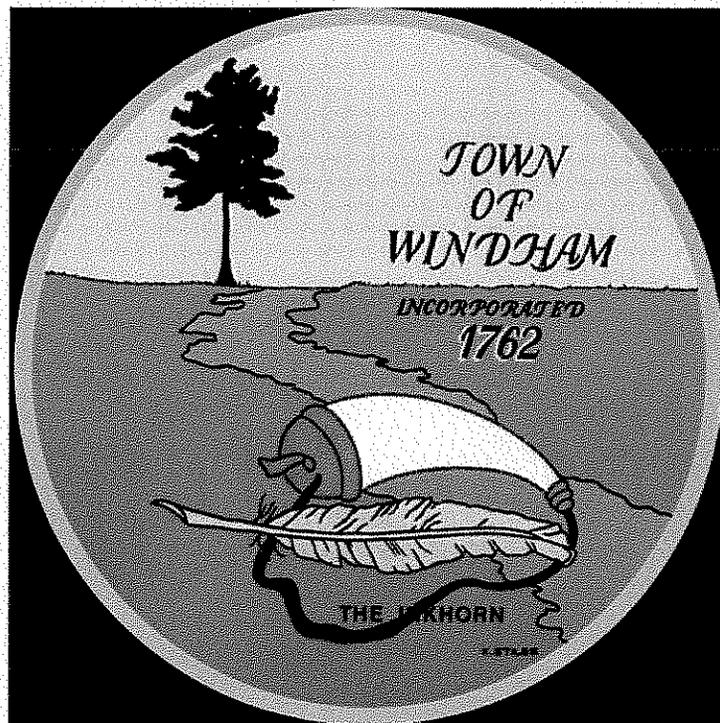


Town of Windham

Manager's Proposed Municipal Budget

2015-2016



MISSION-FOCUSED, GOAL-ORIENTED

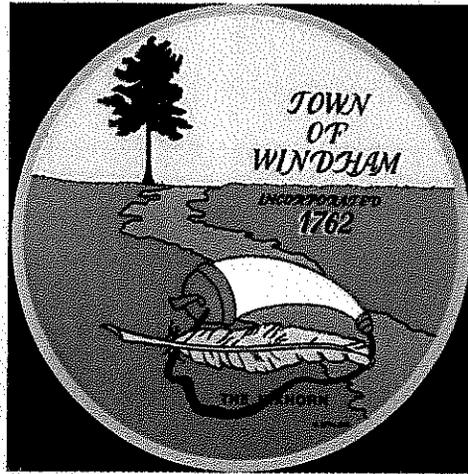
March 31, 2015

TOWN of WINDHAM

MUNICIPAL BUDGET 2015-2016

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Town of Windham, Maine

Mission: The mission of the Town of Windham, Maine's government is to provide governance, services, and pursue policies responsive to the needs of its citizens and the public in order to maintain, support, and improve the quality of life in the community.

Vision: The government of the Town of Windham, Maine will be an example of progressive, prudent, goal-focused, and cost-effective public service, flexible in its response to the changing needs of a growing community. It will be an example of conscientious stewardship of public finances, assets, infrastructure, and the public process. The town's government will foster an environment that encourages civic engagement, openness, transparency, and accountability, to contribute to enriching, enlivening, and valuing every community member.

Values: In its conduct of public business, the public process, the provision of public services, and the care and stewardship of community assets entrusted to its care, the government of the Town of Windham, Maine will demonstrate and exemplify honesty and integrity, professionalism, respect, civility, thoughtfulness, and compassion in its engagement with all constituents, partners, employees, and stakeholders; and openness, transparency, accessibility, equity, and accountability in its stewardship of the town's finances, assets, infrastructure, processes, and reputation.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

MANAGER'S BUDGET MESSAGE

March 31, 2015

To the Town Council:

As required by Article V, Section 2 of Windham's Charter, I am pleased to submit the manager's proposed budget for fiscal year 2015-2016 and this explanatory budget message.

Respectfully,



Anthony T. Plante
Town Manager

The challenge.

The news from Washington and Augusta isn't good. Both the federal and the state government are struggling with budget problems of their own. They won't be coming to our rescue. In fact, as part of solving their budget problems, they are creating budget problems for us.

Since the 1980s we have seen the end of federal General Revenue Sharing, its replacement with block grants, and the stagnating and dwindling funding for those. Closer to home we have seen recent administrations and Legislatures turn to municipal revenue sharing to fill holes in the state's budget at the expense of local taxpayers.

The news from Augusta isn't good. Regardless of the outcome this time around it seems municipal revenue sharing will prove too tempting a pool of funds for state budget-makers to pass up in their own efforts to provide services and maintain the state's vital infrastructure. Despite the roles Maine's cities and towns play in providing those and other essential public services and maintaining critical public infrastructure, more and more they will be able to rely on state funding less and less.

Meeting Windham's challenges will be up to its citizens and taxpayers, who will rely on their elected and appointed officials to identify strategies, develop and communicate plans, and then implement those plans effectively. Where other resources and funding can be used, they should be used – but not relied upon. And whatever revenue sharing or other tax relief future governors and legislatures decide to provide should be used for the community's maximum benefit. But the community's priorities, investments, and future should not be dependent on what resources our representatives in Augusta, or Washington, decide to send our way.

Mission.

Some services the town provides are required simply by virtue of being a town under Maine statute. The town is required to assess, levy, and collect property taxes to pay for local services, its share of the school district assessment, and the county assessment, too. It is required to maintain the town's vital records, to preserve and provide access to the town's official proceeding and records, provide governance, and conduct elections. The town is required to maintain public ways, to enforce the Maine Uniform Building and Energy Code, and to administer general assistance. A more comprehensive, but still not exhaustive, list prepared by the Maine Municipal Association is attached at Appendix B.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

MANAGER'S BUDGET MESSAGE

Other services the town provides are not, in the strict sense of the word, required: There is no law that says the town has to do them. But the demands of public health, safety, and welfare, convenience, and quality of life have led the town to establish and provide them. Where it does, there are often requirements that have to be met – training and certification of personnel, policy and practice standards – and practical requirements for equipment, supplies, materials, and systems.

It's people who provide the services to the people who receive the services. The town is a people-intensive business. It may be in the governance, management, public works, police, fire-rescue, parks and recreation, library, code enforcement, planning, assessing, town clerk, social services, and infrastructure business, but it takes people to do this work, and the bottom line is to provide those services to the people who live and work in Windham.

We have to be clear about why we're here, what we're supposed to accomplish, and how we're going to accomplish it. This year I was asked to prepare a budget based on what we're here to accomplish, one based on our mission. Last October the Council adopted a town-wide mission statement:

to provide governance, services, and pursue policies responsive to the needs of its citizens and the public in order to maintain, support, and improve the quality of life in the community.

The budget I have submitted defines the mission as we understand it, details how we currently fund, staff, and equip to approach that mission, how much of that mission we accomplish or how well we conduct it, where there are gaps, and what we propose to do to close those gaps. We will be doing more of this work in strategic planning later this year and, while we know not all of those gaps between what we should be doing and what we are able to do now will be closed, it is vitally important to develop a common understanding of our task before we can talk about how to do it or how much to budget for it. As I have said in previous budget messages, a budget is a plan for what we are to accomplish in the coming year, expressed in terms of dollars and cents. So before we can talk meaningfully about the dollars and cents, we have to talk about mission and how we're doing.

Each department, at least to some degree, has addressed the question of mission. Each department also has identified areas where there are gaps between what it is currently doing or is currently able to do, and what it should be doing, in quantity, quality, or both. In some instances departments have identified factors or trends that affect what they do and may become gaps in the future. Many of the departments proposed adding resources, often in the form of added hours or added positions, to deliver on more of their mission or to deliver on it in a better, more efficient, or more effective manner. These proposals all are included in the 'preliminary' budget column.

Preliminary budget.

The 'preliminary' budget column is an answer to what the budget would look like if departments were, in the judgment of their department heads, either delivering on their mission fully or making progress toward delivering on it fully. All of their proposals are included in the budget narratives and notes that accompany the numbers. Those proposals all express an understanding of their departments' purpose, a commitment to meeting that purpose, and finding ways to deliver on that. Many of the departments' budget narratives include indicators to show how well they are delivering on their mission.

The proposals included in the preliminary budget are another reflection of what the Council already has seen elsewhere. In nearly every instance we are finding that the community's needs and expectations have outgrown the local government whose purpose is to meet them. A facilities master plan in 1998, a property condition assessment in 2013, and another facilities master plan in 2014 have all pointed to existing and growing deficiencies. Complaints about town office and library hours, building permit and inspection turnaround times, and daytime and nighttime fire-rescue response time differences, to name only a few, point to the effect staffing levels have on service. These examples, combined with a staffing comparison with other communities show how Windham matches up:

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

MANAGER'S BUDGET MESSAGE

Full-time staffing levels, 2012

	Saco	South Portland	Windham	York	Scarborough	Auburn	Augusta	Brunswick	Sanford	Biddeford
Population (2010)	18,482	23,324	17,001	14,025	19,239	22,883	18,444	21,992	21,104	21,383
Tax levy per capita	\$ 1,651	\$ 2,372	\$ 1,342	\$ 2,564	\$ 2,335	\$ 1,745	\$ 1,466	\$ 1,333	\$ 1,132	\$ 1,648
Department										
Administrator	2	4	2	2	2	3	3	3	2	2
Human Resources (1)	2	3	3	1	2	2	3	1	2	2
Clerks	2	3	4	4	2	2	6	6	6	5
Finance	7	10	3	3	12	7	8	8	4	6
Building/Code Office	4	6	3	6	4	7	3	3	3	5
Planning/Economic Development	3	4	4	3	5	5	5	5	3	4
Assessing	3	6	4	3	3	3	2	3	2	4
Information Technology	2	6	2	1	5	3	6	2	2	1
Police	47	67	30	36	50	54	52	57	67	68
Fire-Rescue	36	66	6	6	25	63	45	32	45	45
Public Works (2)	32	19	22	14	31	60	39	26	25	51
Parks & Recreation	11	38	3	10	16	14	5	10	7	10
Subtotal	151	232	86	89	157	223	171	156	168	203
Wastewater	13	26	na	na	na	na	na	na	12	14
Total	164	258	86	89	157	223	171	156	180	217
Per 1,000 population (no wastewater)	8.2	9.9	5.1	6.3	8.2	9.7	9.3	7.1	8	9.5
NOTES:										
(1) Windham includes social services/GA in human resources number										
(2) South Portland combines public works, parks and recreation, and mechanics are included various departments										

Some differences may be the result of service delivery choices: Do we deliver the service (public safety dispatch and solid waste collection, for example) in-house or do we contract it out? There are other differences, such as code enforcement, that raise other questions. In a community that is routinely at or near the top of the list for construction activity, is Windham staffed at a level that meets its mission?

Preliminary budget proposals intended to help close identified gaps between a department's mission and its current capabilities include:

- A compliance and safety coordinator, to increase focus on labor law compliance and workplace safety,
- Restoring hours to town office staff to return to the Monday through Friday, 8:00 to 4:30 schedule,
- Added office support at peak times in tax collection and town clerk's offices,
- Increasing the size of the public works crew by two truck drivers (restoring one, adding another) to improve productivity and flexibility,
- Added building maintenance position and seasonal help to improve productivity,
- Restoring a mechanic's position,

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

MANAGER'S BUDGET MESSAGE

- Restoring an administrative support position in the police department,
- Funding a twenty-seventh police officer for the second half of the year,
- Adding four paramedic positions to improve service level consistency and response capacity,
- Increasing park maintenance hours,
- Restoring the circulation supervisor at the library, bringing those functions within one position instead of being distributed among other staff,
- Adding part-time library hours,
- Adding a teen assistant to meet library programming needs,
- Restoring a code enforcement officer's position, and
- Restoring a code enforcement administrative assistant's position.

There are other adjustments in the budget that respond to other issues and needs, but those listed above represent those that add staff, add hours, add capacity, and increase productivity, flexibility, and responsiveness to the needs of the community.

In addition to the staff and other operational proposals, there is a significant commitment to meeting the town's capital needs in the preliminary budget. Capital equipment, roads, buildings, and other facilities are shown at levels consistent with plans discussed with or approved by the Council.

Manager's proposal.

The manager's proposed budget seeks to balance the challenge presented by the loss of revenue sharing and other financial stresses with the mission-based needs identified by department heads and the need for capital investment in equipment roads, other infrastructure, and facilities.

As part of a plan begun in fiscal 2015, municipal revenue sharing is being phased out of the budget. Whatever the state provides will be available to help reduce the tax levy, as it is designed to do, and/or meet some of the town's capital needs under the Town Council's fund balance policy. The budgeted reduction in revenue sharing (account R0430) for fiscal 2016 is \$345,000, which is added to the property tax levy. This may be offset in part or in whole when the tax rate is set in August after the 2016 budget is approved. The plan is to further reduce the anticipated revenue from revenue sharing to zero in fiscal 2017. Regardless of the Legislature's action on the governor's proposal to eliminate revenue sharing, the town's plan is eliminate its reliance on it for budgetary purposes.

Capital equipment continues to be funded according to plan. Road improvement funding is proposed to increase by \$100,000 to \$850,000, plus \$150,000 for the Anglers Road/Whites Bridge Road/Route 302 intersection, and \$80,000 for engineering improvements along Route 302. The Anglers Road funding is to be offset with roadway impact fees as they are collected. The engineering money for Route 302 is expected to set up the possibility of PACTS funding for improvements in the next round, though matching funds will also be required.

Building improvements continue to address issues identified in the 2013 property condition assessment, and to work on the Town Council's facilities priorities. The only funding for land and building facilities (account 9140) is from recreation impact fees for the continued development of Lippman Park.

With regard to the mission-based proposals from department heads in the preliminary budget, only one is included in the manager's proposed budget, the restoration of a code enforcement officer's position. All of the proposals to add hours or staff are important, and all are worth the Council's consideration. As we continue to work on the town's strategic plan I expect we will continue to hear about all of them, because they all address some aspect of the departments' missions, and the town's mission that is not being met.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

SUMMARY STATEMENT OF ESTIMATED REVENUES AND PROPOSED APPROPRIATIONS

<u>Budget Proposal</u>	<u>FY 2015 Approved</u>	<u>FY 2016 Preliminary</u>	<u>FY 2016 Manager</u>	<u>FY 2016 Approved</u>
Estimated Revenues	\$ 14,552,736	\$ 15,094,820	\$ 15,512,539	\$ -
Operating Appropriations	\$ 12,010,855	\$ 13,171,918	\$ 12,404,508	\$ -
Non-Operating Appropriations	\$ 2,541,881	\$ 3,370,316	\$ 3,108,031	\$ -
Total Appropriations	\$ 14,552,736	\$ 16,542,234	\$ 15,512,539	\$ -
Net Surplus/(Deficit)	\$ -	\$ (1,447,415)	\$ (0)	\$ -
Amount Below/(Above) Levy Limit	\$ 607,178	\$ 550,262	\$ 328,211	\$ 9,198,206

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

REVENUES

Any discussion of a budget has to involve not only the purposes for which funds are being spent, but the sources of those funds. Many of the revenues on which the Town relies are outside its ability to control, other than to collect them accurately and completely, and to estimate them conservatively. These notes address certain critical revenue sources.

- R0401 About half of the estimated increase is expected to be offset when the tax rate is set, reducing the effective levy increase to about 4.4%. Beginning in fiscal 2015 the town has been reducing the amount of revenue sharing (see account R0430, below) reflected in its budget. This has been done to insulate the town's budget from volatility and instability in the way revenue sharing has been treated in the state budget process, yet still allows any revenue sharing provided by the Legislature to reduce the levy, as it was originally intended. The base levy plus the town's two current municipal development (i.e. TIF) districts is \$351,931 below the statutory limit.
- Aside from the statutory property tax levy limit enacted by the Legislature in 2005 the amount of property tax revenue is a function of the budget approved, ultimately, by the voters at town meeting. That appropriation (the legal authorization to expend public funds) less the amount of revenue estimated from all revenues other than property taxes results in the amount of taxes to be raised. The amount raised for overlay, which pays for tax refunds or allows for reductions in property taxes due to abatements or other changes in value after the budget has been set, is not counted as a revenue for budgetary purposes. Any amount of overlay not used in the year in which it is raised contributes to fund balance at the end of the fiscal year.
- R0409 Excise taxes, those paid at the time a motor vehicle is registered, represent the single largest source of revenue other than property taxes. It is also a revenue source over which the Town has no control, since excise tax rates are set by the State of Maine.
- R0416 Offset of Parks and Recreation Programming Fund, plus an estimated amount to account for administrative overhead required to offer programming.
- R0430 Maine cities and towns receive a share of state sales and income tax revenue as a set-aside. In recent years revenue sharing has decreased by the Legislature transferring funds to the state's general fund to balance its budget.
- The manager's budget reduces estimated revenue sharing to \$325,000 for fiscal 2016 and to \$0 in fiscal 2017. Any revenue sharing actually received would become part of fund balance at the end of the fiscal year and could be used to offset taxes or capital in future years.
- R0435 Local Road Assistance (until recently the Urban-Rural Initiative Program) payments are those from the Maine Department of Transportation for road improvements. This is considered to be an offset for the Town's road improvement program (account 9120).
- R0470 Revenues from the sale of *Windham RECYCLES!* trash bags pays for most of the cost of the Town's curbside trash collection, transportation, and disposal program (account 2910). This account also reflects the sale of recycling bins. It is important to note that Windham has chosen to pay for most of its program through user fees, while other communities charge less for their bags, but also subsidize their programs to a far greater degree than Windham does.
- R0475 Rescue fees are only partially within the Town's control, since they are dependent on the number of calls, the reimbursement rates under Medicare and Medicaid, payments from insurance companies, and collections from individual patients. The Town does provide a self-declared hardship waiver, but has also built up a substantial balance on uncollectible accounts since it has not used a collection service. In order to more appropriately account for revenue, this account shows the gross amount of estimated billings with an offset for "bad debt" in 4130-46030.
- R0480 Investment income is a function of the Town's cash flow, cash balances, and interest rates. The Town follows investment policies which make protection of principal a top priority. As a result the Town invests in

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

REVENUES

highly secure instruments that are either insured or (since the Town's available cash for investment exceeds insurance limits) collateralized (meaning that US government or agency securities are pledged as collateral). Interest income has dropped sharply in the last two years both because of low interest rates and the consolidation of Windham and Raymond schools as RSU 14.

