Maine Biz at our agreed upon rates.

TIF Offset:

TIF Revenues offset the Economic Development Budget 100%. Each program is eligible under TIF guidelines.

GOALS AND OBJECTIVES

- **Provide Professional leadership and integrity in the operational and administrative functions of the Economic Development Department; so as to instill confidence within the community.**
- **Develop complete, unbiased and timely information for the City Council to allow informed decisions in a transparent environment.**
- **Organize marketing efforts with our non-profit partners to promote Auburn as a leader in Economic Development throughout New England.**
- **Continue to assist our business so they can grow and prosper.**
- **Spearhead efforts to develop our downtown through citizen input and engagement.**
- **Seek grant opportunities to develop niche industry in our Industrial Park.**
- **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 2014	Actual YTD FY 2014	Goal FY 2015	Actual FY 2015
1. Coordinate with ABDC the permitting and opening of the new Industrial Park on Poland Road.	100%	100%	100%	
2. Work with LAEGC on attracting and recruiting and assisting potential businesses to Auburn.	100%	100%	100%	
3. Attend all City Council meetings that address economic development	100%	100%	100%	
4. See that all laws, provisions of the Charter, and acts of the City Council subject to enforcement by the City Manager or by officers subject to the City Manager's direction and supervision are executed.	100%	100%	100%	
5. Prepare and submit to DECD all TIF documentation in a timely well organized manner.	100%	100%	100%	
6. Educate the public on all economic development that will impact the City and the tax base.	100%	100%	100%	

WORKLOAD INDICATORS		
MEASURE	Actual YTD FY 2014	Actual FY 2015
1. Number of City Council meetings attended.		
2. Number of Committee meetings attended such as LAWPCA, LATC, ATRC, LAR, LAEGC, AVCOG, etc.		
3. Number of emails from the public requesting information.		
4. Number of emails from elected officials.		
5. Business retention/recruitment/placement		
6. TIF District creation and or amendments		
7. Meeting goals of the Comprehensive Plan		



City of Auburn

Master List

Fiscal Year 2015
Proposed 3.18.2014

Account Title	FY 2013 Actual	FY 2014 Approved	FY 2014 Projected	FY 2015 Dept. Request	FY 2015 Manager Proposed	Increase/ Decrease	%
<i>0110 Economic Development</i>							
Regular Salaries	115,724	144,280	144,280	145,960	0	1,680	1.2%
PS - General	0	50	50	50,050	0	50,000	100000.0%
Office Supplies	50	100	75	100	0	0	0%
Comm - Telephone	0	360	360	360	0	0	0%
Training & Tuition	2,827	1,690	1,600	1,040	0	(650)	-38%
Travel-Mileage	82	100	50	100	0	0	0%
Dues & Subscriptions	255	172,353	172,353	172,353	0	0	0%
TOTAL	118,938	318,933	318,768	369,963	-	51,030	16.0%



City of Auburn

Economic Dev

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	144,280	145,960	-
PS - General	Total	50	50,050	-
Office Supplies	Total	100	100	-

Estimated Detail of Regular Salaries

Actual expenses may vary according to changing circumstances

Regular Salaries		Dept. Request	Manager Proposed
Economic Development Specialist (non-union)		\$ 56,431	
Administrative Assistant (see Finance)(union)		\$ 9,640	
Director of Economic Development (non-union)		\$ 79,889	
		\$ 145,960	\$ -
	TIF Offset	100%	\$ -
	Net Cost		\$ -

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

PS - General		Dept. Request	Manager Proposed
Purchased Services		\$ 50,050	
		\$ 50,050	\$ -
	TIF Offset	100%	\$ -
	Net Cost		\$ -

Estimated Detail of Office Supplies

Actual expenses may vary according to changing circumstances

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

Line Item Narrative

Regular Wages:

Purchased Services- General: This is a miscellaneous line item including printing, business lunches, training, etc. The addition is for contract services for Downtown Program Land Use Code.

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

Last Dept. Manager



City of Auburn

Economic Dev

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Year	Request	Proposed
Comm - Telephone	Total	360	360	-
Training & Tuition	Total	1,690	1,040	-

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	\$ 360	-
		\$ 360	\$ -
TIF Offset		100%	\$ 360
Net Cost			\$ -

Estimated Detail of Training & Tuition

Actual expenses may vary according to changing circumstances

Training & Tuition	Dept. Request	Manager Proposed
ABA Monthly Meetings	\$ -	\$ -
Chamber Awards Dinner	\$ 50	
Chamber Breakfast	\$ 100	
EDCM Quarterly Meetings	\$ 240	
LAEGC Awards Dinner	\$ -	\$ -
LAEGC B to B Trade Show	\$ -	\$ -
MEREDA Trade Show & Seminars	\$ 650	
	\$ 1,040	\$ -
	100%	\$ 1,040
		\$ -

Line Item Narrative

Communications: Cell phone usage .