- R0482 The Town receives reimbursement for 50% of its direct general assistance expenses from the State of Maine.
- R0484 Miscellaneous revenue accounts for revenue from an agreement with the Town of Gorham to provide general assistance administration services (see account 8110), and \$45,000 from the Windham-Raymond School District (RSU 14) as roughly half the cost of the school resource officer program.
- R0486 Includes anticipated reimbursements for the use of Lincoln Field.
- R0495 Fund balance is used here to offset \$150,000 of the town's share of Anglers Road/Route 302/Whites Bridge Road intersection improvements in account 9120, to be reimbursed by roadway impact fees as they are collected. Design and construction management funds for the South Windham Fire Station replacement are included in account 9130 at \$50,000, and \$80,000 is included to fund engineering of improvements on Route 302 under the 21st Century Downtown plan, also in account 9120, in anticipation of the next PACTS funding round. The remaining amount, \$200,000, offsets the town's two contingency funds (9910 and 9920).
- R0498 Funds from the Town's two municipal development, or "TIF," districts, used to offset expenses in the operating budget (see the fiscal note in account 1180). They are called "TIF" districts because they operate by tax increment financing – using the incremental value to generate tax revenue and capture it for certain purposes, and realizing financial benefits by sheltering value from the action of state formulas governing the distribution of municipal revenue sharing, state school aid, and the town's share of county tax.
- Impact Fees Recreation impact fee funds are shown here as an offset to expenses in account 9140 for the continued development of Lippman Park.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

STATEMENT OF ESTIMATED REVENUES

acct	description	FY 2014 actual	FY 2015 estimate	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
0400	Property Taxes	\$ 7,664,317	\$ 8,140,141	\$ 8,204,399	\$ 8,647,944	\$ 8,869,995	
0401	Supplemental Taxes	17,925		1,015			
0402	Payments in Lieu of Taxes	-	3,250	-	3,250	3,250	
0403	Cashup/Shortages-Overages			75			
0405	Tax Reports	139	-	76	-	-	
0407	Interest on Taxes	105,058	100,000	73,237	100,000	100,000	
0408	Tax Lien Fees	16,865	12,000	16,032	12,000	12,000	
0409	Excise Taxes	2,832,612	2,665,000	1,928,647	2,850,000	2,850,000	
0410	Town Clerk Fees	42,450	45,000	31,313	45,000	45,000	
0411	Building Fees	103,993	100,000	59,834	100,000	100,000	
0412	Plumbing Fees - Town	42,824	30,000	28,410	30,000	35,000	
0413	Boat Excise Tax	30,388	25,000	6,111	25,000	25,000	
0414	Proof of Insurance Fax	167		95			
0415	Dundee Park	37,716	37,000	21,233	37,000	37,000	
0416	Recreation Fees		170,000	-	180,000	180,000	
0417	Snowmobile Reg - Town	6,172	6,000	6,960	6,000	6,818	
0418	Boat Registration - Town	1,536	1,000	423	1,000	1,000	
0419	ATV Registration - Town	528	400	307	400	400	
0421	CATV Fees	121,431	120,000	115,303	120,000	120,000	
0422	Police Fines & Fees	5,226	2,000	3,220	2,000	2,000	
0424	Court/Witness Fees	1,100	-	750	-	-	
0425	Animal Control Fines & Fees			-			
0427	Passports	15,705	12,500	11,050	12,500	12,500	
0430	State Revenue Sharing	732,828	669,014	468,733	325,000	325,000	
0431	State of Maine	24,811	25,000	21,272	25,000	25,000	
0434	Library Fines and Fees	11,435	7,500	5,262	7,500	7,500	
0435	Local Road Assistance	265,944	266,612	248,320	250,000	250,000	
0438	Cell Tower Colocations	30		30			
0440	Assessor's Fees	620	500	395	500	500	
0441	Dog Licenses - Town	9,650	9,000	9,228	9,000	9,000	
0442	Hunting & Fishing - Town	2,527	3,000	1,463	3,000	3,000	
0443	Registration Fees - Town	50,021	50,000	31,545	50,000	50,000	
0444	Board of Appeals	2,800	1,500	1,200	1,500	1,500	
0445	Subdivision/Review Fees	5,500	5,000	950	5,000	5,000	
0448	Site Plan Fees	3,400	2,500	4,075	2,500	2,500	
0449	Sewer Application Fees	1,020	-	-	-	-	
0450	Sewer Fees	46	351,756	22	351,756	351,756	
0451	Cemetery Trust Fund	2,800	2,800	2,800	2,800	2,800	
0453	Shoreland Review Fees						
0454	Subdivision Amendment	2,800		2,800			
0455	Auto Junkyard Fee	391	500	391	500	350	
0456	Gravel Pit Fees		-	-	-	-	
0457	Shoreland CEO Permit	3,790	1,000	2,650	1,000	1,000	
0458	Sub-Surface Review Fees	3,460	1,000	1,970	1,000	1,000	
0460	Recyclable Revenue			143			
0470	Solid Waste Fees	448,538	515,000	195,024	500,000	500,000	
0471	Chaffin Pond Preserve		-	-	-	-	
0474	Rescue Misc Fees	262	-	460	-	-	
0475	Rescue Service Fees	556,261	575,000	392,548	590,000	590,000	
0476	Fire/Rescue Fines & Fees	75	-	220	-	-	
0480	Interest on Investments	29,927	10,000	8,781	10,000	20,000	

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

STATEMENT OF ESTIMATED REVENUES

acct	description	FY 2014 actual	FY 2015 estimate	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
0481	Town Garage Lease	9,416	9,416	9,416	9,416	9,416	
0482	General Assistance	23,017	25,000	4,233	20,000	20,000	
0483	Zone Change Fees	1,850	-	300	-	-	
0484	Miscellaneous Revenue	72,010	72,000	61,048	72,000	72,000	
0485	Sale of Town Property		1,600		1,600	1,600	
0486	Building/Space Rental		986				
0487	SSI Recoveries			421			
0495	Fund Balance		200,000		350,000	480,000	
0498	TIF Transfers	295,120	277,761		288,654	288,654	
0499	RSU Service Payments Impact Fees			45,000	45,000	45,000	50,000
Total Non-Property Tax Revenues		5,924,259	6,412,595	3,823,775	6,446,876	6,642,544	-
Total Revenues, All Sources		\$ 13,606,501	\$ 14,552,736	\$ 12,029,189	\$ 15,094,820	\$ 15,512,539	\$ -

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

SUMMARY OF PROPOSED APPROPRIATIONS

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
ADMINISTRATIVE SERVICES							
1110	Town Council	92,543	100,409	73,559	111,283	111,283	-
1120	Town Manager's Office	404,705	432,329	295,833	481,572	443,251	-
1130	Collection & Registration Services	197,906	215,543	146,608	281,690	229,809	-
1140	Information Services	142,495	157,857	99,849	163,380	163,380	-
1150	Community Participation	34,489	77,600	50,880	37,672	37,672	-
1160	Community TV & E-Government	47,376	55,412	34,912	55,824	55,824	-
1180	Economic Development	136,387	150,000	168,719	160,893	160,893	-
1210	Insurance	111,440	121,440	111,349	129,362	129,362	-
1220	Employee Benefits	1,679,698	1,751,742	1,192,820	2,013,644	1,859,224	-
1230	Banking & Investment Services	246	375	119	375	-	-
	Total	2,847,285	3,062,707	2,174,646	3,435,695	3,190,698	-
PUBLIC WORKS SERVICES							
2110	Administration	149,248	158,735	112,605	171,365	171,365	-
2120	Highway Maintenance	639,488	626,396	431,359	708,875	640,066	-
2130	Traffic Safety	129,031	113,250	60,282	135,500	123,000	-
2150	Snow Removal	379,835	357,315	376,069	385,332	385,332	-
2210	Building Maintenance	497,723	513,986	344,328	563,983	518,557	-
2220	Grounds Maintenance	8,212	19,100	5,010	11,800	11,800	-
2510	Vehicle Maintenance	411,768	382,664	268,634	430,791	395,074	-
2910	Solid Waste	853,866	793,856	453,541	823,935	823,935	-
	Total	3,069,171	2,965,302	2,051,829	3,231,581	3,069,130	-
POLICE SERVICES							
3110	Police Services	1,753,394	1,851,559	1,241,911	1,950,778	1,890,029	-
3120	Communications	338,263	367,684	109,911	367,684	367,684	-
3140	Animal Control	44,499	60,892	24,639	62,976	62,976	-
3210	Vehicle Maintenance	107,194	119,555	75,461	113,062	109,529	-
	Total	2,243,350	2,399,690	1,451,923	2,494,500	2,430,218	-
FIRE/RESCUE SERVICES							
4110	Fire-Rescue Services	1,311,801	1,572,913	1,026,323	1,779,405	1,617,854	-
4130	Rescue	-	-	-	-	-	-
4140	Emergency Management	413	1,480	305	1,480	1,480	-
4150	Water Main Charges	92,718	92,976	63,130	93,849	93,849	-
4210	Vehicle Maintenance	175,408	149,000	86,462	139,730	139,730	-
	Total	1,580,340	1,816,369	1,176,220	2,014,464	1,852,913	-
RECREATION & LIBRARY SERVICES							
5110	Parks and Recreation Admin	164,933	176,122	106,834	172,139	172,139	-
5111	Recreation Programming	240,224	166,800	183,014	176,300	176,300	-
5120	Parks - Dundee Park & Trails	70,122	80,844	54,732	91,982	85,233	-
5130	Parks - Skate Park	1,357	5,600	1,909	5,600	5,600	-
5510	Public Library	312,127	356,565	229,756	441,714	364,150	-
	Total	788,763	785,931	576,245	887,735	803,422	-
PROPERTY & INSPECTION SERVICES							
6110	Code Enforcement & Zoning Admin	169,512	184,059	119,072	287,086	237,269	-
6120	Planning	159,386	197,145	116,465	205,608	205,608	-
6121	Comprehensive Master Plan	2,367	-	52,065	25,000	25,000	-
6510	Assessing	238,151	259,551	164,865	254,315	254,315	-
6520	Geographic Information Systems	6,900	11,347	1,679	11,446	11,446	-
	Total	576,316	652,102	454,146	783,455	733,638	-

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

SUMMARY OF PROPOSED APPROPRIATIONS

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
TOWN CLERK SERVICES							
7510	Town Clerk	144,842	157,720	105,700	159,070	159,070	-
	Total	144,842	157,720	105,700	159,070	159,070	-
SOCIAL SERVICES							
8110	Social Services	133,608	149,634	66,510	142,219	142,219	-
8120	Social Service Agency Funding	28,750	21,400	21,400	23,200	23,200	-
	Total	162,358	171,034	87,910	165,419	165,419	-
TOTAL OPERATING		11,412,425	12,010,855	8,078,620	13,171,918	12,404,508	-
CAPITAL OUTLAY & FIXED CHARGES							
9110	Equipment Replacement	976,219	625,000	550,096	625,000	625,000	-
9120	Road Improvements	857,208	750,000	536,749	1,080,000	1,080,000	-
9130	Buildings & Facilities Improvement	490,802	410,000	214,923	587,935	600,650	-
9140	Land & Facilities Improvement	50,000	-	-	325,000	50,000	-
9170	Sewer	351,756	351,756	234,504	351,756	351,756	-
9510	Debt Service	210,375	205,125	178,688	200,625	200,625	-
	Total	2,936,360	2,341,881	1,714,959	3,170,316	2,908,031	-
CONTINGENCY							
9910	General Contingency Fund	6,660	100,000	21,360	100,000	100,000	-
9920	Energy & Weather Emergency Fund	-	100,000	-	100,000	100,000	-
	Total	6,660	200,000	21,360	200,000	200,000	-
TOTAL NONOPERATING		2,943,020	2,541,881	1,736,319	3,370,316	3,108,031	-
TOTAL APPROPRIATIONS		14,355,445	14,552,736	9,814,939	16,542,234	15,512,539	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1110 – TOWN COUNCIL

MISSION:

To represent the interests of the town’s citizens and provide effective leadership and governance as defined by the town’s charter, state and federal laws and constitutions.

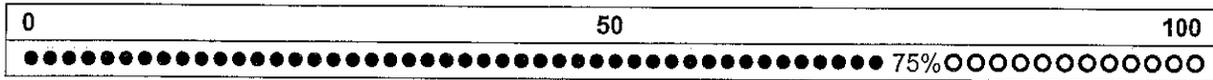
SUCCESS:

One way of demonstrating success as a governing body is to set, and work toward, the achievement of goals.

MEASUREMENT:

As a threshold indicator, to have set goals for at least the council session, and to accomplish those goals (or complete the subsidiary tasks identified for the session for goals that extend beyond it)

INDICATOR: GOALS ACCOMPLISHED, 2013-2014



- Completed
- Remaining

The Council’s goals for 2013-2014 were:

Priority A.

1. Comprehensive master plan.
 - Update the project plan and timetable. **DONE**
 - Bring the project back on schedule and budget. **DONE**
2. Capital improvement planning.
 - Prepare a defined plan for buildings, grounds, facilities, equipment, and infrastructure to be submitted with the manager’s proposed budget for 2015. **DONE**
3. Impact fees, TIF/development districts.
 - Council action on roadway impact fee ordinance. **DONE**
 - Council action on recreation facilities impact fee ordinance. **DONE**
 - Corrections/updates to sidewalk, roadway impact fee ordinances. **IN PROGRESS**
 - Council discussion/consideration of TIF/development districts. **DONE/IN PROGRESS**

Priority B.

1. Organizational strategic plan.
 - Create a timeline, resource inventory, and budget for completing an organizational strategic plan by November 2014. **DONE/IN PROGRESS**
2. Wastewater management planning.
 - Council action on a charge for a wastewater management planning advisory committee. **DONE**
 - Council action to appoint members to a wastewater management planning advisory committee. **DONE**
 - Committee to report to the Council quarterly, or as needed, regarding progress in evaluating and understanding conditions in the study area, and making recommendations to the Council. **IN PROGRESS**
3. Continued development of Lippman Park.
 - Council to consider the next phase of development of Lippman Park, including possible grants and other funding sources. **DONE/IN PROGRESS**

Goals, or subsidiary goals, planned for the year and completed (“DONE”) were given one point. Those partially complete (“DONE/IN PROGRESS”) were given one-half point. Tasks under way (“IN PROGRESS”) were given one-quarter point. Any tasks or goals not under way (“NOT STARTED”) would have gotten no points.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1110 – TOWN COUNCIL

The Council's goals for 2014-2015 (and progress as of February 6, 2015) are:

Priority A:

- Comprehensive Plan
 - Continue to work on the plan according to the project timetable and budget previously approved by the Council. **IN PROGRESS, remains about 1Q behind schedule as previously reported.**
- Strategic Planning/Budget Approach
 - Complete mission inventory update by February 1, 2015. **IN PROGRESS, being completed in conjunction with reframing/rewrite of departmental mission statements, below.**
 - Complete reframing/rewrite of departmental mission statements in alignment with the town's mission, vision, and value statements by March 1, 2015.
 - Prepare budgets that relate department activities to mission inventory and mission statement; identify high level outcomes, major areas of service or function, the recommended level of each, and what proportion of that is being funded (currently, and proposed) for Council consideration by April 1, 2015.
 - Environmental scan/SWOT analysis complete by July 1, 2015.
 - External and internal environmental assessments.
 - Identification of strengths, weaknesses, opportunities, and threats.
 - Strategic issue identification complete by August 1, 2015.
 - Strategy development by October 1, 2015.
 - Plan adoption by November 1, 2015.
- Capital Planning
 - Establish estimated costs and relative priorities for classes of capital improvements:
 - Buildings and other facilities (CD 14-303, 9/30/2014 and 1/20/2015), **DONE**,
 - Roads (1/27/2015), **DONE** and
 - Equipment (Complete, ongoing updates). **DONE**
 - Complete application for CDBG planning grant funds for community center needs assessment public process, options, and estimates for Council consideration by January 27, 2015. **DONE. Unanimously voted not to submit the application. Council Order 15-013, 2/3/2015.**
 - Incorporate capital plan costs for fiscal 2016 into manager's proposed budget for Council consideration by April 1, 2015.
 - Complete installation of playground equipment at Lippman Park by September 1, 2015.
 - Incorporate other elements of the Lippman Park master plan into the capital plan (see above).

Priority B:

- 21st Century Downtown plan
 - Include corridor design in manager's proposed budget for Council consideration by April 1, 2015.
 - Conduct and complete corridor design through preliminary engineering by January 1, 2016.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1110 - TOWN COUNCIL

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	3,710	7,350	1,995	7,350	7,350	
42010	Legal Services	36,908	40,000	25,077	40,000	40,000	
42020	Audit Fees	18,150	19,300	12,250	19,300	19,300	
42090	Training/Conferences	435	500	-	500	500	
42100	Travel/Meals	331	250	-	250	250	
42110	Memberships	33,009	33,009	34,237	43,883	43,883	
		92,543	100,409	73,559	111,283	111,283	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1110 – TOWN COUNCIL

ACCOUNT DETAIL

41010 Council members are paid according to Chapter 2 of the Code of the Town of Windham. Elected officials are paid \$35 for each public meeting at which a quorum is present. Due to the change in the Council's meeting schedule during fiscal 2010-2011, meetings are budgeted as follows:

Council meetings	24
Workshops (special topics, public forums, etc.)	4
Budget workshops	2
<u>Total meetings</u>	<u>30</u>

Thirty (30) meetings, seven council members, \$35 each \$7,350

42010 Payments to legal counsel are highly variable due to the unpredictability of issues that may arise. However, based on 2014 expenses and allowing for an increase in hourly rates, this account has been reduced slightly for 2015.

42020 Independent auditor's engagement for the 2013-2014 fiscal year.

42090 Registration and attendance at seminars and events.

42100 Reimbursement of mileage at the town rate, plus the cost of meals when attending meetings in official capacity.

42110 Membership fees or costs for the town to participate in regional associations or agreements:

Greater Portland Council of Governments (GPCOG)	\$17,001
Maine Municipal Association (MMA)	16,266
Regional Transportation Program (RTP) Lakes Region Bus	9,656
Maine Development Foundation	300
American Society of Composers, Authors & Publishers (ASCAP)	335
Broadcast Music, Inc. (BMI)	335
Portland Area Comprehensive Transportation Systems (PACTS)*	0
<u>Total</u>	<u>\$43,883</u>

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1120 – TOWN MANAGER’S OFFICE

All state and federal mandated policies will be completed and reviewed as required. All employees will be trained in compliance with DOL Directives (within 30 days of hire or annually). Monthly workplace audits will be conducted and action plans developed to correct deficiencies. Workplace injuries accidents, near misses, and property damage accidents will be reported and promptly investigated.

Tracking of compliance and training is being done, as are workplace audits and corrective actions, and workplace incident investigation. Indicators have not yet been developed.

MISSION GAP:

Workplace safety, regulatory compliance, record-keeping and tracking absorb an increasing amount of time on the part of the assistant town manager, executive assistant, and other staff in the town manager’s office and other departments. Achieving and maintaining a safe and healthful workplace helps reduce the incidence of workplace injuries and illnesses, reduces the length and cost of absences, helps control the town’s workers’ compensation premiums, and limit the town’s exposure to liability for fines and other costs associated with workplace safety and health.

Because of their importance, compliance-related activities crowd out other, also important work that carries less risk of financial loss to the town, but contributes to its long-term effectiveness. Policy development (other than those strictly related to workplace safety and other regulations); planning; analysis; program development, implementation, and oversight; all of these tend to get put “on hold” in order to address compliance issues, things regarded as “non-negotiable.” The effect of this crowding out ends up being all but invisible.

Assigning most compliance-related tasks or their oversight to one employee (or, in larger organizations, a particular office dedicated to that function) ensures more consistent focus on these issues, maintains record-keeping and tracking under one umbrella, and allows for better alignment of qualifications and experience of the employee whose job it would be to oversee these functions. As a result, this budget proposes the addition of a compliance/safety coordinator. The coordinator would report directly to the assistant town manager/human resources director to maintain consistency of oversight and reporting for all of the town’s departments.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1120 - TOWN MANAGEMENT

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	372,342	380,529	252,317	429,772	391,076	
42030	Professional Services	1,500	19,500	20,894	19,500	19,875	
42040	Print Services	394	500		500	500	
42050	Equipment Maintenance	352	-	55	-	-	
42060	Telephone	6,566	6,500	4,290	6,500	6,500	
42070	Advertising	2,952	2,000	2,282	2,000	2,000	
42080	Postage	4,257	5,000	3,613	5,000	5,000	
42090	Training/Conferences	2,362	1,800	589	1,800	1,800	
42100	Travel/Meals	1,752	3,500	2,774	3,500	3,500	
42110	Memberships	1,555	2,000	1,488	2,000	2,000	
43010	Supplies & Materials	5,797	6,000	4,930	6,000	6,000	
43030	Books, Maps & Publications	2,757	3,000	1,889	3,000	3,000	
43220	Other Equipment		-		-	-	
43300	Copy Services	2,120	2,000	713	2,000	2,000	
		404,705	432,329	295,833	481,572	443,251	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1120 – TOWN MANAGER'S OFFICE

ACCOUNT DETAIL

41010 Annual salaries and wages for positions as authorized:

Town Manager (1.0 FTE)
Assistant Town Manager/HR Director (1.0 FTE)
Executive Assistant (1.0 FTE)
Finance Director (1.0 FTE)
Finance Administrative Assistant (0.8 FTE)
Finance Administrative Assistant (0.8 FTE)

Total current authorized positions (5.6 FTE)

This budget proposes to add the position of Compliance/Safety Coordinator (1.0 FTE)

- 42030 Professional services for projects and issues that arise during the year (appraisals, engineering, etc.).
- 42040 Print services including production and distribution of the annual report.
- 42050 Miscellaneous equipment maintenance for office machines other than that covered by maintenance agreements.
- 42060 Telephone and cellular charges.
- 42070 Advertising for special events, programs, some shared personnel/help wanted advertising, advertising requests for proposals, etc.
- 42080 Portion of postage costs assigned to manager and finance office; postage meter rental, service and supplies, mailing of town meeting flyer.
- 42090 Includes in-office training programs, manager's attendance at International City Management Association (ICMA) annual convention.
- 42100 Expenses for business and attendance at training programs, association conferences.
- 42110 Memberships including International City/County Management Association (ICMA), Maine Town, City, & County Management Association (MTCMA), Government Finance Officers Association (GFOA), Maine Government Finance Officers Association (MGFOA), Society for Human Resource Management (SHRM), and others.
- 43010 Operating supplies, paper goods, etc.
-
- 43030 Statute subscription service, other professional books and publications.
- 43300 Annual maintenance contract on photocopier.
- 43390 Mileage, tolls, parking, and operating costs of administrative vehicle.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1130 – COLLECTION AND REGISTRATION SERVICES

MISSION:

The Collection and Registration Services Office oversees the collection of current year and delinquent municipal taxes due on personal property, motor vehicles, and taxable real estate, provides customer service to the public, while managing nearly ten thousand taxpayer accounts and processing nearly twenty-five million dollars in financial transactions annually. The office maximizes collections by sending notices in the mail and calling taxpayers who may have small balances due. This office is dedicated to having a high standard of customer service.

TAX COLLECTION SERVICES:

- Passport applications and photos
- ATV registrations, resident and non-resident
- Automobile registrations
- Boat registrations, resident and non-resident
- Snowmobile, resident and non-resident
- Tax collection
- Filing and discharging tax liens
- Dog licenses
- Hunting/fishing licenses
- Issue and accept ballots
- Mass mailings (2,000± courtesy notices; 1,500± 30 day notices, and 300-500 automatic foreclosure notices)
- Notary Service
- Receive and Balance all monies that come into Town Hall
- Sewer collections and liens

Goals/Objectives:

- Maintain/improve efficiency through training.
 - Staying current with laws and current practices by attending yearly trainings of the US State Department and the Bureau of Motor Vehicles, and attending other training when available.
- Structure staffing to maximize service during peak customer hours.
 - Currently there is only one full time (40 hours) position in the department. Hours have to be staggered; passports cannot be processed until after 8:30 a.m. when other employees arrive. Passport processing stops at 3:00 p.m. for the same reason when employees begin to leave for the day.
- Increase use of on-line registrations through Informe; in the very near future, the option for payment of taxes on-line and via telephone.
- Processes are cross-checked and all transactions are balanced daily.
 - Peak morning hours are 8:00 – 8:30 am. People want to do their business on their way to work.)
 - Mid-day peak between 11:30 am and 1:00 pm. The office averages 4-5 passports between 11:30am when people use their lunch hour to do business.
 - Late afternoon business peaks from 3:00 – 4:00 pm.
 - Beginning of the month and end of the month, Mondays and Fridays, the office is busy all day with very few quiet times during the day.

SUCCESS:

Success is defined as providing accurate and prompt service to the public, and compliance with all state and federal requirements.

MEASUREMENT:

Success at providing prompt, professional, and accurate customer service is measured by the feedback the office receives from residents, positive and negative. When the office receives a complaint, it is addressed immediately.

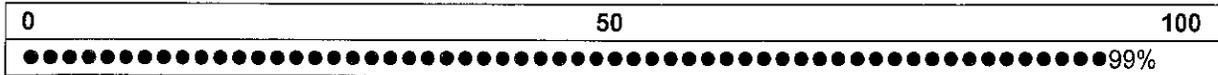
TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1130 – COLLECTION AND REGISTRATION SERVICES

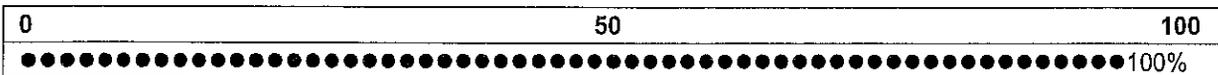
Periodic audits are conducted by the U.S. Department of State demonstrate compliance with government regulations. The last audit done by the State Department reported the office's accuracy rate at 99%.

INDICATOR: PASSPORT PROCESSING AUDIT ACCURACY RATE



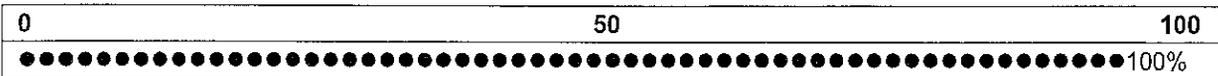
Periodic audits are conducted by the Maine Bureau of Motor Vehicles (BMV) and the Maine Department of Inland Fisheries & Wildlife (IF&W) demonstrate compliance with Maine law. Audits are done on a weekly basis by the Motor Vehicle Department, and monthly by Inland Fisheries & Wildlife. Money totals are accurate; the end of the year sticker report is perfect.

INDICATOR: BMV/IF&W AUDIT ACCURACY RATE



Annual performance reviews for the employees are conducted on time, within thirty days of when the evaluation was due.

INDICATOR: EVALUATIONS COMPLETED ON TIME



- Completed
- Remaining

MISSION GAP:

In this office, as well as the Town Clerk's office, there is a need for another position whose primary responsibility would be to answer the telephone. Lunchtime is often the busiest time for telephone calls, and seems to be the time when people come in to apply for passports. The office is already short-staffed due to lunches, or other absences. This makes it more difficult to answer the phones in a timely fashion when employees are already waiting on someone at the counter.

Voicemail can be used for incoming calls; however, callers often hang up when they get the voicemail system and keep calling back until they reach a live person. Taking a person's call and talking to them provides better customer service. Another staff person would be trained and expected to do back office work between answering the phones, and would be trained to do registrations to help cover at the counter when needed. This is an everyday occurrence, not just the beginning and ending of the month. Six years ago the office had 4 full-time and 2 part-time positions. Restoring the three other current employees to 40 hours from 37.5 hours and adding a 24 hour part-time position also would improve customer service and scheduling flexibility.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1130 - COLLECTION AND REGISTRATION SERVICES

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	168,438	179,293	118,168	214,279	184,509	
41020	Overtime Compensation		150	-	-	-	
41030	Part-time Compensation	2,227	-	-	22,111	-	
42030	Professional Services	11,985	15,500	14,219	20,000	20,000	
42050	Equipment Maintenance		200	203	200	200	
42060	Telephone	149	1,000	88	800	800	
42070	Advertising	474	150	-	250	250	
42080	Postage	9,722	13,500	10,559	18,000	18,000	
42090	Training/Conferences	10	250	-	250	250	
42100	Travel/Meals	650	800	515	800	800	
43010	Supplies & Materials	3,579	3,500	1,639	3,500	3,500	
43030	Books, Maps & Publications	394	700	489	700	700	
43220	Other Equipment	278	500	729	800	800	
		197,906	215,543	146,608	281,690	229,809	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1130 – COLLECTION AND REGISTRATION SERVICES

ACCOUNT DETAIL

41010 Annual salaries and wages for positions as authorized:

Office Manager/Asst. Tax Collector/Treasurer (1.0 FTE)
Administrative Assistant #1 (0.9 FTE)
Administrative Assistant #2 (0.9 FTE)
Administrative Assistant #3 (0.9 FTE)

Total current authorized full-time positions (3.7 FTE)

41030 A part time (24 hour per week) position would allow the office to have more people here at 8:00 to handle the early morning rush from 8:00 to 8:30 and is included in the preliminary budget. This would also help restore some of the 57 hours lost in this department six years ago. There has been an increase of over 15% in daily transaction volume since 2012.

42030 Filing fees for real estate liens, sewer liens, and discharges at the Cumberland County Registry of Deeds. In 2013 the cost to file liens increased from \$13.00 to \$19.00. 357 liens were filed in 2014.

Generating tax bills is paid from this account, as is any destruction of old documents.

42050 Maintenance and repairs for eight printers and thirteen computers during the year.

42060 Costs of two telephone lines and a fax line.

42070 Advertising for tax bill spring due date in lieu of mailing out a second bill.

42080 Postage for tax bills, overdue taxes and sewer fee notices, motor vehicle weekly reports, Inland Fisheries bi-monthly reports, general office correspondence and certified tax lien notices to homeowners and mortgage holders. Certified mailing costs are recovered through the lien fees. The timing of postal rate increases makes it a challenge to budget appropriately.

Last year the office processed 647 passports applications, for which a \$25.00 processing fee is charged, totaling \$16,175. Passport applications have to be send by certified mail. Other fees associated with this are the camera, paper, toner and two copiers. Approximate total fees were \$3,000.00

From July through February of fiscal 2015 the office has already processed 402 applications.

42090 ~~Training for employees to attend seminars and workshops throughout the year. Training is required by the Motor Vehicle division to keep current on new laws. Yearly training has to be completed by everyone who does motor vehicle registrations. This account also includes attendance at tax school and the Maine Municipal Association (MMA) convention for the Assistant Tax Collector and the Administrative Assistants. This also allows the Assistant Tax Collector to attend the New England Tax School. Collection, customer service and tax classes are offered at both schools. It is mandatory that office staff attend U.S. Passport Training School once a year. In the year 2015 people have to attend training with the Secretary of State's office. Four people have to attend passport training classes every year to keep current.~~

42100 Reimbursement for mileage and other expenses incurred on department business, attending training classes, etc.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1130 – COLLECTION AND REGISTRATION SERVICES

- 43010 Operating supplies such as paper goods, printer and calculator ribbons, pens for the counter, paperclips, elastics, envelopes to mail re-registrations, calculator paper rolls and staples. Copier and fax expenses are shared with the town clerk's office.
- 43030 Required M.S.R.P. reference books for automobiles, trucks, motorcycles, camper trailers and motor homes to properly calculate excise tax due to the town. The State Department requires regular updates for the ID guide for passports.
- 43220 Replacement of office equipment not included in the capital equipment replacement plan in case of mechanical failure. Due to the volume of registrations, three working motor vehicle printers are needed at all times. A color copier is needed to copy drivers licenses for passport applications. A lock box on the outside of the building has been suggested as a convenience for townspeople to drop their tax payments off after hours; it could also be used for motor vehicle renewals as long as customers were instructed ahead of time as to what paperwork they need to leave, either by phone or through the town's web site).

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1140 - INFORMATION SERVICES

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	90,673	97,167	61,947	101,760	101,760	
41020	Overtime Compensation	879	2,500	659	2,500	2,500	
42030	Professional Services	916	1,500	100	1,000	1,000	
42050	Equipment Maintenance	31,749	33,000	23,998	36,000	36,000	
42060	Telephone/Data Lines	16,062	20,240	11,439	18,920	18,920	
42090	Training/Conferences	1,069	1,400	1,138	1,400	1,400	
42100	Travel/Meals	169	250	85	300	300	
42110	Memberships	179	300	99	300	300	
43010	Supplies & Materials	799	1,000	385	1,000	1,000	
43030	Books/Maps/Publications		500	-	200	200	
44190	Capital Equipment						
		142,495	157,857	99,849	163,380	163,380	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1140 – INFORMATION SERVICES

ACCOUNT DETAIL

- 41010 Annual salaries and wages for positions as authorized:
 - Systems Administrator (1.0 FTE)
 - Network Technician (1.0 FTE)
 - Total current authorized positions (2.0 FTE)
- 41020 Overtime for unscheduled work after-hours for system changes/maintenance, software installation, repairs from lightning strikes and hardware failures, and weekend on-call coverage. It also includes IT support for an Emergency Operations Center (EOC) when necessary.
- 42030 Time and materials for consulting services and other work for system engineering, network design, and system support.
- 42050 Service and support contracts for servers and other devices, software licensing, and print management services, as well as non-capital equipment replacements and software. Part of this equipment replacement will be to proactively equip the department with some basic replacement parts in order to avoid downtime.
- 42060 Annual cost of Internet provider and data lines through Verizon, Time Warner and OTT Communications.
- 42090 Training and Conferences for Information Services staff. Increased need to acquire training on the ever changing technologies, software, and hardware the town uses. \$1,000 is specifically designated to licensing for unlimited access to computer based training through CBT Nuggets which contains over 200 training courses for vendors such as Microsoft, Cisco, and VMware.
- 42100 Mileage and expenses for on-site service by staff, attendance at meetings, training sessions, or demos.
- 42110 Membership fees for IT related societies and organizations such as Experts Exchange.
- 43010 Paper, forms, and other supplies for centralized computer operations.
- 43030 Technical books, technical support subscriptions.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1150 – COMMUNITY PARTICIPATION

MISSION:

Community Participation's purpose is to respond to part of the Town's overall mission, "to services, and pursue policies responsive to the needs of its citizens and the public in order to maintain, support, and improve the quality of life in the community" and to "foster an environment that encourages civic engagement, openness, transparency, and accountability, to contribute to enriching, enlivening, and valuing every community member."

SUCCESS:

Since the focus of this budget division is on civic engagement, success is defined as the number of volunteers the town has participate in training, meetings, and other events, and the support the town provides to other community activities and causes.

MEASUREMENT:

In terms of civic engagement, one indicator of success is the number of volunteers serving on active boards and committees.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1150 - COMMUNITY PARTICIPATION

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
42090	Training/Conferences		200	87	200	200	
42100	Travel/Meals		500	0	500	500	
42110	Memberships		-	0	-	-	
43010	Supplies & Materials	80	1,500	0	1,500	1,500	
43030	Books, Maps & Publications	605	500	0	500	500	
44070	Contributions to Agencies	33,805	74,900	50,793	34,972	34,972	
		34,489	77,600	50,880	37,672	37,672	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1150 – COMMUNITY PARTICIPATION

ACCOUNT DETAIL

- 42090 Funding for committee members to attend conferences and seminars related to their committee work.
- 42100 Reimbursement to committee members for mileage, tolls and meals.
- 42110 Membership for committees in appropriate regional or state associations.
- 43010 General committee expenses, flowers, refreshments for public meetings, etc.
- 43030 Materials for various boards and committees.
- 44070 Proposed contributions are as follows:

AGENCY/PURPOSE	BUDGET FY2015	PROPOSED FY2016	COUNCIL APPROVED
Memorial Day Parade	\$ 1,500	\$ 1,500	
Holiday Lights & Banners	42,000	2,000	
Windham Drifters Snowmobile Club	6,100	6,172	
Volunteer Recognition Event	3,500	3,500	
Memorial Day Flags/Markers	1,200	1,200	
Additional/Miscellaneous	0	0	
Watershed Protection	10,000	10,000	
Windham Community Garden	0	0	
Windham Senior Meals	600	600	
Windham Historical Society	10,000	10,000	
TOTAL	\$74,900	\$34,972	

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1160 – COMMUNITY TV & E-GOVERNMENT

MISSION:

Community TV & e-Government's purpose is to respond to part of the Town's overall mission, "to services, and pursue policies responsive to the needs of its citizens and the public in order to maintain, support, and improve the quality of life in the community" and to "foster an environment that encourages civic engagement, openness, transparency, and accountability."

SUCCESS:

Since this budget division relates to the Town's community access television station, programming, bulletin board, live and archived streaming meetings, and web site, its definitions of success relate to the number of meetings aired, hours of programming provided, and the utility, availability, and reach of its web site.

MEASUREMENT:

Indicators to be used as measures of success at delivering on the mission for Community TV & e-Government:

- The percentage of public meetings held in Council Chambers to be televised that are televised.
- The total number of views of the town's live and archived streaming meetings.
- Page views, unique users, and e-mail and text subscribership on the Town's web site.

MISSION GAP:

Before being renamed "Community TV & e-Government" this budget division had other names like "Communications" and "WCCG TV-7." Its role has always revolved around the community access television station, but now includes other forms of communication, some of which are integrated with the TV function. But there is more to communicating with the public than cable TV, Internet streaming video, web site, e-mail, messaging, and social media. In fact, there used to be a lot more.

Windham exists in a fragmented communications landscape. There is only one daily newspaper in our region, and with the move to online media, newspapers have struggled. They no longer have the reporting staff to provide good coverage of issues in the community – even if they did, newspaper readers have moved on, making them harder to reach. The town used to mail copies of its annual reports to every postal address in Windham, and a flyer for town meeting. They were eliminated in efforts to reduce costs.

Attempts to run a regular newsletter or column in one or another of the weekly papers were short-lived. The effect of these changes in the communications landscape and the town's diminished presence means it is reaching fewer of its residents at a time when there are major issues to be addressed. Arguably it is as important now as it has ever been to inform Windham residents of the issues and choices, opportunities and challenges we face as a community.

The proposed budget includes no additional positions, funding (other than wages for the existing part-time staff), or programs to address the Town's communications needs. The biggest gap and greatest vulnerability the Community TV & e-Government operation has right now is the very limited availability of back-up for the station operator. Existing staff in other areas can be cross-trained in the basics to fill in during an emergency or for a short time, but adding at least another part-time position would provide redundancy (often not considered a good thing, especially in government) to keep an essential part of communicating with the public up and running.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1160 - COMMUNITY TV & E-GOVERNMENT

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41030	Part-time Compensation	10,817	10,197	5,635	10,609	10,609	
42030	Professional Services	34,101	39,815	29,157	39,815	39,815	
42060	Telephone	120	600	70	600	600	
42070	Advertising	1,999		-			
42100	Travel/Meals			-			
42110	Memberships		-	-	-	-	
42210	Electrical Equipment Maintenance		1,500	-	1,500	1,500	
43010	Supplies & Materials	314	300	50	300	300	
43220	Other Equipment		-	-	-	-	
44190	Capital Equipment	25	3,000	-	3,000	3,000	
		47,376	55,412	34,912	55,824	55,824	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1160 – COMMUNITY TV & E-GOVERNMENT

ACCOUNT DETAIL

41030	Compensation:	
	Part-time station coverage	\$ 10,609
42030	Professional Services	
	<u>Granicus</u>	
	Live and archived video webcasting, agenda management, iLegislate and e-government	
	Video managed services, annual	\$ 11,600
	Monthly support, annual	3,500
	Agenda management, legislative management, and government transparency suite	
	Monthly support, annual	9,600
	<u>Open Platform managed hardware</u>	<u>3,300</u>
	Total, Granicus services	28,000
	<u>Web site</u>	
	<u>Annual hosting, support</u>	<u>\$ 11,815</u>
	Total, Professional Services	\$ 39,815
42060	Studio telephone lines, data services	600
42210	Professional cleaning and repair of station equipment.	1,500
43010	General Office Supplies	300
44190	Equipment purchases to replace/upgrade failing equipment	3,000
	Includes video cameras, disks, other small items for day to day operations	

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1180 – ECONOMIC DEVELOPMENT

Through Windham Town Council Resolution the Economic Development functions of the Town of Windham are being performed by the Windham Economic Development Corporation, its Board of Directors and its Executive Director.

Windham Economic Development Corporation

The Windham Economic Development Corporation assists the town by promoting and encouraging economic development opportunities. The WEDC assists local businesses by providing opportunities to market and promote their businesses and improve their workforce. The WEDC collaborates with area organizations such as the Chamber of Commerce and Windham Raymond Adult Education along with many town departments to encourage sound programs and policies that will promote economic growth. The FY 2016 WEDC work plan as reflected in this budget request closely aligns the WEDC with the Windham Town Council adopted Windham Economic Development Strategic Plan while maintaining efforts in the Anglers Road Project and other economic development initiatives.

Mission

To encourage economic growth in a manner that supports increased prosperity in the Town of Windham and improves the quality of life for all our citizens.

Vision

We will manage growth and direct development in a manner that provides an affordable, high-quality of life, a vibrant economy, and a welcoming environment for citizens and visitors alike while protecting our town's rural characteristics and environment.

Strategic Objectives

Objective 1: Plan for the Future- Identify and implement policies, programs, and initiatives that support the Town's economic and community development needs.

Objective 2: Support Business Growth and Prosperity- Proactively seek opportunities to diversify Windham's economy, create jobs, and strengthen existing business.

Objective 3: Create and Maintain an Efficient Review and Approval Process- Establish review and approval processes that are efficient and in alignment with economic and community development initiatives, as well as provide resources to parties utilizing these services.

Objective 4: Develop a Support System for Economic Development- Ensure the sustainability of economic development initiatives in Windham through collaborative efforts of town officials and departments with the Windham Economic Development Corporation (WEDC), regional agencies, local business groups, and citizens, in addition to identifying and utilizing strategic funding sources.

Performance Measures

1. Employment Opportunities: Indicated by sector employment counts
2. Retail Marketplace Vitality: Indicated by Annual Retail Sales
3. Retail Sector Sustainability: Indicated by Retail Space vacancy rate
4. Industrial Sector Vitality: Indicated by Industrial Space Inventory (total and vacancies) and Employment Opportunities
5. Professional/Office Sector Sustainability: Indicated by Office Space vacancy rate and Employment Opportunities
6. Planning for the Future: Indicated by Adopted and Funded Initiatives
7. The New Windham Downtown: Indicated by Adopted and Funded Plans, Ordinance Changes, Capital Investments, and New Development or Re-Development of existing Downtown Properties
8. Efficient Local Development Process: Indicated by Adopted Regulatory Reform, and Funded TIF, Incentive and Loan Programs
9. Sustainable Economic Development Support System: Indicated by, Program Funding, Continued Marketing Program, WEDC advocacy positions, WEDC Project Completion

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1180 – ECONOMIC DEVELOPMENT

44070 Allocation of TIF funding for WEDC operations and projects: \$160,893

WEDC Operations: \$160,893

The WEDC will maintain its current efforts in advocating for business development growth and expansion, promoting Windham as a premier location for new business development, advocating for individual development projects, improving local permitting and approval processes, and ordinance revisions. The WEDC will also continue to market the redevelopment of its Anglers Road property.

WEDC Projects: \$0 request. Use of existing funds.

In addition to the maintenance of effort reflected in ongoing WEDC Operations the following projects are proposed to further Windham's progress towards the Objectives of the Windham Economic Development Strategic Plan:

Gigabit broadband to Windham Commercial Corridor (Funds committed \$10,000)

PROJECT DESCRIPTION: Connect the Windham Commercial Corridor to the 3 ring binder. This current phase of the project would be to inventory existing infrastructure, develop plans for needed improvements, and develop cooperative agreements, possible ownership structures and options for completion of the project.

Wastewater Management Planning Committee support (Funds committed \$10,000)

PROJECT DESCRIPTION: WEDC will provide financial support to the Wastewater Management Planning Committee in support of the Committee's charge. This assistance will allow the committee to obtain outside expertise in the areas of wastewater technologies and system siting and soils testing.

Marketing Consultant – Analysis Update (Funds committed \$10,000)

PROJECT DESCRIPTION: WEDC will review and update the market analysis completed in 2012 as necessary. WEDC will work with the Town to integrate the "Find It Here" campaign into its marketing efforts where appropriate. WEDC will review its marketing plan to ensure its effectiveness.

Local Foods to Institution USDA Grant (Funds committed \$7,000)

PROJECT DESCRIPTION: Windham's Economic Development Strategic Plan recognizes the ongoing importance of Windham's Agricultural Industries and the Local Foods to Institution USDA Grant awarded to GPCOG with WEDC providing the matching funds will develop a business model and next actionable steps towards operation of a Local Foods to Institution Network.

Anglers Road Development Project (Funds committed \$5,000)

~~**PROJECT DESCRIPTION:** Utilizing financing from the Town of Windham, WEDC purchased approximately 40 acres of property and the intersection of Anglers Road and Route 302 in North Windham. The purpose of the purchase was to provide a public right-of-way to enable a realignment of Anglers Road with Whites Bridge road and to redesign that intersection with Route 302. The WEDC will redevelop the remainder of the property for sale to repay the town financing as well as to stimulate economic development in Windham's Northern Gateway area.~~

Anglers Road Realignment Project (Funding needs TBD) (Land disposal issues TBD)

PROJECT DESCRIPTION: Reconfigure the intersection to discontinue the current signalized intersection at Angler's Road and Route 302 and reconstruct the Anglers Road intersection so that it is generally across from the White's Bridge Road intersection. A Draft Preliminary Design Report was prepared for this project by MDOT in March 2006 identified by PIN 11232.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1180 – ECONOMIC DEVELOPMENT

Enterprise Drive Intersection – Route 302 North Phase 2 (Funding needs TBD)

PROJECT DESCRIPTION: Develop an intersection redesign, and a plan to finance and implement construction in coordination with the Town of Windham – MDOT Route 302 North Corridor letter of agreement and MDOT's MPI program.