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

Last Dept. Manager



City of Auburn

Economic Dev

Fiscal Year 2015
Proposed 3.18.2014

Line Items		Year	Request	Proposed
Travel-Mileage	Total	100	100	-
Dues & Subscriptions	Total	172,353	172,353	-

Estimated Detail of Travel-Mileage

Actual expenses may vary according to changing circumstances

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

Estimated Detail of Dues & Subscriptions

Actual expenses may vary according to changing circumstances

Dues & Subscriptions		Dept. Request	Manager Proposed
Auburn Business Association (ABA)		\$ 60	
AVCOG		\$ 26,000	
L/A Chamber of Commerce		\$ 1,200	
Lewiston Auburn Economic Growth Council (LAEGC)		\$ 144,618	
Economic Development Council of Maine (EDCM)		\$ 100	
Maine Biz		\$ 100	
Maine Real Estate & Development Association (MEREDA)		\$ 275	
		\$ 172,353	\$ -
	TIF Offset	100%	\$ 172,353
	Net Cost		\$ -

Line Item Narrative

Travel-Mileage: Miscellanous department mileage.

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



City Council Agenda Information Sheet

City of Auburn

Council Meeting Date: March 20, 2014

Order

Author: Jill M. Eastman, Finance Director

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

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

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

Subject: Presentation and Public Hearing on the proposed Municipal/Education Capital Improvement Plan for FY2014-2015.

Information: In accordance with the City Charter, Section 8.9, a public hearing has been scheduled for tonight, March 20, 2014 at 7:00 P.M. or as soon as possible thereafter.

Financial: This is a presentation and public hearing on the Capital Improvement Plan for FY 14 -15. When you accept this plan you are not approving any expenditures at that time. The amount that will be funded from the plan will be discussed and approved at a future Council meeting.

Action Requested at this Meeting: Presentation and Public hearing of the FY15 Capital Improvement Plan.

Previous Meetings and History: 2/10/2014 workshop

Attachments:

Public Hearing advertisement

2 CIP Orders for reference

The CIP is available in the City Clerk's office and at the Auburn Public Library. It can be found on our website by going to;

http://www.auburnmaine.gov/CMSContent/Finance/Budgets_/FY2015/Final_Complete_CIP_FY15_compressed.pdf

*Agenda items are not limited to these categories.

**CITY OF AUBURN
PUBLIC HEARING**

Public notice is hereby given in accordance with the Auburn City Charter on the proposed Municipal and Education Capital Improvement Program for Fiscal Year 2014-2015.

DATE: March 20, 2014

TIME: 7:00 P.M.

PLACE: Council Chambers, Auburn Hall, 60 Court Street

The Public is invited to attend and provide the City Council with written and/or oral comments and ask questions concerning the City's proposed capital improvement program. Auburn Hall is accessible for individuals with disabilities.

A copy of the proposed CIP is available on the City's website www.auburnmaine.org

Tizz E. H. Crowley, Ward One
 Robert Hayes, Ward Two
 Mary Lafontaine, Ward Three
 Adam Lee, Ward Four



Leroy Walker, Ward Five
 Belinda Gerry, At Large
 David Young, At Large

Jonathan LaBonte, Mayor

IN CITY COUNCIL

ORDER xx-xxxx2014

ORDERED, that Capital Purchases (CIP) Bond Projects for FY 2015 in the amount of \$6,500,000 Acquisition of the following capital equipment and the design, construction, renovation, and rehabilitation of the following capital improvements, all constituting part of the City's FY15 Capital Improvement Program:

Department	FY15 Projects Only (See CIP for full description)	Proposed Financing	CIP	FY 2015 CIP Bond
School	Building and Equipment Improvements	Bond	CIP	\$2,185,000
Engineering	Reconstruction	Bond	CIP	\$1,100,000
Engineering	Reclamation/Resurfacing	Bond	CIP	\$1,000,000
Engineering	Major Drainage	Bond	CIP	\$100,000
Engineering	MDOT Match	Bond	CIP	\$550,000
Engineering	Retaining Wall (Engineering & Design)	Bond	CIP	\$75,000
Engineering	Sidewalks	Bond	CIP	\$150,000
Engineering	Bridge Maintenance	Bond	CIP	\$75,000
PW-Facilities	Heating Oil Tank Conversion	Bond	CIP	\$25,000
PW-Facilities	Energy Efficiency Upgrades (Lighting, etc)	Bond	CIP	\$120,000
Public Works	Replace Street Sweeper	Bond	CIP	\$236,250
Public Works	Replace 7 Yd Plow Truck	Bond	CIP	\$180,000
Public Works	Replace 12 Yd Plow Truck	Bond	CIP	\$235,000
Public Works	Replace Front End Loader	Bond	CIP	\$255,000
Planning	Dangerous Building Demolition	Bond	CIP	\$150,000
Fire	Tower One Replacement (1/2 of Cost)	Bond	CIP	\$475,000
PW-Facilities	Replace Generator Transfer Switch	Bond	CIP	\$25,000
Planning	Comp Plan Property Acquisition Program	Bond	CIP	\$400,000
Library	Masonry Repairs	Bond	CIP	\$47,167
Recreation	Renovate Softball Fields	Bond	CIP	\$72,000
Contingency	Retained earnings for bid variances			\$44,583
TOTALS				\$7,500,000

Tizz E. H. Crowley, Ward One
 Robert Hayes, Ward Two
 Mary Lafontaine, Ward Three
 David Young, Ward Four



Leroy Walker, Ward Five
 Belinda Gerry, At Large
 Joshua Shea, At Large

Jonathan LaBonte, Mayor

IN CITY COUNCIL

ORDER XX-XXXX2014

ORDERED, that Capital Purchases (CIP2) Other Funding for FY 2015 in the amount of \$938,790 are hereby approved as listed:

Department	FY14 Projects Only (See CIP for full description)	Proposed Financing	CIP 2	FY 2014 CIP Bond
Engineering	Surface Pavement Program	Operating GF	CIP 2	\$100,000
Recreation	Ingersoll Reuse	Enterprise Fund	CIP 2	\$150,000
LATC	Bus Replacement	Unallocated Bonds	CIP 2	\$40,000
Airport	Vehicle Replacement	Operating Airport	CIP 2	\$15,000
Airport	Terminal Aircraft Parking Apron	Grant Match-Operating Airport	CIP 2	\$10,000
Fire	Generator-South Main St Station	Operating GF	CIP 2	\$25,000
Fire	Replacement of FPO Vehicle	Operating GF	CIP 2	\$24,000
Fire	Replace Expired SCBA Cylinders	Operating GF	CIP 2	\$10,000
LA911	Recorder replacement project	Operating GF	CIP 2	\$14,113
LA911	Reverse 911 upgrade	Operating GF	CIP 2	\$3,750
Library	Skylight Replacement	Operating GF	CIP 2	\$5,944
Library	Replace Water Heater	Operating GF	CIP 2	\$12,500
Planning	Inspection Vehicle Replacement	Operating GF	CIP 2	\$20,000
Police	Vehicle Replacement (6)	Operating GF	CIP 2	\$186,000
Police	Mobile Radio Replacement	Operating GF	CIP 2	\$39,500
Recreation	Underground Storage Tank Removal	Operating GF	CIP 2	\$15,000
Recreation	Renovate Kitchen-Hasty	Operating GF	CIP 2	\$5,500
Fire	New Vehicle-Deputy Chief	Operating GF	CIP 2	\$24,000
Planning	Traffic Signal Upgrades	Operating GF	CIP 2	\$17,000
Planning	Preemption-All Signal Locations	Operating GF	CIP 2	\$11,000
Police	Radar Replacement	Operating GF	CIP 2	\$30,000
Police	Space Needs Assessment	Operating GF	CIP 2	\$40,000
Library	Carpet Replacement	Operating GF	CIP 2	\$26,783
PW	Message Sign Board	Operating GF	CIP 2	\$25,000
PW	Side Dump Body/Hydraulic Pump	Operating GF	CIP 2	\$38,700
Planning	Roadway Lighting	Operating GF	CIP 2	\$50,000
TOTALS				\$938,790

Motion for acceptance:

Seconded by:

Vote:

Action by

City Council:

Date:

ATTEST:

Susan Clements-Dallaire, CITY CLERK



City Council Workshop Information Sheet

City of Auburn

Council Workshop Date: March 20, 2014

Item B

Author: Sue Clements-Dallaire, City Clerk

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

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

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

Subject: School Budget Presentation

Information:

Financial: Budget

Action Requested at this Meeting: Discussion followed by public comment

Previous Meetings and History:

Attachments:

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