Ordinance and Approval Process Review (Funding needs TBD)

PROJECT DESCRIPTION: WEDC's Review and Approval Process Committee will utilize a third-party review of the Town's ordinances and approval process to assist building owners, tenants, and developers in understanding Windham's approach to the enforcement and approval processes, and to recommend any appropriate changes for the Town to consider.

Workforce for the Future (Funding needs TBD)

PROJECT DESCRIPTION: Building on WEDC's Workforce for the Future Initiative, review current industry sectors and analyze industry trends to determine which sectors are poised for growth and then better align workforce development programs to meet industry demands.

Windham Downtown Traffic Patterns Design and Testing (Project on hold)

PROJECT DESCRIPTION: In support of Windham's Downtown strategies, WEDC will analyze existing traffic patterns, particularly turning movements along the Downtown corridor, design alternative turn patterns where necessary, and test assumptions utilizing temporary materials including barriers and signage.

All funding associated with this proposed allocation is in conformance with the program details and scheduled to come from the following TIF Districts: Pipeline Development District and the Roosevelt Promenade District.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1180 - ECONOMIC DEVELOPMENT

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	71,937		11,292			
42030	Professional Services	7,450		2,905			
42040	Print Services	5,700		282			
42060	Telephone/Internet	1,800		67			
42070	Advertising	33,600		2,558			
42080	Postage	500		15			
42090	Training/Conferences	2,000		575			
42100	Travel/Meals	4,600		858			
42110	Memberships	750		0			
43010	Supplies/Materials	1,000		128			
43030	Books/Maps/Publications	500		0			
43140	Vehicle Fuel	250		0			
43220	Other Equipment/Support	2,300		38			
43300	Copy Services	1,000		-			
44070	Contributions to Agencies	3,000	150,000	150,000	160,893	160,893	
		136,387	150,000	168,719	160,893	160,893	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1210 – MUNICIPAL INSURANCES

MISSION:

The purpose of this budget division is to provide and account for the town's property and liability insurance coverages as well as its safety, risk management, and loss control efforts.

SUCCESS:

Success can be defined as minimizing risk and loss due to injuries, property damage, or other claims, and the incidence of work-related accidents and injuries.

MEASUREMENT:

Success can be measured by claims experience, loss ratios, and the frequency of accidents or injuries.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1210 - MUNICIPAL INSURANCES

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42610	Vehicle Insurance	44,695	42,840	46,980	44,982	44,982	
42620	Property & General Liability	38,661	50,400	39,195	52,920	52,920	
42630	Professional Liability	26,560	25,200	24,786	26,460	26,460	
44080	Safety Committee	1,524	3,000	388	5,000	5,000	
		111,440	121,440	111,349	129,362	129,362	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1210 – MUNICIPAL INSURANCES

Estimates for the town's property and casualty insurance policies reflect anticipated increases in insurance rates, the effect of claims history, and adjustments to cover changes in property values and additions to the town's fleet over the last year.

ACCOUNT DETAIL

42610	Insurance for all municipal vehicles, owned and leased	\$ 44,982
42620	Property and general liability Boiler Coverage Umbrella Policy	\$ 52,920
42630	Professional liability [Fire/Rescue & Employee Liability included in General Liability policy) Public Officials Liability Police Liability Bonds	\$ 26,460
44080	Funding for safety committee and training materials.	\$ 5,000

The Town has a responsibility to provide a safe and healthy workplace for its employees. This fund will provide for compliance in ergonomics, chemical safety, training and training materials, personal protective equipment, etc. This also allows for participation in the MMA grant program by funding the Town's contribution.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

1220 – EMPLOYEE BENEFITS

MISSION:

The purpose of this budget division is to provide and account for expenses related to mandatory and discretionary employee benefits.

SUCCESS:

Providing required and discretionary employee benefits in a competitive and cost-effective manner.

MEASUREMENT:

The town conducts periodic surveys of wages and benefits, and seeks to maintain comparability of benefit programs while keeping its pay ranges in a range of 95% to 110% of the average of other communities considered within the "market" area for a given position or positions.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1220 - EMPLOYEE BENEFITS

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41060	Social Security	447,029	449,942	317,753	523,794	473,707	
41070	Health & Dental	724,681	753,600	510,375	820,000	786,390	
41080	Deferred Compensation	117,351	122,000	89,967	138,000	138,000	
41090	Tuition Reimbursement	308	5,000	-	5,000	5,000	
41110	Classification Plan		-	-	-	-	
41120	MPERS Contributions	140,823	156,000	103,949	180,000	177,000	
41140	Income Protection	7,041	6,400	2,803	6,800	6,800	
41150	Long Term Disability	6,800	6,800	4,810	7,500	7,500	
42600	Workers Compensation	235,665	247,000	158,670	327,550	259,827	
42650	Unemployment Compensation		5,000	4,495	5,000	5,000	
		1,679,698	1,751,742	1,192,820	2,013,644	1,859,224	-

TOWN of WINDHAM
 FY 2015-2016 MUNICIPAL BUDGET

1220 – EMPLOYEE BENEFITS

ACCOUNT DETAIL

41060 The Town pays FICA (6.2%) and Medicare (1.45%) payroll taxes on wages and the employer's matching contribution to employees' retirement accounts. Actual funding is usually less than the budget due to vacancies which occur throughout the year. FICA and Medicare expense for Recreation Programs, a self-funded program, is included in that budget (account 5111).

41070 All employees are insured under the PPO-500 plan with Maine Municipal Employees Health Trust (MMEHT). This plan combines deductibles and coinsurance with a health reimbursement account (HRA) funded by the Town to manage overall costs. The budget provides for a 5% premium increase in calendar 2016, which will affect the last six months of the budget year.

Health & dental insurance	\$ 774,680
HRA funding	37,800
Third party administrator	<u>7,520</u>
Total	<u>\$ 820,000</u>

41080 Town matching contributions of up to 6% of regular pay for participants in the ICMA Retirement Corporation or MaineSTART deferred compensation plans.

41120 Maine Public Employees Retirement System employer contributions for members of the police and professional firefighters unions as required by contract, 7.6% of gross pay for police and 11.4% of gross pay for the firefighters.

41140 Town share of short term disability insurance required in the police contract.

41150 Town cost of long term disability insurance plan required in the police contract.

42600 Worker's compensation expense insurance premiums. Premiums for Receptions Programs are carried in account 5111. Claims experience continues to improve due to risk management and loss control efforts; however, this premium is driven not only by claims experience, but by audited payroll records. This includes a projected 3% increase over FY15.

42650 Unemployment benefits as assessed by the State of Maine. The town is a "direct pay" employer and does not carry unemployment compensation insurance.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1230 – BANKING & INVESTMENT SERVICES

This account has been incorporated into the Town Manager's Office (budget account 1120) for fiscal 2016.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

1230 - BANKING & INVESTMENT SERVICES

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
42030	Professional Services	246	375	119	375	-	
		246	375	119	375	-	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2110 – PUBLIC WORKS ADMINISTRATION

MISSION:

To maintain and improve the town's infrastructure entrusted to the department's care – its roads, sidewalks, drainage systems, buildings, grounds, cemeteries, vehicles and equipment (including police and town office, but not fire-rescue) fleet required to do the work. The department is responsible for contracted services such as paving, traffic signals, road striping, solid waste, catch basin cleaning, tree work, HVAC systems, and contract snow plowing. While not a complete list, public works provides the following:

- Summer and/or winter maintenance services on 128± miles of public ways and public easements, with another 24 miles of contracted roads for winter maintenance. Cleaning and maintenance of 837 catch basins, and man holes, culverts, and drainage ways, 4.5 miles of sidewalk clearing in the winter and 14.8 total miles of sidewalks maintained.
- Maintenance and repair of 9 municipal buildings and grounds, and 26 cemeteries.
- Maintenance of more than 50 vehicles and pieces of heavy equipment and numerous other pieces of mobile and small power equipment.
- Performing special tasks such as providing pick-up and delivery of food for the food pantry, moving furniture and equipment, preparing for parades and other events, and assisting in response and recovery in the event of a disaster or any other duties as needed.

To accomplish its mission the department is organized into four main parts, the administrative offices and three divisions – Highway Maintenance, Vehicle Maintenance, and Buildings & Grounds Maintenance.

SUCCESS:

Highway Maintenance

- Complete ditching, culvert replacement or other drainage needs on roads that are being prepared for paving to be able to use the budgeted amount of road improvement money in the fiscal year.
- Completion of annual spring street sweeping after the winter season. Maintenance sweeping as needed.
- Winter maintenance results in collector roads and arterials bare of snow and ice within one day after a winter storm.

Fleet Maintenance

- Keeping all vehicles and equipment in good repair (safe and operable) to prevent lost time due to avoidable breakdowns.
- Scheduling annual maintenance and major services to seasonal needs.

Buildings & Grounds Maintenance

- Assist with and deliver food for the food pantry to insure there is adequate food stocks for the clients
- Completing the renovations and repairs of the town offices.
- Completing the renovations on Human Services Building.
- Upgraded all lighting to energy efficient lights.

MEASUREMENT:

Indicators of the degree of success in achieving the mission of the department, through its divisions, are discussed in the divisions' respective notes.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2110 – PUBLIC WORKS ADMINISTRATION

ADMINISTRATIVE MISSION:

- To oversee and provide support to all divisions of the Public Works Department
- Staff works with other departments, the Town Manager's Office, Town Council, and Residents
- Reviews subdivision plans
- Participate in regional bids, put out RFPs for equipment and other needs, secure and review bids and pricing for equipment and materials
- Attend meetings, maintain records, write reports, keep up with new rules, regulations and procedures
- Ensure compliance with DEP stormwater five year permit, provide and schedule training for employees
- Prepares the departmental budget,
- Interact with vendors to insure new equipment meets the department needs
- Handle public inquiries and calls for service
- Meet with engineers on town or private projects
- Complete and submit departmental payroll and accounts payable.

SUCCESS

- Provide necessary training and equipment for a safe work environment to insure compliance with state and federal regulations and raise awareness and reduce injury
- Provide appropriate reports to the manager and council
- Maintain records and job costs for future reference (storm reports, MPI projects etc.)

MEASUREMENT:

Provide all PPE and relevant training to employees to help prevent injuries and increase crew awareness of safety.
Respond to resident inquiries by the conclusion of the following business day.
Provide reports and information as requested from other depts. or council

MISSION GAPS:

These following facility-related issues and deficiencies, identified in the SMRT facilities master plan and elsewhere, have direct adverse effects on the department's ability to accomplish its mission:

- Office space, plan room, private meeting/conference room, storage area .
- Main entrance security gate that will close automatically after business hours reducing unauthorized access to the facility. The current manual gate is left open frequently.
- New fueling station to replace the two above ground tanks (3,000 gallons diesel and 2,000 gallons gasoline the appropriate vehicle. The current fueling station tanks are only protected by concrete barricades. This leaves them vulnerable to being punctured, potentially resulting in a serious spill and threatening the Pleasant and Presumscott Rivers. The small size of the tanks requires more frequent deliveries and limits opportunities for bulk discounts.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

2110 - PUBLIC WORKS ADMINISTRATION

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	120,473	122,429	80,940	127,609	127,609	
42030	Professional Services	17,855	22,400	21,753	28,000	28,000	
42060	Telephone	3,501	4,200	2,812	4,200	4,200	
42070	Advertising	171	500	98	500	500	
42080	Postage	76	256	59	256	256	
42090	Training/Conferences	1,601	2,000	972	2,000	2,000	
42100	Travel/Meals	1,756	1,500	1,556	1,500	1,500	
42110	Memberships	249	200	254	250	250	
42210	Electrical Equipment Maintenance	916	2,500	1,793	4,300	4,300	
43010	Supplies & Materials	2,649	2,500	2,369	2,500	2,500	
43030	Books, Maps & Publications		250	0	250	250	
43220	Other Equipment						
		149,248	158,735	112,605	171,365	171,365	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2110 – PUBLIC WORKS ADMINISTRATION

ACCOUNT DETAIL

- 41010 Annual salaries and wages for positions as authorized:
- Director (1.0 FTE)
 - Administrative Assistant (1.0 FTE)
- Total current authorized positions (2.0 FTE)
- 42030 Professional Services includes Interlocal Storm Water Group dues, Cumberland County Soil and Water District for NPDES stormwater compliance, DOT-required annual and pre-employment drug and alcohol testing, pre-employment physical exams, reimbursement for CDL licenses, and other miscellaneous professional services. **Increase due to stormwater compliance requirements in the towns five year permit.** Overall area increased from 3.9 square miles to 15.1 square miles. Belonging to dig safe. Yearly subscription to MyGov asset management software. Increases due to continual stormwater compliance with ever increasing permit requirements.
- 42060 Telephone and data lines, cellular phones for the whole department.
- 42070 Advertising for position vacancies, public awareness efforts, and bids or RFPs
- 42080 Postage
- 42090 Conferences and training including Maine Local Road training programs, APWA annual conference and regional conferences for the director, and other management or training programs.
- 42100 Expenses related to training, conferences, or attendance at meetings and other functions.
- 42110 Membership dues for American Public Works Association, Maine Better Roads, APWA Subscriptions, Fleet Card
- 42210 Maintenance of 2-way radios, photocopier, and telephones, and radio replacement as most mobile units are out of production, making parts increasingly hard to find. Increase due to RCM servicing all public works 2-way radios. This is something that should be done periodically to insure that they are working correctly.
- 43010 Fax machine cartridges, office and other miscellaneous supplies.
- 43030 Books, maps, and publications as needed.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2120 – ROAD MAINTENANCE

This budget division accounts for the highway maintenance crew and most of its supplies, materials and other expenses related to year-round general road maintenance, including routine maintenance, non-winter emergency call-ins, and all winter storm operations. This account includes contracted services such as liquid calcium chloride for dust control on the town's gravel roads (two applications per year), asphalt crack sealing for town roads (to prevent water from getting into the cracks in the pavement and causing premature deterioration), and specialized equipment rental for highway maintenance activities. This account is also used for work-related clothing, all safety equipment for the highway crew, mandatory and voluntary training, and some small tools and equipment.

MISSION:

To maintain and improve the town's public infrastructure.

SUCCESS:

To complete the work required by regulations and to maintain the town's infrastructure including, but not limited to:

- Spring sweeping of 52.32 centerline miles of roads and all sidewalks is completed annually by July 1st
- Road preparation and drainage work completed on all roads before paving within the existing budget.
- Grading of 6.5 miles of gravel roads as needed (some as much as once or twice a month)
- Dust control applied to 2.5 miles of gravel road, spring and fall.
- Maintain signage on Town roads and upgrades per MUTCD when replacements are installed.
- Culvert failures are repaired.
- Catch basins are cleaned annually.
- Storm water permit compliance. More regulations in the town's permit and a more of the town's area covered by the regulations require more crew hours every year. Estimates are that catch basin cleaning inspections, dry weather outfall inspections, stenciling and location painting of basins would require the equivalent of one crew member spending between 2 and 3 months during the summer to ensure compliance.
- Storm water structure maintenance should be done but is not required by the permit. Cleaning sediment and debris from outfalls that are partially filled but still functioning and erosion stabilization is done on an as-needed basis to keep the drainage functioning. The department does no preventive maintenance.
- Annual mowing of approximately 180 miles of roadsides. On average, the department expects to complete 30%; in 2014, 45% were mowed over 338 hours. Having a seasonal crew member for the summer and fall to use as a truck driver allowed the department to mow more without compromising other work.
- Approximately 15 miles of maintenance ditching should be done annually, with all ditches (about 180 miles) maintained at least every 12 years. The department expects to clean and restore approximately 5 miles of ditches per year, or about 33%, including those done on roads the department prepares for paving.
- Repair and replacement of 15 of the town's 835 catch basins and drainage structures over a useful life ranging from 40 to 70 years. The department expects to be able to repair or replace about 5 per year, or 33% of what should be done.
- Business and South Windham Village districts swept weekly or as needed
- Proactive tree removal or trimming town-wide. Currently, the department has no program of regular tree trimming or removal, and is strictly reactive.

MEASUREMENT:

Roadsides are mowed to increase sight distance, improving driver reaction time to hazards approaching the traveled way from the road side. Regular mowing also limits the growth of woody vegetation, reducing time-consuming and more costly cut-and-chip operations with a crew, chainsaws, chippers, and trucks. Mowing all roadsides annually reduces wear and tear on the mower and, since it makes mowing easier, mowing could be completed more quickly. Mowing roadsides annually is best for public safety and service efficiency.

For the last four years the department has tracked the miles of roadsides mowed and time spent mowing. The average rate of roadside mowing was just under a quarter mile per hour. The 180 miles of roadside would require about 756 hours per year to mow them all. Through 2013, 200 to 240 man-hours per year resulted in 49 to 55 miles mowed. In 2014 this increased to 338 man-hours and total miles mowed to 88 by adding a seasonal crew member, freeing up other personnel assigned to mowing.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2120 – ROAD MAINTENANCE

- Assign a crew member to route now being plowed by a mechanic. This would allow the mechanic to stay in the garage and be able to repair equipment without leaving the plow route to be picked up by other drivers (further lengthening the time it takes to plow affected routes). This option would not require additional equipment, but it could help maintain (though not increase) the level of service.

Two more positions would bring staffing in the highway division back to where it was in 2009 by restoring a position that was cut, and adding one. Over the next five to seven years the town should gradually increase the size of the department to meet its ever growing responsibilities and stated mission.

Comparing winter maintenance costs.

Winter maintenance is expensive, especially when everything is added up. But when it is broken down on a per assessed property basis to make it more comparable to the cost of having driveways or parking lots plowed, it begins to look much more economical,

Over the winter of 2011-12, the cost per assessed property to perform winter maintenance on the roads was \$34.93 for 17 events and 54.5 inches of snow. For 2012-13, the cost per assessed property to perform winter maintenance on the roads was \$43.60, with 17 events and 107 inches of snow, and in 2013-14 the cost per assessed property to perform winter maintenance on the roads was \$55.20, with 26 events and 96 inches of snow.

There are many factors that can drive the cost for the season (equipment, chemicals, fuel, repairs, time and duration of the event and type, snow, ice, rain or a combination of some or all) This averages out to \$44.57 per assessed property for the last three winters (not including 2014-2015). Adding the cost of contract plowing price to these figures increases the cost per assessed property by an average of \$10.44 over the three year contract period, for a total of about \$55 per property. How does this compare to the costs property owners pay for plowing driveways and parking lots for the winter?

Looking at the costs this way also leads to the question, "Is this the level of service we want or should we be working shorten our routes and clear sidewalks in a timelier manner?" Contracting more could help do at least some of that. Adding staff and equipment also would help accomplish that and provide more manpower and flexibility, not just in the winter but potentially year-round.

Two or three crews of four to five people on the roads in the spring, summer, and fall months doing maintenance and construction would allow public works to do much more of the necessary work maintaining the town's critical public infrastructure. It could also provide more flexibility to work on other projects that are beyond the scope of public works now.

Add catch basin grit disposal.

Catch basin grit disposal has been added to the budget. The town had a beneficial reuse license from the DEP for expansion of Arlington cemetery but can no longer fill there as we are at the limits of the wet lands. The town did explore getting a new beneficial reuse license for Smith cemetery but were denied. The DEP considers the grit as special waste and must either have a beneficial reuse or dispose of it at a licensed facility.

Add staff engineer position.

Another need is for engineering to conduct the town's "third-party" review on subdivisions or commercial development when needed, inspect new development to insure that the projects are being built to the approved plans, help updating ordinances on roads, engineering on construction of roads and drainage work done by public works, work with the mandated storm water regulations, and work with the town planner. A staff engineer could be partially funded through fees now paid by developers to a consultant and reduction in avoided cost for outside engineering services, and would provide more flexibility, oversight, and engineering perspective on town projects. This position is not included in the budget.

Replace mailboxes to reduce risk of winter damage.

Every year the department assists property owners with replacing mailboxes damaged during winter operations. Budgeting for new hanging or swinging mailbox posts and mailboxes when rebuilding or substantially repaving roads would reduce the

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2120 – ROAD MAINTENANCE

risk of plow damage in the winter, reduce residents' frustration and inconvenience, improve public relations, and reduce the amount of time the department spends on mailbox complaints. The approximate cost is \$100 per mailbox and is not included in the budget.

Share a catch basin cleaning truck with Gorham.

The town spends approximately \$24,000 annually on catch basin cleaning. As the town grows more roads are being built, often with more basins to clean, which will increase costs every year. The towns of Windham and Gorham explored the joint purchase of a catch basin cleaning truck. By working together each town could save \$60,000 to \$100,000 over ten years. Capital costs would be higher initially, but would be offset by reductions in the operating budget over time. Having a shared truck would allow each town the flexibility of doing more work in a timely manner, the ability to flush plugged culverts instead of replacing them, and cleaning pipes between catch basins that filling up, as identified by the town's storm water mapping efforts. This would improve compliance with storm water rules and save on replacement piping, which is a major expense. Contract pipe cleaning costs \$125 to \$150 per hour.

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2120 - ROAD MAINTENANCE

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	431,149	438,657	285,666	508,770	441,086	
41020	Overtime Compensation	74,045	57,834	57,790	59,280	58,155	
41030	Part-Time Compensation	457		11,275	-	-	
42090	Training/Conferences	636	500	54	500	500	
42260	Contracted Services	68,386	60,380	43,462	71,200	71,200	
43050	Clothing, Safety Equipment	8,700	9,025	4,164	9,125	9,125	
43180	Minor Equipment & Tools	2,238	2,000	2,092	2,000	2,000	
43220	Other Equipment	300	3,000	-	3,000	3,000	
44100	Road Maintenance Materials	53,577	55,000	26,855	55,000	55,000	
		<u>639,488</u>	<u>626,396</u>	<u>431,359</u>	<u>708,875</u>	<u>640,066</u>	<u>-</u>

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2120 – ROAD MAINTENANCE

ACCOUNT DETAIL

- 41010 Annual salaries and wages for positions as authorized:
- Highway Maintenance Supervisor (1.0 FTE)
 - Truck Drivers (7.0 FTE)
 - Equipment Operator (3.0 FTE)
- 52 weeks of on-call coverage @ \$50/week
- Total authorized FTE count: 11.0
- This budget includes the proposed positions of two truck drivers (2.0 FTE)
- 41020 Overtime for winter operations and emergency call-ins,
- 42090 Training/Conferences for highway crew employees
- 42260 Contracted services including catch basin cleaning, **increase for catch basin grit disposal at a licensed facility**, liquid calcium chloride for dust control, tree work, and crack sealing.
- 43050 Uniforms, safety boots and personal protection equipment such as hard hats, gloves, vests, eye protection, hearing protection, respiratory protection, and rain gear.
- 43180 Replacement of hand tools, rakes, shovels, cut off saw blades, brooms, etc.
- 43220 Small power equipment
- 44100 Materials for road repair such as special cold mix for potholes, rip-rap for stabilizing ditches, stone, gravel, loam, catch basins, culverts, hot mix asphalt for hand paving, erosion control, etc.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2130 - TRAFFIC SAFETY

This section of the public works budget consists of contracted services. It is for traffic and pedestrian safety. It includes replacement and repair of guard rails, traffic signal, signs, and road paint, and electricity for lights and signals

- Road striping is to delineate traffic lanes for vehicle and pedestrian safety.
- Guard rails are replaced or repaired for traffic safety due to steep inclines or other safety issues.
- Traffic signal maintenance for proper traffic flow
- Replacement of damaged or stolen signs. The town follows the current Manual for Uniform Traffic Control Devices (MUTCD) standards in letter size and retro reflectivity for better visibility at night for a population has gotten older.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

2130 - TRAFFIC SAFETY/DRAINAGE

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42190	Contracted Services	52,187	38,000	-	50,500	38,000	
42210	Electrical Equipment Maintenance	5,162	8,500	9,113	10,000	10,000	
42220	Electricity	65,058	58,000	41,222	65,000	65,000	
43270	Traffic Signs	6,624	8,750	9,947	10,000	10,000	
		129,031	113,250	60,282	135,500	123,000	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2130 - TRAFFIC SAFETY

ACCOUNT DETAIL

- 42190 Contracted services including road striping (49 miles) and pavement marking program, and guard rail replacement.
Increase for fall striping of the North Windham Corridor.
- 42210 Traffic signal maintenance (9 signals and 4 flashing) **Increase for inflation and older signals**
- 42220 Street lights and traffic signals. **Increase to reflect actual 2014 cost**
- 43270 Sign replacement and new sign purchases. Replacement signs are required to be retro-reflective by the Manual on Uniform Traffic Control Devices (MUTCD) to improve visibility. **Increase due to additional cost of signs to meet MUTCD**

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2150 – SNOW REMOVAL

This section of the public works budget accounts for most winter maintenance expenses on approximately 150 centerline miles of road, including, chemicals and abrasives that are applied to roads, contract plowing of approximately 24 miles of public easements, hardware and repair parts for snow and ice control.

MISSION:

The mission of winter maintenance services is to maintain the roads during winter weather events as safe as possible for the traveling public. Maine Revised Statutes defines this as passable or reasonably usable by motor vehicles. Clear sidewalks of snow and ice, maintain drainage to decrease the chances of flooding during winter rains or spring thaws.

SUCCESS:

Definitions of success at winter maintenance, snow removal in particular, include clearing roads and sidewalks (North Windham business corridor, Central around the school campus area's, and South Windham village area) of snow and ice within twenty four hours after a storm (not including times when there are back-to-back storms or extreme temperatures). Keeping drainage open and functional, keeping snow banks pushed back to make room for additional accumulation.

MEASUREMENT:

Measures of success in winter maintenance:

- Collector roads and arterials are free of snow and ice within the traveled way within one day after a storm ends 95% of the time.
- Snow banks are pushed back to make room for additional accumulation.
- Sidewalks on Windham Center Road and Route 202 adjacent to the school campus are cleared of snow within one normal working day (Monday through Friday) after a storm 95% of the time. Windham Center sidewalks are a priority due to the number of school children in this area.

North and South Windham sidewalks will continue to be serviced on a "best effort" basis after roads are cleared, snow banks are pushed back/shelved, and drainage is cleared. This is one area where additional manpower would increase service capacity and outcomes.

MISSION GAP:

Additional manpower could be dedicated to sidewalk snow removal, addressing a perennial service and safety issue. With continued commercial development in North Windham sidewalks should be cleared as soon as possible after a snow storm to allow for safe pedestrian movement. Depending on how long the crew has already been out, it is not always possible to put someone on this detail right away. There is also a need to clear the sidewalks on Windham Center Road and Route 202 by the School complex and in South Windham village for pedestrians along the Route 202 corridor.

Adding to the highway crew would allow for other options and opportunities as addressed in account 2120.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

2150 - SNOW REMOVAL

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	100		100			
42170	Snowplowing Contracts	84,665	101,062	93,671	105,632	105,632	
43250	Vehicle Maintenance Parts	36,159	37,290	37,703	40,000	40,000	
43320	Chemicals	222,217	188,963	209,944	206,700	206,700	
44100	Road Maintenance Materials	36,694	30,000	34,651	33,000	33,000	
		<u>379,835</u>	<u>357,315</u>	<u>376,069</u>	<u>385,332</u>	<u>385,332</u>	<u>-</u>

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2150 – SNOW REMOVAL

ACCOUNT DETAIL

- 42170 Snowplowing contract for 24.72 miles of public roads and public easements.
Rental for a loader during the winter months. Mid November thru March
Increase due to plowing contract and loader rental increased cost

- 43250 Parts, such as plow cutting edges, sander chains and other parts, wing push arms and other parts, sander controls, calcium pumps, and other miscellaneous parts for snow removal equipment. **Increase for inflation**

- 43320 Chemicals (road salt and liquid calcium chloride)
Increase salt and calcium cost 10% projected by Morton Salt and Paris Farmer Union

- 44100 Winter sand
Increase for inflation and having the vendor hauling sand in during the winter at a higher cost

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2210 – BUILDING MAINTENANCE

MISSION:

The mission of the Buildings & Grounds Maintenance Division of the Public Works Department (accounts 2210 and 2220, respectively) is to maintain and improve the town's nine buildings, and grounds including the town's twenty-six cemeteries.

Building Maintenance is responsible for maintenance and repair of nine municipal buildings totaling 70,000 square feet including custodial services, repairs, contracted services for inspection and repair of elevator systems, heating systems, cooling systems, lifts and cranes. Grounds Maintenance, part of the same division, is responsible for coordinating all burials in the eight active cemeteries and maintaining records for the twenty-six cemeteries. Buildings and Grounds is also responsible for winter plowing of all municipal parking lots, and emergency building repairs on nights and weekends.

SUCCESS:

To complete the work required by regulation and to maintain the town's buildings.

- Interior painting in all the buildings done on a rotating basis of once every five years.
- Exterior painting of all buildings once every ten years
- All hard floors should be striped and refinished annually
- All carpeted floors should be shampooed quarterly
- State regulated inspections are done quarterly or annually
- Heating and cooling systems maintained.
- Non-scheduled repairs
- Monthly building inspections for safety compliance and maintenance scheduling
- Writing and issuing RFP's for contracted work
- Issuing contracts for capitol improvements

To accomplish its mission and be successful Buildings & Grounds Maintenance should be able to keep up with maintenance of all town buildings and grounds, keeping them all in good repair and not falling behind on cleaning, painting, mowing, trimming, etc., while also coordinating projects to do major repairs and improvements.

MEASUREMENT:

Success in building maintenance is defined by:

- Stripping and waxing all vinyl floors in all buildings once per year.
- Washing carpeted quarterly, contract cleaning on all carpets once per year, spot cleaning rooms, and areas as needed by visual inspection.
- Painting interior walls when and where needed by visual inspection
- Complying with all state safety regulations

MISSION GAP:

Adding maintenance staff.

This budget includes increasing the staff by one full time maintenance position that will allow the department to increase the routine maintenance that is now deferred for lack of manpower. This will allow for some night maintenance work (floor maintenance, or painting) that cannot be done during the day, and allowing the department to get closer to the stated mission, can also cover for custodians when one is out on vacation. This will also allow the supervisor to concentrate on larger projects and capital improvements important to maintaining and improving the town's buildings, and will free the supervisor from plowing during winter events.

This budget also includes increasing cemetery seasonal help to improve mowing and other maintenance.

The two Building and Grounds maintenance workers plow roads with the highway crew during winter weather events.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

2210 - BUILDING MAINTENANCE

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	226,533	232,989	150,321	270,986	237,560	
41020	Overtime Compensation	12,289	13,212	11,822	13,212	13,212	
41030	Part-time Compensation	5,452	12,000	4,848	24,000	12,000	
42090	Training/Conferences	147	300	-	300	300	
42120	Rentals	839	1,200	-	1,200	1,200	
42150	Refuse Pickup	12,675	13,000	6,898	13,000	13,000	
42220	Electricity	77,511	75,000	44,390	75,000	75,000	
42230	Water Supply	4,606	3,000	2,423	3,000	3,000	
42250	Building Maintenance Services	58,100	59,000	51,581	59,000	59,000	
43050	Clothing, Safety Equipment	1,581	2,800	1,098	2,800	2,800	
43170	Heating Fuel	66,651	64,435	50,639	64,435	64,435	
43190	Building Maintenance Materials	25,346	30,000	16,282	30,000	30,000	
43210	Electronic Equipment	3,776	5,000	2,208	5,000	5,000	
43220	Other Equipment	2,217	2,050	1,817	2,050	2,050	
		<u>497,723</u>	<u>513,986</u>	<u>344,328</u>	<u>563,983</u>	<u>518,557</u>	<u>-</u>

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2210 – BUILDING MAINTENANCE

ACCOUNT DETAIL

- 41010 Annual salaries and wages for positions as authorized:
 - Building & Grounds Supervisor (1.0 FTE)
 - Building & Grounds Maintenance Worker (2.0 FTE)
 - Full Time Custodians (3.0 FTE)

 - 52 weeks of on call coverage @ \$50/week

 - Total current authorized positions (6.0 FTE)

 - This budget includes a proposed position of a building maintenance person (1.0 FTE)
- 41020 Overtime for emergency call-outs on nights and weekends and plowing for winter operations.
- 41030 Wages for cemetery maintenance seasonal help. **(Increased due to additional seasonal position of 925 hours)**
- 42090 Training for Buildings & Grounds crew
- 42120 Rentals (lifts and other specialized equipment)
- 42150 Trash and recycling pick-up
- 42220 Electricity for all municipal buildings
- 42230 Water supply for all municipal buildings
- 42250 Building maintenance services, such as electrical repairs, elevators, generators, heating/air conditioning, plumbing repairs, security monitoring and alarms, septic disposal and system maintenance, crane inspection, and fueling station inspection at Public Works, and other miscellaneous services.
- 43050 Uniforms, safety boots, and personal protective gear increase for new building maintenance personal
- 43170 Heating fuels (#2 oil 11,500 gallons, propane 3,500 gallons, and natural gas 18,000 therms)
- 43190 Building maintenance materials (cleaning supplies, paper products, paint, chemicals, and tools) increase due to new personal
- 43210 Electrical supplies, batteries and light bulbs for all facilities, as well as proper disposal for florescent lights and electronics, which has resulted in the increase
- 43220 Other equipment and appliances such as vacuum cleaners, A/C units, etc.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2220 – GROUNDS MAINTENANCE

MISSION:

This division maintains twenty-six cemeteries and the grounds at all nine municipal buildings totaling approximately 28 acres. This includes spring and fall raking and cleaning, mowing, loaming and reseeding burial sites, and some contracted landscaping at the library and public safety buildings. Pick up donated or purchased food for Human Services.

SUCCESS:

Grass should be cut and neat around buildings and cemeteries (required for veterans' graves) at a height of 2" to 4".

MEASUREMENT:

Grass will be mowed and trimmed at a height of 2" to 4" in cemeteries and municipal grounds 60% of the time. Verification by pre mowing visual, and actual measurements, when scheduled for mowing. Scheduling determined by institutional knowledge, activity, and usage.

MISSION GAP:

The part time compensation line 2210-41030 includes 925 hours of additional seasonal help. This position will increase the division's ability to accomplish its mission.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

2220 - GROUNDS MAINTENANCE

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42230	Water Supply		300	-	300	300	
42260	Contracted Services	3,952	12,000	479	6,000	6,000	
43050	Safety Equipment	434	400	29	400	400	
43180	Minor Equipment & Tools			-			
43220	Other Equipment	207	2,400	1,356	2,400	2,400	
43250	Equipment Maintenance	2,340	2,500	2,134	2,500	2,500	
43310	Maintenance Materials	1,278	1,500	1,013	200	200	
		8,212	19,100	5,010	11,800	11,800	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2220 – GROUNDS MAINTENANCE

ACCOUNT DETAIL

- 42230 Water supply (summer water service at 2 cemeteries)
- 42260 Contracted services such as tree removal, grave stone repair and cleaning, and landscaping services at public safety and library (**Decrease due to town office trees being taken down out of last years budget**)
- 43050 Safety equipment such as eye protection, hearing protection, gloves, respiratory protection, etc.
- 43220 Other equipment (replacement of weed trimmers, push mowers, hand tools, etc.)
- 43250 Equipment maintenance
- 43310 Grounds maintenance materials such as signs, loam, seed, mulch, and miscellaneous supplies (**Increase due to cost increase and more garden maintenance**)

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2510 – PUBLIC WORKS VEHICLE MAINTENANCE

MISSION:

The Vehicle Maintenance division's mission is to maintain vehicles and equipment used by Public Works, Police Department, Recreation Department and the Town Office in safe and efficient operation.

This division of the public works budget is used to account for compensation of the mechanics and maintenance on 56 vehicles, heavy equipment, plowing equipment, and all small power tools and equipment. Diesel fuel, gasoline, all petroleum products and other fluids, tires for all vehicles and equipment, outside contracted repairs, and maintenance materials are all included in this budget. Vehicle maintenance expenses for the Police Department appear in account 3210.

One mechanic has a full time plow route and at times is not immediately available during storms for breakdowns due to plowing the route which can delay repair time or may be delayed in getting back to the plow route due to working on a piece of equipment.

SUCCESS:

One of the necessary components of keeping vehicles, heavy equipment, and other mobile and small equipment in safe and efficient operation is to keep up with preventive maintenance.

Keeping on schedule for preventive maintenance and services on all vehicles and equipment.

MEASUREMENT:

Completion of scheduled preventive maintenance on time (at the stated mileage or hours) is one indicator of success.

- Vehicle maintenance completes 95% of scheduled preventive maintenance on time. The goal is to maintain or improve that rate, though there are times (especially in the winter) when breakdowns and winter storms interfere with a scheduled service. This is tracked through work order data.
- Keep the trucks and equipment repaired and on the road for winter storms. Complete 100% of the time.
- Spring time annual maintenance and repair on all plowing and sanding equipment.

Some other indicators of the kind of efforts by vehicle maintenance to improve efficiencies and fleet reliability include organizing and rescheduling maintenance tasks by seasons and use. Vehicle maintenance has also begun using an oil analysis program to reduce services on the large trucks and equipment.

MISSION GAP:

This budget includes adding one mechanic. This position will help to keep up with emergency repairs especially during the winter months when the fleet has to be ready for all winter weather events. This position will also allow for a more comprehensive preventive maintenance program, and allowing for some repairs and pre season work on equipment in advance.

~~This would also allow for cruiser set-up that is now sent out to a vendor. This would save approximately \$1600 per cruiser in outside labor. This would also be a benefit when servicing or repairing cruisers as the mechanics would know how they were set up saving man hours in figuring out where and how wires or cables are run.~~

The proposed position will help the fleet maintenance division meet its goals for preventive and emergency repairs. Town wide the overall fleet has increased in size which has increased the work load of the mechanics. This will also allow for coverage of vacation or sick time to keep two mechanics in the shop at all times. This would also bring fleet maintenance staffing back to where it was four years ago.

Facilities deficiencies:

- Garage and storage space for maintenance of vehicles.
- Garage space to be able to work on off season vehicles and equipment.
- Heavy truck and equipment lift.

TOWN of WINDHAM

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2510 – PUBLIC WORKS VEHICLE MAINTENANCE

- Adequate parts storage room.
- Tool room, grease and oil room, tire room, to allow more room in the garage to do work and not have them stored in the garage.
- Wash bay for cleaning of equipment in the winter to allow equipment to be washed during cold weather and reduce corrosion and wear.
- Locker and shower room so mechanics can clean up and change if contaminated from spills or long duration storms.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2510 - PUBLIC WORKS VEHICLE MAINTENANCE

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	116,639	122,904	81,134	160,281	124,564	
41020	Overtime Compensation	11,694	6,860	3,057	6,860	6,860	
41030	Part-Time Compensation	-	0	107			
42090	Training/Conferences	350	1,000	918	1,000	1,000	
42100	Travel/Meals		0				
42120	Rentals	1,404	2,500	1,044	2,500	2,500	
42200	Outside Vehicle Maintenance	33,998	25,000	11,513	35,000	35,000	
42210	Electrical Equipment Maintenance		0	-			
43010	Supplies & Materials	588	400	147	400	400	
43050	Clothing, Safety Equipment	1,168	2,000	852	2,000	2,000	
43140	Gas Products	22,040	13,500	14,783	15,750	15,750	
43160	Diesel Fuel	113,818	100,000	88,261	87,500	87,500	
43180	Equipment & Tools	8,324	10,000	3,258	10,000	10,000	
43200	Petroleum Products	7,261	6,500	4,912	7,500	7,500	
43240	Tires	9,806	15,000	6,282	15,000	15,000	
43250	Vehicle Maintenance	83,463	75,000	51,622	85,000	85,000	
43290	Steel	1,213	2,000	744	2,000	2,000	
		411,768	382,664	268,634	430,791	395,074	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

2510 – PUBLIC WORKS VEHICLE MAINTENANCE

ACCOUNT DETAIL

41010 Annual salaries and wages for positions as authorized:

Vehicle Maintenance Supervisor (1.0 FTE)
Mechanic II (1.0 FTE)
Parts Manager (1.0 FTE)

On-call coverage, 52 weeks @ \$50/week

Total current authorized positions (3.0 FTE)

This budget includes the proposed position of one mechanic (1.0 FTE)

Note: 91% of this account is charged to Public Works
9% of this account is charged to Police

41020 Overtime for nights, weekends, winter storms.

42090 Technical training on computerized systems.

42120 Rentals (gas bottles and shop rags)

42200 Outside vehicle maintenance includes outside diagnostic work, paint and body work, as well as certain engine, transmission, suspension, and other work. Painting PW vehicles and equipment is part of the preventive maintenance program to prevent premature replacement due to corrosion. **Increase due to better paint and more electronic diagnostics that have to be sent to the vendor and with the new emission standards the exhaust filters need to have regular cleaning performed at the vendor.**

43010 Supplies such as work orders, printer cartridges, and other office and maintenance supplies

43050 Uniforms, safety boots, personal protective equipment

43140 Gasoline: 7,000 gallons at \$2.30/gallon **increase in quantity due to pickups on gas, not diesel**

43160 Diesel Fuel: 35,000 gallons at \$2.55/gallon

43180 Equipment and tools, replacing worn out or broken tools, new specialty tools. Software upgrades for engine analyzer, shop tools

~~43200 Petroleum products, includes motor oil, hydraulic oil, grease, and other non-petroleum fluids~~

43240 Tires, tubes, and wheels for vehicles and equipment

43250 Vehicle maintenance parts and wear items (brooms, filters, blades), fuel station repairs **increase due to inflation, electronic component cost and emission exhaust replacements or upkeep**

43290 Steel for fabrication of parts

TOWN of WINDHAM
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2910 - SOLID WASTE

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42030	Professional Services	4,790	54,234	48	56,732	56,732	
42260	Contracted Services	573,223	591,572	349,797	619,153	619,153	
42330	Tipping Fees	275,853	148,050	103,696	148,050	148,050	
		853,866	793,856	453,541	823,935	823,935	-

TOWN of WINDHAM

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2910 – SOLID WASTE

ACCOUNT DETAIL

42030	Professional Services		
	Public awareness, education, and promotion		\$ 2,000
	Bags 15 gal @ .145 cents x 172,500		25,012
	Bags 30 gal @ .238 cents x 90,000		21,420
	Landfill post-closure monitoring		4,700
	Landfill mowing		600
	<u>Recycle Bins 300 @ \$ 10.00</u>		<u>3,000</u>
	Total professional services		\$ 56,732
42260	Contracted services:		
	Miscellaneous Solid Waste Programs		
	Silver Bullets increased recycling causing more pulls this reflects actual cost	\$	15,500
	Leaf disposal from leaf and brush collection twice per year New		4,000
	Internal hazardous waste disposal (Pumping holding tanks from floor drains)		4,200
	40-yd roll off dumpster at Public Works for trash and bulky items		3,600
	<u>picked up due to illegal dumping (4 pulls @ \$900.00 each)</u>		
	Total Miscellaneous Solid Waste Programs	\$	27,300
	Contract Components		
	Solid Waste Collection & Transportation	\$	289,519
	<u>Curbside Recycling Collection & Transportation</u>	\$	<u>304,334</u>
	Total Contract Costs	\$	595,853
	Total contracted services		\$623,153
42330	Tipping fees at ecomaine		
	<u>Tipping fees 2,100 tons @ \$70.50/ton</u>		<u>\$148,050</u>
	Total tipping fees		\$148,050

*Tip fees are same as last year per ton to \$70.50 The actual average cost per ton will depend on the timing and volume of waste deliveries.

FISCAL NOTE: The Town recovers much of the cost for residential waste collection and disposal (bags, trash hauling, and tipping fees) through the sale of trash bags. The recycling portion of the curbside program is supported by taxes and other general revenues. The Town will recover some of the cost of recycle bins when sold to residents. New residents get a bin free.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

3110 – POLICE SERVICES

MISSION:

The mission of the Windham Police Department is to provide the citizens of the Town of Windham a safe, secure community in which the protection of life and property are the highest priority. The members of the Windham Police Department pledge to offer the highest quality police services by working with the residents of Windham and by maintaining a highly professional, well trained staff to accomplish the department's functions.

VISION:

To apply the principles and concepts of Community Policing in all the department does while providing the functions and services cited below.

Functions and Services Provided:

- *Accident Reporting and Investigation*
- *Animal Control*
- *Conflict Resolution*
- *Court Enforcement*
- *Crime Reporting and Investigation*
- *Crisis Intervention*
- *Critical Incident Planning, Preparation, and Management*
- *Dedicated School and Community Assignments*
- *Emergency and Non-emergency Response*
- *Traffic Law Enforcement*

In addition, the police department is responsible for the management for all the records generated by these functions. Records staff is responsible for filing arrest and investigative reports, preparing copies of reports forwarded to the court for prosecution, preparing and submitting traffic summonses and documents, fielding requests for accident report information, maintaining the department's state issued documents and informational packets and forms.

SUCCESS:

Defining success in law enforcement can be difficult. It is hard to measure the crimes and traffic violations deterred by the department's visible presence and ongoing enforcement. However, success in law enforcement is, in part, determined by the satisfaction of the public it serves, providing a prompt response to calls for service, and working toward a positive outcome within its legal authority and resources.

MEASUREMENT:

Various measures are used for police departments as a way of gauging the level of activity, or demand for service, the nature of the activity, and effectiveness. Incidents provide a measure of activity; over multiple years the number of incidents can illustrate trends, whether a department is becoming more or less busy.

Looking at the nature of the department's calls, whether they are more demanding of resources and consume more officers' time, provides more insight into the type of work the department does.

Violent and property crimes reported and cleared give some idea how effectively the department is responding to certain types of crime, though clearance rates can be misleading. Clearance rates simply report whether a crime reported has been resolved; many times a crime is not resolved in the same year it is reported. This can lead to more crimes being cleared in a year than were reported, since clearance is reported in the year it was cleared, not relating to the year it was first reported.

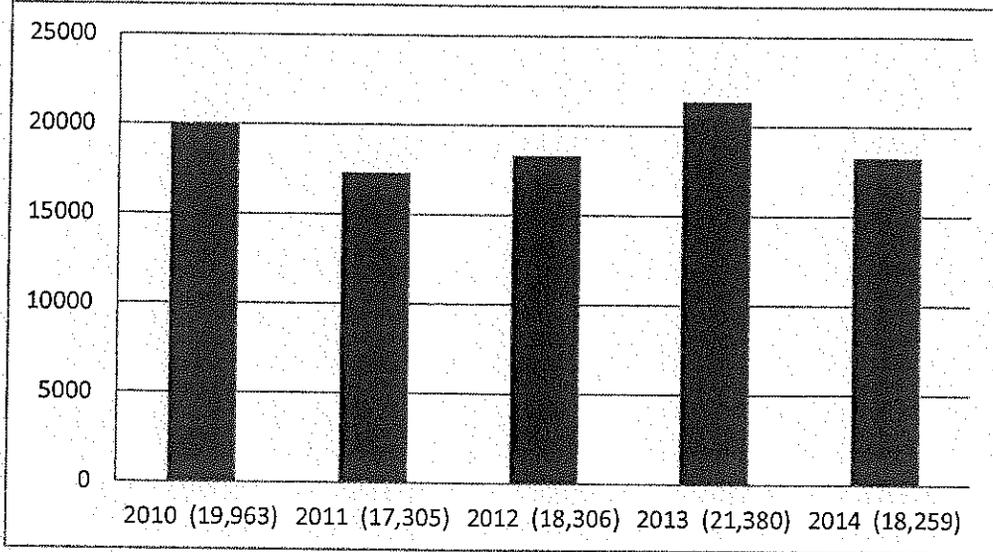
In 2014 the Windham Police Department responded to 18,259 reported incidents. These are documented calls for service received from the public, or officer initiated events such as traffic stops, property checks, and checking on suspicious situations. Incident volume has been fairly steady at or just below 20,000 for the last five years.

TOWN of WINDHAM

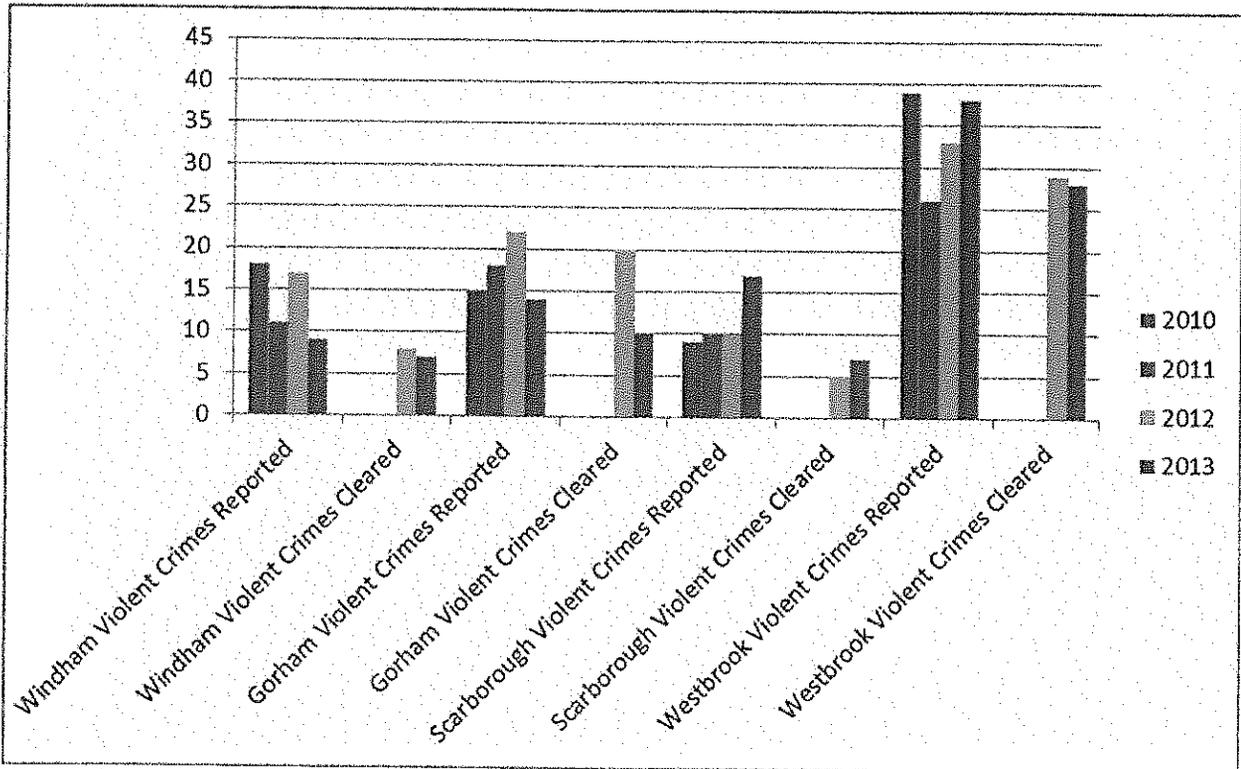
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3110 – POLICE SERVICES

Incidents, 2010-2014



Violent Crimes Reported & Cleared, 2010-2013



TOWN of WINDHAM

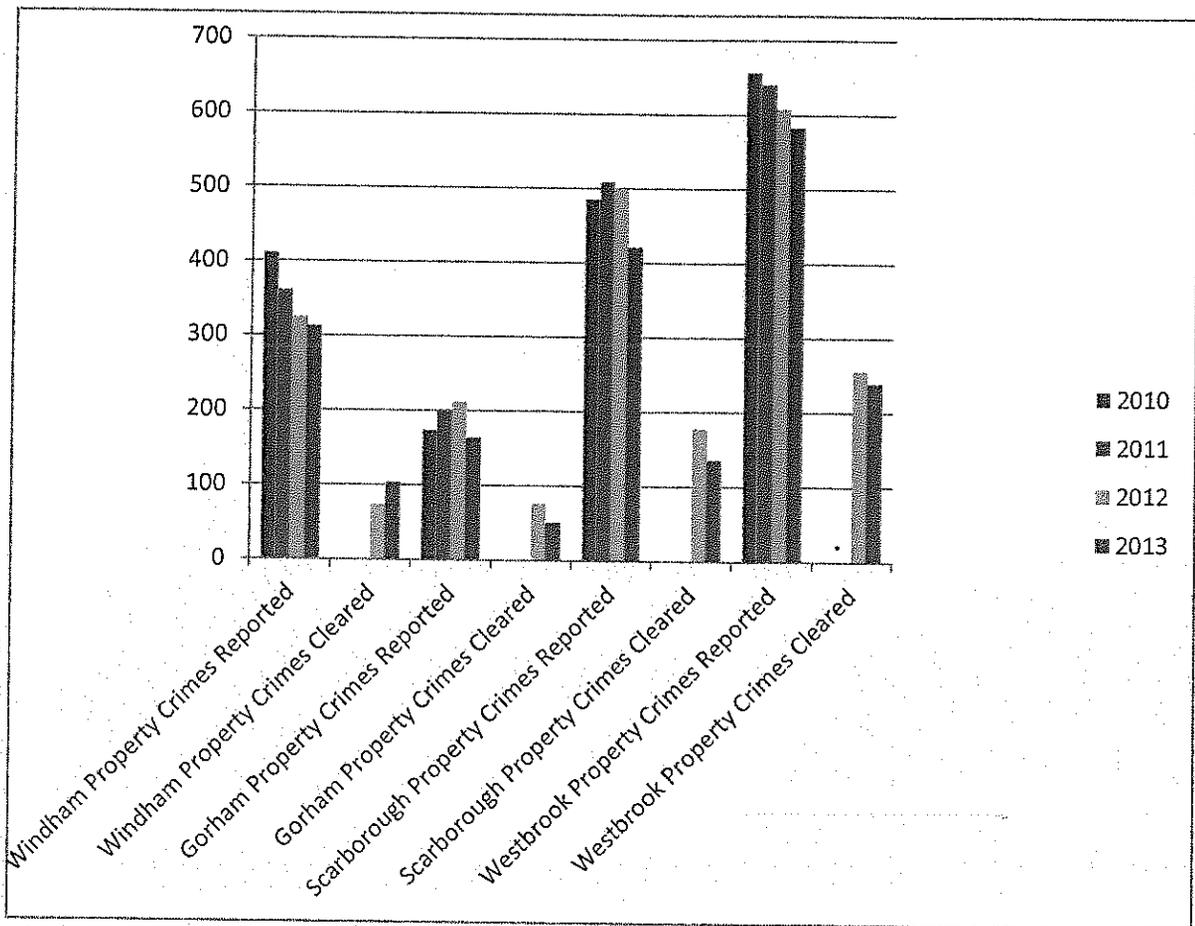
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3110 – POLICE SERVICES

Comparing crimes reported and cleared (see graphs above and below) with those of nearby communities of similar population also can be useful. The FBI's Uniform Crime Reporting (UCR) data tracks specific types of crimes, called 'index crimes.' UCR defines violent index crimes as murder/non-negligent manslaughter, rape, robbery, and aggravated assault. Property index crimes are burglary, theft, motor vehicle theft, and arson. The following data is from the most current years available:

Windham PD	2013 population: 17,363	Sworn Officers: 26
Gorham PD	2013 population: 16,764	Sworn Officers: 23
Scarborough PD	2013 population: 19,252	Sworn Officers: 37
Westbrook PD	2013 population: 17,647	Sworn Officers: 37

Property Crimes Reported & Cleared, 2010-2013



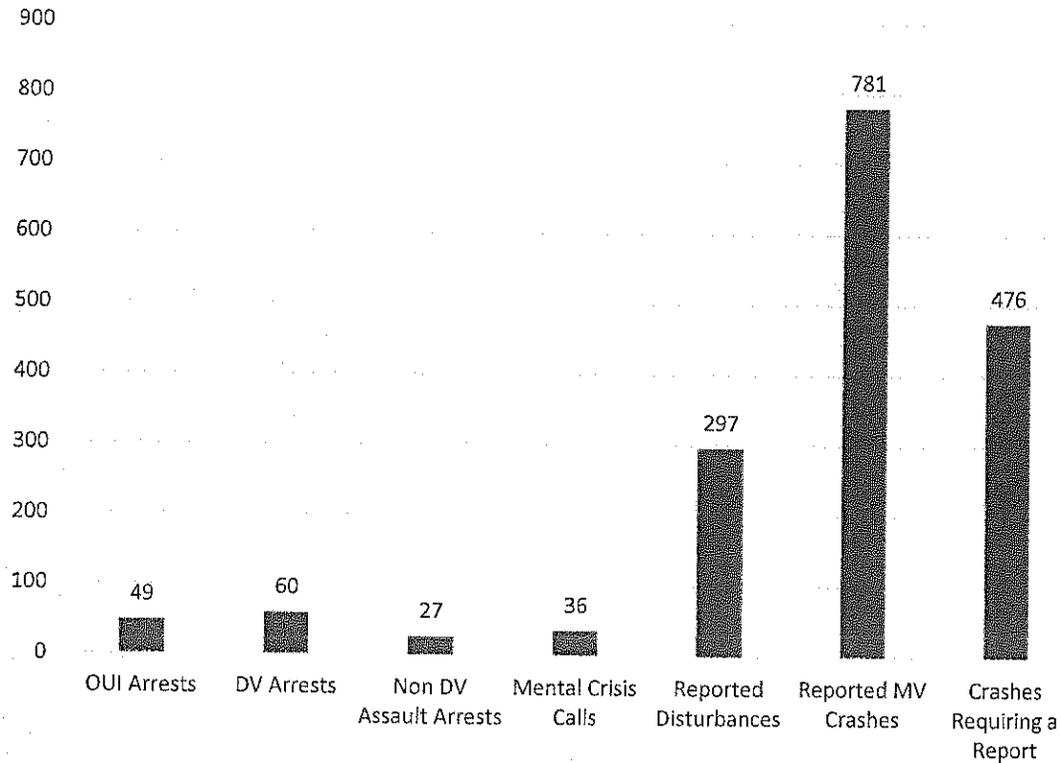
From the 18,259 incidents in 2014, the Windham Police Department issued 1,098 traffic citations for 1,213 offenses, and 1,337 warnings for 1,366 offenses). Not all incidents are the same in the level of response required from the department, its individual officers, or the demands on its resources. In 2014, the department responded to a variety of calls which require the attention of the responding officer(s) for at least an hour or more.

TOWN of WINDHAM

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3110 – POLICE SERVICES

Time Consuming Calls for Service, 2014



Most of what the department currently does is “reactive” police work, responding to incoming calls for service. Some work is “proactive,” focusing on a specific problem or concern. For example, the department has an officer assigned the DEA Task Force, contributing to efforts to reduce the influx of dangerous drugs like heroin and crack cocaine. The department participates with other Cumberland County agencies in grant-funded underage drinking details in an attempt to reduce alcohol abuse by underage teens. These efforts are driven by the department’s determination that substance abuse is an underlying factor in many, if not most, of the calls it responds to each year.

Each year the department seeks federal grants for traffic enforcement focused on OUI, speeding, and seatbelt violations. Many of the nearly 1,100 citations in 2014 were issued during these details, when officers can concentrate solely on traffic enforcement without having to respond to other calls.

MISSION GAP:

The department’s only records clerk has assumed additional responsibilities due to training from her prior position as dispatch supervisor. These include compiling monthly Uniform Crime Reporting (UCR) statistical data required by federal law, complying with public information requests, maintaining standards and training for Criminal Justice Information Systems (CJIS) compliance required by federal law, conducting criminal records check for concealed firearms applications, serving as in-house advisor for the Spillman dispatch/incident database, and liaison with the IT department, building maintenance, and the Cumberland County Regional Communications Center (CCRCC). These services are vital to the operation of the police department, and free up sworn personnel to concentrate on other police work.

Prior to the 2014-2015 budget, the department had 3 records/administrative assistant positions for a number of years. A return of the third position would allow for a more prompt and efficient completion of responsibilities, would allow the current records clerk to concentrate on the unique tasks she is specially trained for, and allow for a shifting of some of the report data

TOWN of WINDHAM

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3110 – POLICE SERVICES

entry which now consumes police officers' time. The department would be able to extend the lobby hours at the police station, such as later into the evening, or during some weekend hours, allowing for the opportunity for the public to access records' services beyond regular business hours.

The addition of a police officer would allow for the assignment of a selective enforcement officer. Selective enforcement is designed to concentrate on a variety of identified problems from a proactive approach, such as; traffic law enforcement at intersections with a higher than average accident rates, concentration on locations suffering rashes of crimes, such as burglary to M/Vs (Mt Division Trail lot and church parking lots).

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3110 - POLICE SAFETY

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	1,471,658	1,555,319	1,024,946	1,624,303	1,563,554	
41020	Premium Compensation	191,625	197,000	147,359	210,000	210,000	
41030	Part-time Compensation			0	-	-	
41100	Compensation for Court time	16,333	16,000	11,421	18,000	18,000	
42030	Professional Services	6,439	8,000	3,147	8,000	8,000	
42070	Advertising		500	0	500	500	
42080	Postage	645	1,025	339	1,025	1,025	
42090	Training/Conferences	10,372	13,000	7,895	18,200	18,200	
42100	Travel/Meals	8,424	6,000	6,311	8,500	8,500	
42110	Memberships	385	650	250	650	650	
42210	Electrical Equipment Maintenance	1,531	1,500	770	3,100	3,100	
43010	Supplies & Materials	12,274	15,200	13,439	19,200	19,200	
43030	Books, Maps & Publications	1,456	1,800	1,456	1,800	1,800	
43050	Clothing	23,657	25,565	21,011	27,500	27,500	
43220	Other Equipment	8,596	10,000	3,567	10,000	10,000	
		1,753,394	1,851,559	1,241,911	1,950,778	1,890,029	-

TOWN of WINDHAM

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3110 – POLICE SERVICES

ACCOUNT DETAIL

- 41010 Salaries and wages for positions as authorized:
- Chief of Police (1.0 FTE)
 - Police Lieutenant/Executive Officer (1.0 FTE)
 - Sergeants (5.0 FTE)
 - Detectives (2.0 FTE)
 - Patrol Officers (18.0 FTE)
- Total FTE count, sworn law enforcement personnel: 27.0
- Secretary/Administrative Assistants (2.0 FTE)
- Total FTE count, non-sworn: 2.0
- NOTE: Includes all hourly differentials such as EMT, educational attainment, veterans of force stipends and holiday pay as required by the current bargaining agreement with the Maine Association of Police. Also includes longevity bonuses for eligible non-union employees.
- 41020 Holiday premium pay, overtime pay, vacation coverage, sick leave, mandatory training coverage, compensatory time coverage, SummerFest, OctoberFest, weather events and canine home care.
- 41100 Attendance by sworn personnel at court hearings. This cost is partially reimbursed by courts.
- 42030 Polygraph and psychological tests for new recruits and lab testing pre-employment physicals, immunizations, credit checks & backgrounds, canine team vet, kennel and grooming services.
- 42070 Advertisements to recruit new personnel.
- 42090 For attendance at professional development seminars, academy training, in-service training, tuition reimbursement and web-based mandatory training.
- 42100 Mileage reimbursement, courthouse parking and other travel-related expenses
- 42210 Repair and certification of radar sets.
- 43010 Lethal and non-lethal training and safety supplies, photo and evidence gathering supplies, printed materials and office supplies, canine team food and supplies
- 43030 Criminal codes and traffic laws, PDR's, and maps
- 43050 Uniform replacement and cleaning costs, detective clothing allowances
- 43220 Light bars, sirens, portable radios, replacement mobile radios, computers, etc.

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3120 - PUBLIC SAFETY COMMUNICATIONS

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	478	0	0	0	0	
41020	Premium Compensation		0	0			
41030	Part-time Compensation			-			
42030	Professional Services	12,657	17,565	11,518	17,565	17,565	
42060	Telephone	15,564	21,000	10,273	21,000	21,000	
42090	Training/Conferences		850	0	850	850	
42100	Travel/Meals		200	0	200	200	
42210	Electrical Equipment Maintenance	6,202	8,000	5,844	8,000	8,000	
42260	Contracted Services	303,318	319,619	82,277	319,619	319,619	
43010	Supplies & Materials	45	250	0	250	250	
43030	Books, Maps & Publications		200	0	200	200	
43220	Other Equipment						
		<u>338,263</u>	<u>367,684</u>	<u>109,911</u>	<u>367,684</u>	<u>367,684</u>	<u>-</u>

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

3120 – PUBLIC SAFETY COMMUNICATIONS

ACCOUNT DETAIL

- 42030 Software for connection to state teletype system, Spillman support contract, TLO (on line investigative tool), and costs for IACP NET, etc.
- 42060 Costs for 14 lines, 1 teletype circuit, 26 cell phones, 2 smartphones, toll calls, and 13 Aircards for remote data access.
- 42210 Preventive maintenance and repair for base stations, mobile radios, portable radios, closed circuit television monitors/cameras, standby radio, Exacom digital recording system, digital cameras, camcorders, UPS battery packs, flashlights, maintenance of teletype switch, copiers, maintenance of patch panel, computers, telephones, fax machines, and microwave systems.
- 42260 Annual cost of contract for public safety dispatch services from the Cumberland County Regional Communications Center.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

3140 – ANIMAL CONTROL

MISSION:

Each municipality is required by state statute to appoint someone to be responsible for the enforcement of certain laws, and handling certain situations, related to animals. In Windham, the Animal Control Officer (ACO) works under the direction of the police department, and in conjunction with the town clerk's office.

SUCCESS:

The ACO is responsible for the enforcement of state statutes and town ordinances related to care and ownership of domestic animals, protection and care of stray domestic animals, and assisting the Town Clerk with the facilitation of dog licensing.

MEASUREMENT:

In 2014, the ACO (or a police officer in the ACO's absence) responded to 806 animal problem calls. These include, but are not limited to: dog at large, barking dogs, sick wild animals, animals locked in vehicles in public parking lots during warmer temperatures, and reports of animal cruelty and or abandonment.

MISSION GAPS:

Several issues related to the funding of the Animal Control position are worth noting:

The contracted services received from the Animal Refuge League (ARL) for a set annual fee do not include care for any court ordered seizure of animals that are seized pursuant state law. Any medical and boarding costs incurred after such a seizure are the responsibility of the town in addition to the annual contracted fee. During one incident in 2014, the additional cost to the town was substantial.

The cost of uniforms, materials, and supplies has risen, but the budgeted amount has remained constant over the previous three budgets, and was half the amount budgeted in 2005 - 2006.

There is no training account for the ACO. The cost of any training attended by the ACO to maintain its certification, and increase its knowledge and skills in the profession, is currently paid out of the police department's training budget.

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FY 2015-2016 MUNICIPAL BUDGET

3140 - ANIMAL CONTROL

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	21,397	34,992	12,185	35,476	35,476	
41020	Overtime Compensation	50	500	0	500	500	
42030	Professional Services	23,029	25,000	12,171	26,500	26,500	
43010	Supplies & Materials	24	400	283	500	500	
		<u>44,500</u>	<u>60,892</u>	<u>24,639</u>	<u>62,976</u>	<u>62,976</u>	<u>-</u>

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

3140 – ANIMAL CONTROL

ACCOUNT DETAIL

41010	Annual salaries and wages for positions as authorized: Animal Control Officer (1.0 FTE) Total current authorized full-time positions (1.0 FTE)
41020	Emergency Call-Out (Overtime)
42030	Agreement with Animal Refuge League Veterinary treatment of animals whose owner is unknown Contracted ACO for emergency call out and vacation coverage
43010	Supplies, uniforms and materials for the animal control officer

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

3210 – POLICE SAFETY VEHICLE MAINTENANCE

MISSION:

The mission of this division of the police department's budget is to maintain its fleet of patrol and other department vehicles in safe and reliable operating condition in support of the department's overall mission.

SUCCESS:

See the discussion for budget account 2510.

MEASUREMENT:

See the discussion for budget account 2510.

MISSION FACTORS:

In 2012 a new look to the traditional law enforcement cruiser was introduced. The Ford Motor Company added an all-wheel drive utility body style to its range of vehicles designed for law enforcement use. The police department extensively researched the benefits of various manufacturers' police vehicles, and specifically the utility body style. It determined that the added room enabled not only the officer to have more mobility and room, but it gave the necessary space that has been increasingly used up with the added equipment necessary for the police officers to conduct their patrol function. This also provided extra room for anyone that needed to sit in the back seat of a police patrol vehicle (PPV).

Over the last three years, the police department has transitioned all of its front line PPVs into the Ford Police Interceptor Utility. Since this transition, the overall reviews from the patrol officers that use these on a daily basis have been very positive. All of the claimed and anticipated benefits from having more room for the officer, passengers, and equipment to being able to safely and successfully navigate the roads during more of the worst winter weather have been affirmed and surpassed.

Changes in vehicle technology and ability to trouble shoot mechanical error codes and malfunctions have created unforeseen challenges for mechanics. Windham's public works mechanics have found with these challenges that there has been an increased need for outside dealership labor. This is in part due to the high costs of required diagnostic work, along with the release of the diagnostic equipment and programming that is not available from the manufacturer for two to three model years. A typical front line PPV is on the road for approximately two years.

Some of the overall general maintenance has decreased. The brakes on the Ford Utility are lasting longer. On the average the front brakes are being replaced at 40,000 miles in comparison to 16,000. The rear brakes are being replaced on the average at 80,000 opposed to 30,000.

The cost per tire has raised approximately \$40 over the previous PPV Chevrolet Impala. There has been better wear life on the tires, but the overall costs of tires have consistently risen 5% to 10% from year to year.

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FY 2015-2016 MUNICIPAL BUDGET

3210 - POLICE SAFETY VEHICLE MAINTENANCE

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	6,600	12,155	1,026	15,852	12,319	
41020	Overtime Compensation	393	250	339	250	250	
42200	Outside Vehicle Maintenance	6,604	9,000	14,827	12,000	12,000	
42210	Electrical Equipment Maintenance	8		0			
43140	Gas Products	69,888	72,000	48,169	57,960	57,960	
43200	Petroleum Products	2,098		0			
43240	Tires	5,765	6,150	5,434	7,000	7,000	
43250	Vehicle Maintenance	15,838	20,000	5,667	20,000	20,000	
		<u>107,194</u>	<u>119,555</u>	<u>75,461</u>	<u>113,062</u>	<u>109,529</u>	<u>-</u>

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

3210 – POLICE SAFETY VEHICLE MAINTENANCE

ACCOUNT DETAIL

41010	9% of public works mechanics' wages
42200	Costs for engine overhauls, valve jobs, transmission overhauls, alignments, bodywork, Insurance deductibles, etc.
42210	For alternator and starter repair work.
43140	Unleaded gasoline (25,200 gallons @ \$2.30/gallon).
43200	Petroleum products and other fluids used in maintaining public safety vehicles.
43240	Tires for public safety vehicles.
43250	Parts, supplies other than fuel, fluids, and tires.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

4110 – FIRE-RESCUE ADMINISTRATION

Daytime on-call response is minimal, averaging 2-5 call members for serious calls. Call company response improves at night to 6-10 or more responding for serious calls. The on call system has provided and will continue to provide excellent service to the community; however, the number of responders is unpredictable.

68.5% of call volume in 2014 was emergency medical service related. With the current staffing model the department is able to guarantee one paramedic level ambulance nearly all the time. The second ambulance with a completely per-diem crew is not always staffed at the paramedic level; during the last six months it has been at the paramedic level 63% of the time. The department continues to struggle with maintaining an active call company. The majority of its call members act as per-diem staff which has been very successful for the per-diem system. However, many of those same members are contributing what available time they do have to the per-diem program, families, and other jobs making them less able to give the additional time to the department, especially during the day. The per-diem system has inherent problems and limitations, both in the number of available personnel and the commitment they can make.

Changes in the per diem system are already apparent. There are times, such as special events and holidays, when per-diem shifts go unfilled. Several members reach the limit on the hours that they are able to work before being eligible for overtime and benefits, significantly limiting staffing flexibility. Since nearly all of the department's per-diem staff are also call-company staff the hours they contribute to responding on calls and training as a call member are also included in that average.

The ability of the department to handle the current call volume depends on the nature of the call. When the town added per-diem hours in August 2014 and moved an ambulance to the North Windham Station, response times in that area were significantly reduced. However, the department can only guarantee that one of its ambulances is staffed at the paramedic level. In calendar 2014, 58.3% of medical transports required advanced level care provided by a paramedic.

Adding paramedic/EMT positions.

About one-third of the time one ambulance is out on a call and the second ambulance is dispatched to another call within the same hour. A medical call involving a transport to the hospital can take 1.5 to 2 hours. To ensure a more consistent level of care this budget includes a request for four (4) additional paramedic/firefighters. This would add one (1) paramedic to the crew complement each date and would ensure that the two front line ambulances can provide paramedic level care. These additional positions would also keep a crew available for additional calls for service when the ambulances are dedicated to a transport. This would increase the ability to respond to calls from 3 to 4 during the day and potentially 2 to 3 at night. This additional staffing would also give the department, and the town, the option to staff a third ambulance in the future to respond during peak call times.

Adding a medical director.

The professional services account includes a request to provide a medical director. Maine EMS has not yet mandated each EMS service to have a medical director but, operationally, a medical director is needed for the purchase and procurement of some medications. A medical director is also part of the quality assurance program, ensuring that the medical care provided is accurate and appropriate.

The medical director would also be used for training staff, and patient care and follow up. Following treatment and transport of a critically ill or injured patient there is often little information available about the outcome for that patient and an assessment of the care provided to that patient. Utilizing the medical director maintains compliance with the Health Insurance Portability and Accountability Act (HIPAA) in accessing medical records and providing feedback to the EMS providers. As EMS transitions to a program of national registration, medical directors will be required to sign off on certifications.

Facilities challenges.

Facilities continue to present a challenge, with all available space in use of the town's four stations. The most recent feasibility study of the South Windham Fire Station has identified a potential solution for that station's space needs. Central Station at the public safety building continues to be a problem for administrative operations as well lacking sufficient space for apparatus and overnight staff.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

4110 – FIRE-RESCUE ADMINISTRATION

Apparatus and equipment.

The town's capital equipment replacement plan (see budget account 9110) includes replacement of a fire engine. The department currently has a 1981 Mack as its reserve engine. Having a reserve engine allows apparatus to be moved around to fill in when another engine is out of service for repairs. ISO also credits the town for having a reserve vehicle to maintain response capacity.

The 1981 Mack has served the community since it was purchased new; however, it has become increasingly hard to find parts to keep the vehicle operational. The truck's capabilities are limited due to a lack of adequate compartment space and seating for firefighters. This engine will be retired and the current Engine 6 (a 1994 International) will become the reserve engine. The 1994 International also has served the community reliably as a front line engine since it was purchased new but it, too, is showing its age. Moving the current Engine 6 to reserve will prolong its life while ensuring a functional and safe vehicle that can fill in when needed. The new engine will be designed to fit the needs for the present and the future.

The deputy chief's staff vehicle is a 2007 Chevy Impala retired police patrol vehicle and will be replaced. The car currently has in excess of 140,000 miles and has mechanical issues associated with a vehicle of that age and use. The department relies on these vehicles to operate in emergency response mode daily. The replacement vehicle, like the current chief's vehicle, will be four-wheel or all-wheel drive, and probably an SUV body style vehicle to allow for use in all weather conditions and providing to set up for communications, resource management, and accountability as a command post at emergency scenes.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

4110 - FIRE/RESCUE ADMINISTRATION

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	383,611	374,740	294,304	535,152	373,601	
41020	Overtime Compensation	41,696	37,518	33,057	75,634	75,634	
41030	Part-time Compensation	515,922	773,462	424,875	764,983	764,983	
41130	Training Compensation	80,999	89,276	43,218	86,741	86,741	
42030	Professional Services	29,183	35,275	23,322	42,303	42,303	
42040	Print Services	727	750	348	500	500	
42060	Telephone	5,744	7,425	4,050	7,425	7,425	
42070	Advertising		300	0			
42080	Postage	236	1,000	359	800	800	
42090	Training/Conferences	23,702	19,000	15,351	19,000	19,000	
42100	Travel/Meals	1,250	2,600	1,384	2,600	2,600	
42110	Memberships	2,213	4,617	2,287	4,617	4,617	
42210	Electrical Equipment Maintenance	7,518	6,080	3,695	6,080	6,080	
42260	Contracted Services	38,554	26,000	23,920	39,200	39,200	
43010	Supplies & Materials	7,182	6,000	1,419	6,000	6,000	
43040	Medical Supplies	25,263	26,000	17,663	27,500	27,500	
43050	Clothing/Uniforms	11,591	8,950	11,373	9,100	9,100	
43210	Electronic Equipment	6,496	9,260	7,741	9,460	9,460	
43220	Other Equipment	43,975	53,360	40,957	51,010	51,010	
43320	Chemicals	502	2,000	0	2,000	2,000	
43330	Equipment Replacement	477	-	0			
44070	Contributions to Agencies	5,998	4,300	0	4,300	4,300	
46030	Bad Debt	78,962	85,000	77,000	85,000	85,000	
		1,311,801	1,572,913	1,026,323	1,779,405	1,617,854	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

4110 – FIRE-RESCUE ADMINISTRATION

ACCOUNT DETAIL

41010	Annual salaries and wages for positions as authorized:	
	Fire Chief (1.0 FTE)	
	Deputy Chief (1.0 FTE)	
	Admin. Asst. (1.0 FTE)	
	FF/Paramedics (4.0 FTE)	
	FF/Paramedics (4.0 FTE) requested	
41020	Overtime pay for per diem or call personnel (used only for open shifts, though not all shifts are covered), the one hour of overtime for firefighter/paramedics who may work one shift per week in the per diem system, and coverage of paramedic shifts due to vacation, sick time, or other absence.	\$40,092
41030	Compensation for call personnel, the major compensation account for the department:	
	Officer pay for meetings and other responsibilities	\$ 30,428.16
	Per Diem Coverage (2 people during the day 7AM to 7PM)	158,118.00
	Per Diem Rescue (3 people for 24 hours per day)	474,354.00
	Call firefighters (based on an average of 7 people for 550 calls)	67,413.50
	Major incidents or storm coverage	24,163.80
	<u>Public service details, including fire police</u>	<u>10,506.00</u>
	Total	\$ 764,984
41130	Training compensation:	
	Regular training meetings	\$ 30,257.00
	Officer Training	3,169.60
	Rapid Intervention Team Training	2,801.60
	*Annual Mandatory Training	15,991.01
	Firefighter I training for new recruits (8)	14,918.40
	Emergency Medical Technician (EMT) Training	5,801.60
	EMT Intermediate Training (2 people \$1025 per class – 140 hours of time)	3,676.00
	EMT Paramedic Training for 1 (\$7,000 for class – 500 hours of class time)	7,250.00
	<u>Specialized EMS Training Opportunities</u>	<u>2,875.00</u>
	Total	\$ 86,742
42030	Preventive maintenance for specialized fire-rescue equipment, photocopier service agreement, group accident insurance for call personnel, mandatory physical exams, Hepatitis and TB vaccines, and fitness testing. This account also covers the cost for incident reporting systems, payroll, vehicle maintenance reports, messaging, personnel records, training, and other records.	\$ 42,303
42040	Printing reports, forms, and other materials.	\$500
42060	Cellular telephones in each of the rescues, each primary response vehicle, and chief officers, and telephone lines for each of the stations.	\$7,425
42080	Postage.	\$800
42090	Registration for outside programs, classes (EMT, EMT Intermediate, EMT Paramedic, Fire Attack Schools, Fire Officer Programs, and other special trainings or programs).	\$19,000

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

4110 – FIRE-RESCUE ADMINISTRATION

42100	Attendance at outside training programs, meetings, conferences, etc.	\$2,600
42110	Dues for International Association of Fire Chiefs, Maine Fire Chief's Association, and Cumberland County Fire Chief's Association, and subscription for NFPA fire codes, and annual Southern Maine Emergency Medical Service assessment (formerly in account 4130-44070 (\$1,967)) New monthly subscription to MyGov to allow information sharing with code enforcement records.	\$8,220
42210	Mobile and portable radio repairs, battery replacements for thermal imaging cameras, gas meters, breathing apparatus, automatic defibrillators, extrication sawz-alls, portable flashlights, and pagers.	\$6,080
42260	Contracted services for rescue billing at 8% of net collections.	
43010	Office supplies for the administrative offices and all stations.	\$6,000
43040	Medical supplies other than those restocked from hospitals.	\$27,500
43050	Clothing/uniforms for full-time paramedic/firefighters and per diem personnel.	\$9,100
43210	Annual replacement and upgrade of pagers for call personnel and mobile radios for apparatus.	\$9,460
43220	Purchase or replacement of protective clothing, worn or damaged tools and equipment, thermal imaging cameras, and breathing apparatus bottles, replacement hose, calibration or replacement of CO meters, etc.	\$51,010
43320	Firefighting foam and recharging of chemical fire extinguishers.	\$2,000
44070	Payment to the Town of Cumberland for fire and EMS services to the Forest Lake area of Windham, Maine EMS licensing costs- licenses are required for to receive Medicare payments.	\$4,300
46030	Bad debt expense, offset to amounts uncollectible in R0475.	

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

4140 – EMERGENCY MANAGEMENT

MISSION:

The purpose of this budget division is to provide initial operations of an emergency shelter during or after a disaster.

SUCCESS:

Sufficient resources are available and deployed when shelter operations are initiated.

MEASUREMENT:

Records of funds expended for shelter operations are maintained by the town, and are made part of disaster reimbursement requests, as appropriate.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

4140 - EMERGENCY MANAGEMENT

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
43010	Supplies & Materials	413	1,480	305	1,480	1,480	
		413	1,480	305	1,480	1,480	-

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

4140 – EMERGENCY MANAGEMENT

ACCOUNT DETAIL

41030 Funding for operations and start-up supplies and materials to open an emergency shelter.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

4150 – WATER MAIN CHARGES

MISSION:

The purpose of this budget division is to provide emergency fire suppression water supply to the fire-rescue department.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

4150 - WATER MAIN CHARGES

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42240	Water Main Charges	92,718	92,976	63,130	93,849	93,849	
		92,718	92,976	63,130	93,849	93,849	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

4150 – WATER MAIN CHARGES

ACCOUNT DETAIL

42240 Charges for 307 fire hydrants and 3,891,098 inch-feet of distribution mains from the Portland Water District. The Portland Water District has been approved for a rate increase of 3.8%. The water district explains that 2.8% of this increase will go to general operation expenses at the Portland Water District and 1% is dedicated to a \$2 Million debt bond to pay for water main replacements. This rate increase is set to take effect on May 1, 2015. The increase is reflected in this budget request.

\$ 93,849

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

4210- FIRE-RESCUE VEHICLE MAINTENANCE

MISSION:

The mission of this division of the fire-rescue department's budget is to maintain its fleet of fire-rescue apparatus and other department vehicles in safe and reliable operating condition in support of the department's overall mission.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

4210 - FIRE/RESCUE VEHICLE MAINTENANCE

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41030	Part-time Compensation		2,000	0	2,000	2,000	
42030	Professional Services	40,121	35,000	16,788	35,700	35,700	
42200	Outside Vehicle Maintenance	52,323	19,000	22,508	19,000	19,000	
42210	Electrical Equipment Maintenance	2,557	4,000	1,656	4,000	4,000	
43140	Gas Products	8,597	9,000	5,437	5,980	5,980	
43160	Diesel Fuel	31,123	35,000	21,478	28,050	28,050	
43180	Tools	22	2,000	284	2,000	2,000	
43200	Miscellaneous Products	1,551	2,500	0	2,500	2,500	
43240	Tires	6,263	8,000	1,347	8,000	8,000	
43250	Vehicle Maintenance Parts	32,851	30,000	16,965	30,000	30,000	
44190	Capital Equipment		2,500	0	2,500	2,500	
		175,408	149,000	86,462	139,730	139,730	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

4210- FIRE-RESCUE VEHICLE MAINTENANCE

ACCOUNT DETAIL

41030	Part-time helper to assist with smaller repairs – bulbs, oil changes, or other projects depending on ability. This position has been hard to keep filled, which is why it is reduced. This budget allows the mechanic to seek an assistant on a special project or detail if needed. This amount is a minimal amount but requested as there may be an individual that is interested in the tasks.	\$ 2,000
42030	Payments to Gorham for Windham's share of the apparatus mechanic program. The two towns share the mechanic's wages and benefits. Time is divided equally and averages out over time as overseen by the two fire chiefs. The program has proven to be an asset in maintaining the fleet of emergency vehicles, the quality of the workmanship, and the timeliness on repairs for both communities. There is more work than the mechanic can keep up with, resulting in a "triage" approach and some apparatus remaining out of service longer than it should. Priority is given to commercial vehicle/road worthy required repairs most especially brakes, driveline, tires and required operating features like lighting.	\$35,700
42200	Outside repair work such as spring work, front-end alignments, wrecker services, and some of the body or paint work. Some of the more technical work requires outside resources to make repairs. Labor cost increases with some specialty vendors this will put pressure on this account. Though efforts are made to do as much as possible in house, sometimes the one mechanic is overwhelmed by the number of vehicles between the two communities in need of service.	\$22,000
42210	Electrical work required on apparatus and rescues such as alternators, engine brakes, and major electrical system problems. We continue the process of replacing the older style of bulbs with LED'S. The LED'S reduce electrical load and improve service life of the electrical unit.	\$4,000
43140	Unleaded gas 2,600 gallons @ \$2.30/gallon	\$ 5,980
43160	Diesel fuel 11,000 gallons @ \$ 2.55 per gallon	\$ 28,050
43180	This account covers the cost of tool replacement or purchase.	\$ 2,000
43200	Oil products and other fluids that are used in the maintenance of the apparatus.	\$ 2,500
43240	This covers the cost of tires on the apparatus.	\$ 8,000
43250	Parts. Fewer apparatus are being used more, resulting in more frequent servicing and repairs.	\$ 30,000
44190	Specialized tools and equipment on a cost-shared basis with Gorham.	\$ 2,500

TOWN of WINDHAM

FY 2015-16 MUNICIPAL BUDGET

5110 - PARKS AND RECREATION ADMINISTRATIVE SERVICES

MISSION:

The mission of the Windham Parks and Recreation Department is to enhance the quality of life in the town by providing recreational facilities, open spaces and programs to promote healthy lifestyles for its citizens.

MISSION INVENTORY: PROGRAMS, SERVICES AND FUNCTIONS

Operation of Dundee Park	Providing track programs
Trail, playgrounds and park maintenance	Providing ski programs
Promoting use of Trails, Playgrounds and Facilities	Providing other youth and adult programs
Providing Community Special Events	Providing equipment rentals
Providing Senior Trips	Providing information on community, facilities and programs
Providing Summer camp programs	Scheduling of Town Hall gym and facilities

SUCCESS:

Parks and recreation defines success at its mission as:

1. Inspecting and maintaining recreation facilities in safe and effective operation.
2. Continuing to attract and maintain visitors to Dundee Park
3. Providing high quality summer day camp programs
4. Delivering community events on a year round basis.
5. Providing quality senior trips on year round basis.

MEASUREMENT:

1. To complete inspections and necessary maintenance of each core recreation facility twice a week during the spring, summer and fall seasons. Core recreation facilities are as follows: Dundee Park, Windham Skate Park, Mountain Division Trail, Lippman Park, Town Hall Playground, Lowell Playground, Windham Center Boat Launch, Lincoln Field and Manchester School basketball courts and skating area.
2. To have more than 14,983 visits at Dundee Park during the summer season, the average of the last three years. A customer satisfaction survey of park users will be implemented this summer to compare results from last summer's base line survey. The goal is to maintain visitors' 100% satisfaction with Dundee Park.
3. To provide three summer day camp programs that serve at least 192 campers in 2015, the average of the last three summers. A customer satisfaction survey of camp participants will be implemented this summer to compare results from last summer's base line survey. The goal is to maintain or exceed the 98% satisfaction rate for program participants.
4. To provide year round special events that reach more than 503 people, the average of last three years.
5. To provide senior trips year round that reach more than 245 seniors, the average of last three years. A customer satisfaction survey of trip participants will be implemented to obtain baseline information on their experience. This data will provide a basis for outcome measurements for 2016.

MISSION GAPS:

1. Consider a new senior/community center. Form a feasibility committee from community groups that would be interested in such a project, such as Windham youth basketball, Lakes Region Senior Center, Windham Center Stage Theater, and other community stakeholders.
2. Consider land for a ball field complex in Windham (30-40 acre facility). Create a task force to identify potential parcels, develop an estimated budget, and recommend a financing plan.
3. Storage space for Parks and Recreation Equipment- more space needed for equipment to be stored
4. Funds to establish a formal "Winterfest" community event in Windham \$5,000-\$10,000
5. Funds to establish a family cultural series during summer months - outdoor shows for families- \$3,000

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

5110 - PARKS AND RECREATION ADMINISTRATIVE SERVICES

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	138,923	144,374	94,310	135,930	135,930	
41020	Overtime Compensation	160	1,000	42	1,000	1,000	
41030	Part-time Compensation	15,395	15,898	10,069	15,359	15,359	
42030	Professional Services	2,348	3,000	1,184	3,000	3,000	
42060	Telephone	612	1,000	467	1,000	1,000	
42070	Advertising			0			
42080	Postage	250	500	131	500	500	
42090	Training/Conferences	1,641	2,500	0	2,500	2,500	
42100	Travel/Meals	1,290	1,000	0	1,000	1,000	
42110	Memberships	278	350	156	350	350	
42260	Contracted Services	2,800	4,500	0	9,500	9,500	
43010	Supplies & Materials	1,236	2,000	475	2,000	2,000	
43030	Books/Maps/Publications			0			
		164,933	176,122	106,834	172,139	172,139	-

TOWN of WINDHAM

FY 2015-16 MUNICIPAL BUDGET

5110 - PARKS AND RECREATION ADMINISTRATIVE SERVICES

ACCOUNT DETAIL

- 41010 Annual salaries and wages for positions as authorized:
 - Parks and Recreation Director (1.0 FTE)
 - Recreation Programmer (1.0 FTE)
 - Administrative Assistant (0.8 FTE)

 - Total current authorized positions (2.8 FTE)
- 41020 Overtime compensation for non-exempt staff
- 41030 Part-time Senior Programmer (0.4 FTE)
- 42030 Professional services – service contracts for copier and duplicator machines
- 42060 Telephone
- 42260 Contracted services, custodial costs for use of school facilities-\$4,500. Expenses for offering teen alternative programs in cooperation with "Be the Influence" Coalition-\$5,000.
- 42080 Mailings of flyers and year-round shared use of postage meter
- 42090 Training administered by Maine Recreation Parks Association and regional conferences for department staff.
- 42100 Fuel, travel and meal expenses
- 42110 Membership to Southern Maine Area Recreation Technicians (SMART), Maine Recreation and Parks Association (MRPA), and National Parks and Recreation Association (NPRA).
- 42260 Contracted Services- for custodian fees for use of school facilities,
- 43010 Office supplies during the year for the department

TOWN of WINDHAM

FY 2015-16 MUNICIPAL BUDGET

5111 - RECREATION PROGRAMMING

MISSION:

The purpose of this division of the parks and recreation department's budget is to provide for fee-based programming in support of the department's overall mission.

SUCCESS:

Definitions of success are included in the narrative for account 5110.

MEASUREMENT:

Measures of success are included in the narrative for account 5110.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

5111 - RECREATION PROGRAMMING

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41030	Part-time Compensation	80,549	95,500	65,236	103,500	103,500	
41110	Payroll Tax		9,000	-	10,000	10,000	
42030	Professional Services	631	800	224	800	800	
42200	Outside Vehicle Maintenance			-			
42260	Contracted Services - Day Camp	24,714	30,000	21,377	30,000	30,000	
42280	Contracted Services - Other	10,232	7,500	14,942	10,000	10,000	
43010	Supplies and Materials - Day Ca	5,808	7,000	1,759	7,000	7,000	
43020	Supplies and Materials - Other	110,273	4,000	72,338	4,000	4,000	
43140	Vehicle Fuel	2,592	2,000	2,969	1,500	1,500	
43250	Vehicle Maintenance	722	3,000	877	1,500	1,500	
45020	Senior Programs	3,319	5,000	1,359	5,000	5,000	
45030	Community Events	1,384	3,000	1,934	3,000	3,000	
45040	Summerfest			-			
		240,224	166,800	183,014	176,300	176,300	-

TOWN of WINDHAM

FY 2015-16 MUNICIPAL BUDGET

5111 - RECREATION PROGRAMMING

ACCOUNT DETAIL

41030 Wages for all staff hired to run user fee supported recreation programs. This includes an \$8,000 increase for summer camp wages to be more competitive in the Windham area and to reduce staff turnover. This will be offset by increases in camp fees and a reduction in net revenue gain from the Day Camp Programs. In our Parks and Recreation Department Wage Survey the following results:

- Camp Director range \$13.58 to \$14.68, average is \$13.63 Windham's range in 2014 \$12.25 to \$13.00
- Assistant Director- \$11.92-\$12.15, average is \$12.04 Windham's range in 2014 \$11.00 to \$11.25
- Senior Camp counselor - \$9.62-\$9.90 average is \$9.76 (we include all as camp counselors)
- Camp Counselors- range \$8.39-\$9.50 average is \$8.94 Windham's range in 2014 \$8-\$8.50

Based on survey results, this account includes a market adjustment in camp staff wages for the 2015 season, with ranges would as follows:

- Camp Director range \$13.50 to \$14.30
- Assistant Director range \$12.10 to \$12.40
- Camp Counselors range \$8.80 to \$9.35

This would make wages more competitive, bring them in line with area Parks and Recreation Departments, and maintain consistency with the town's approach to compensation.

41110 Wage-driven benefit costs for program staff.

42030 Active and Credit card assignment fees

42260 All contracted services for day camp programs.

42280 Contracted services for all programs and services.

43010 All equipment, arts and craft supplies, t-shirts for day camp programs.

43020 Supplies and material for all programs. (Recreation Revenue expenses come from this account)

43140 Vehicle fuel, yearly anticipated use and amount necessary for the Recreation Vans.

43250 Vehicle maintenance, typical and annual maintenance check for (2) Vans..

45020 Senior programs- all expenses for senior programs during the year.

45030 Community special events-all expenses for special events during the year.

FISCAL NOTE: This account represents direct program costs, which are offset by user fees in revenue account R0416. In addition, user fee revenues contribute to indirect program costs included in account 5110 and any additional revenues are transferred to Recreation Revenue Fund.

TOWN of WINDHAM

FY 2015 - 2016 MUNICIPAL BUDGET

5120 – PARKS

MISSION:

The purpose of this division of the parks and recreation department's budget is to provide for the operation of Dundee Park, and maintenance of other parks, preserves, and playgrounds – other than the skate park (see account 5130) – in support of the department's overall mission.

SUCCESS:

Definitions of success are included in the narrative for account 5110.

MEASUREMENT:

Measures of success are included in the narrative for account 5110.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

5120 - PARKS - DUNDEE AND TRAILS

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41030	Part-time Compensation	48,204	50,944	35,109	60,732	53,983	
42030	Professional Services	4,301	8,000	3,866	8,000	8,000	
42060	Telephone	342	500	224	500	500	
42150	Refuse Pickup	210	400	323	400	400	
42220	Electricity	1,967	2,000	1,391	2,000	2,000	
42230	Water Supply	1,440	2,500	1,253	2,500	2,500	
42250	Building Services	3,268	4,500	3,276	4,500	4,500	
43010	Supplies and Materials	9,547	12,000	8,434	9,000	9,000	
43140	Vehicle Fuel		-	-	2,000	2,000	
43250	Vehicle Maintenance		-	-	1,500	1,500	
45270	Lease of PWD Gambo Soccer F	843		856	850	850	
		70,122	80,844	54,732	91,982	85,233	-

TOWN of WINDHAM

FY 2015 - 2016 MUNICIPAL BUDGET

5120 – PARKS

ACCOUNT DETAIL

41030 Part-time Compensation

This includes a 10% increase in wage rates for the Dundee Park staff. Wage rates need to be competitive with seasonal wages in the area especially with our lifeguard positions. Dundee Park pass fees will be increased to offset this increase in wages. An estimated \$3,500 will be raised by increased fees, which were last increased in 2011.

In a survey of Parks and Recreation Department wages, lifeguards ranged from \$10.30 to \$11.90, averaging \$11.10. Windham's current range is \$9.00 to \$10.75, and will be adjusted to \$9.90 to \$11.80

Dundee Park

Steward Managers

Supervisor

Lifeguards coverage, 2 for estimated 55 hours per week

Dundee Park total

\$41,500

Trail and Park maintenance workers

\$14.57 per hour x 15 hours x 16 weeks=\$3,497

\$14.57 per hour x30 hours x 36 weeks=\$15,735

\$19,232

Total Part-time Compensation

\$60,732

42030 Professional services for forestry services for Lowell Preserve and for tree work at Dundee Park.
(off-setting revenue from harvesting activities- \$5,000, Tree work at Dundee \$3,000) \$ 8,000

42060 Telephone

42150 Trash disposal

42220 Electricity for Dundee and skating area

42230 Plumbing needs at Dundee

42250 Building needs for Dundee

43010 Supplies and materials for Dundee Park and trails in Town \$2,000, funds for grill replacement-\$2,000, maintenance expenses at Lincoln Field \$1,000, surfacing material for playground at Dundee Park \$1,000 and vandalism repairs \$3,000.

45270 Fees and taxes paid to Portland Water District for Gambo property.

TOWN of WINDHAM

FY 2015-16 MUNICIPAL BUDGET

5130 – PARKS – SKATE PARK

MISSION:

The purpose of this division of the parks and recreation department's budget is to provide for maintenance and operation of the skate park in support of the department's overall mission.

SUCCESS:

Definitions of success are included in the narrative for account 5110.

MEASUREMENT:

Measures of success are included in the narrative for account 5110.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

5130 - PARKS - SKATE PARK

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42060	Telephone	285	-	166			
42220	Electricity	64		0			
42260	Contracted Services	395	600	314	600	600	
43010	Supplies and Materials	613	5,000	1,429	5,000	5,000	
43020	Office Supplies & First Aid			-			
		1,357	5,600	1,909	5,600	5,600	-

TOWN of WINDHAM

FY 2015-16 MUNICIPAL BUDGET

5130 – PARKS – SKATE PARK

ACCOUNT DETAIL

42260	Portable toilet and dumpster rental expenses for park
43010	Repair and replacement of ramps and obstacles

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

5510 – LIBRARY SERVICES

MISSION:

The mission of the Windham Public Library is to meet the needs of the whole community by providing a well-rounded and up-to-date collection, offering informational, educational and recreational services to every age group, and to encourage a love of reading and learning for all.

SUCCESS:

The library defines success by:

- Providing a robust collection with materials that provide accurate and up-to date information. Materials provided meet informational and recreational needs in both print and digital formats.
- Providing a variety of library programs and services that inform the public and provide early literacy, educational and cultural opportunities.
- Providing access to current technological devices and assistance with learning to use them to navigate the current digital landscape.
- Maintaining stable attendance and circulation statistics.

MEASUREMENT:

The number of people using the library and the number of materials and resources checked out, accessed, requested, and programs participated in are all measures of the library's success in accomplishing its mission.

In 2014, Windham Public Library:

- Circulated 91,936 items plus an additional 548 through traditional Interlibrary Loan. Patrons downloaded 5,730 ebooks and eaudiobooks.
- Patrons visited the library approximately 70,000 times in 2014(began digitally counting visits in March 2014). Figure does not include those people that enter via the side door to attend meetings.
- Added 3,832 to its total collection of 41,163 items of different formats through purchases or donations. The library also completed its transition to the Minerva statewide consortium giving library cardholders access to millions more items from libraries throughout the state.
- Held 206 programs attended by 3,272 people. Programs include story times, Summer Reading Program/School vacation activities, author talks, genealogy presentations, knitting/book groups and the Library Tea.
- Provided space for 587 meetings attended by countless community members.
- Library users accessed the internet or programs from library computers 8,050 times, often with assistance and training from library staff members. The library added ereader devices to circulate to library members and began providing additional access to ebooks through the 3M Cloud Library this March.

MISSION GAPS:

Given the measures and statistics above, the library has been fairly successful in meeting its mission. People are continuing to visit the library and are utilizing its services. However, there is room for improvement.

With the 22% decrease in open hours, from 54 hours per week to 42 hours per week, the attendance and circulation numbers have seen a decline (~down 9%) and there are program deficiencies for the teen/tween age group. In order to meet the goal of providing library programming for all age groups and provide access to a greater number of people, increases to three of the budget lines has been requested. The community often shares the sentiment that the library should be accessible on Saturdays.

Staffing and Materials.

The compensation line increases that have been requested meet two needs for the library. The positions allow the library to reopen Saturdays and in addition will provide skills in areas where there is a lack of dedicated staffing resources to accomplish its goals:

- Full time compensation—Reinstated Circulation Supervisor needed to oversee Circulation Aides and circulation area functions as well as provide building coverage to create a safe and welcoming environment. (~36,130) Various staff members currently share these job duties to accomplish the management of the circulation functions. This is proving

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

5510 – LIBRARY SERVICES

an inefficient way to complete the tasks and hiring a person with skills supervising staff members and managing the circulation area would be a more effective use of staffing resources.

- Part-time compensation--Teen Services Assistant (25 hours per week) interacts with teen/tween age group, assists with developing the collection, plans and provides programs as well as provides building coverage to create a safe and welcoming environment. (~\$22,581) A large group of tweens and teens visit the library each day afterschool. The current programming is a shared responsibility of the cataloger and reference/technology librarian. The ability to hire someone with skills interacting and providing programs for tweens/teens gives the library the opportunity to better serve this group and hopefully create a positive experience for them.
- Non-print materials--Requested increase of \$7,200 (\$600/month) to accommodate additions to the 3M Cloud Library ebook system. The library has invested in the startup costs for this new service from the Annie Akers Bregon fund and there is a need to make sure the system is adequately stocked with new materials. Ebooks for libraries are expensive to purchase, many times \$60-\$80 per ebook for new best sellers that patrons are most interested in. The investment of \$600/month would allow the library to purchase approximately 10 new titles per month to add to the library. The 10 titles will need to cover various age groups and both fiction and non-fiction areas so may prove challenging given these circumstances.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

5510 - LIBRARY SERVICES

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	218,083	241,175	160,595	286,076	249,224	
41030	Part-time Compensation	43,481	42,030	25,979	81,108	40,396	
42030	Professional Services	3,802	9,100	2,850	9,700	9,700	
42040	Print Services	2,234	1,100	0	1,100	1,100	
42050	Equipment Maintenance	1,272	1,410	1,126	1,550	1,550	
42060	Telephone	2,188	2,250	1,361	2,250	2,250	
42080	Postage	371	1,200	730	1,000	1,000	
42090	Training/Conferences	689	1,000	369	1,000	1,000	
42100	Travel/Meals	1,097	2,500	1,861	2,500	2,500	
42110	Memberships	337	500	225	500	500	
43010	Supplies & Materials	3,960	4,500	4,038	4,500	4,500	
43030	Books, Maps & Publications	23,973	28,630	13,847	28,630	28,630	
43060	Non-printed Materials	5,556	9,600	4,464	16,800	16,800	
43220	Other Equipment	5,084	11,570	12,311	5,000	5,000	
		312,127	356,565	229,756	441,714	364,150	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

5510 – LIBRARY SERVICES

ACCOUNT DETAIL

- 41010 Full-Time Compensation: Annual salaries and wages for positions as authorized:
- Library Director (1.0 FTE)
 - Adult Services Librarian/Cataloger (1.0 FTE)
 - Children's Librarian (1.0 FTE)
 - Technology Services/Reference Librarian (1.0 FTE)
 - Children's Library Assistant (1.0 FTE)
- Total current authorized positions (5.0 FTE)
- Budget request: Reinstatement of Circulation Supervisor (1.0 FTE)
- 41030 Part time Compensation: Coverage of 39 hours per week (3 employees), 20 hours substitute coverage per week
- Budget Request: Teen Services Assistant (.63 FTE)
- Budget Request: Part-time hours for Saturday hour's reinstatement (27 hrs/week)
- 42030 Professional services: Funds for yearly library software contracts and Interlibrary Loan statewide van delivery as well as the contract fee for ebook service and time and print management system maintenance fee.
- 42040 Print Services: Printing of patron cards, application cards, bookplates, etc.
- 42050 Office Equipment Maintenance: Contracts to maintain copiers and typewriter. Includes toner.
- 42060 Telephone: Regular telephone lines, fax line and 2 emergency response phones and cell phone service for Library Director.
- 42080 Postage: Library postage costs.
- 42090 Training/Conferences: Covers registration fee for American Library Association Conference (ALA) and registrations for staff members to attend Maine Library Association (MLA) and/or New England Library Association Conferences (NELA) as well as other professional workshops or seminars that benefit library service.
- 42100 Travel/Expenses: Routine reimbursement for travel and meals at seminars, conferences and mandatory meetings for the Minerva consortium 12x/year as well as mileage reimbursement for library staff who take library services to nursing homes and senior living facilities.
- 42110 Memberships: Fees for the American Library Association (ALA), Public Library Association (PLA), state & regional associations.
- 43010 Supplies/Materials: Office supplies, specialized library supplies, printer cartridges, paper for copier and printers.
- 43030 Print materials: Books, maps and periodicals.
- 43060 Non-print materials: Videos, music and audiobooks.
- 43220 Other equipment: Computer equipment, library shelving, storage and miscellaneous library equipment and furniture. The library has 23 computers, including public access computers, catalog stations, circulation stations, and staff computers. This line item reflects replacement of equipment as needed.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6110 – CODE ENFORCEMENT & ZONING ADMINISTRATION

MISSION:

The mission of the Code Enforcement & Zoning Administration Department is to promote community awareness, encourage compliance regarding the enforcement of the town's land use ordinance and laws of the State of Maine, enhance the quality of life within the community, and foster civic pride.

VISION:

The Code Enforcement & Zoning Administration Department will be a leading municipal building organization, dedicated to improving building safety and enhancing the quality of life for all within the community.

VALUES:

The Town of Windham Code Enforcement Department is committed to improving its performance and developing procedures that are streamlined, understandable and transparent. Facilitate complaint development with integrity, efficiency and professionalism.

SUCCESS:

Core functions in achieving success of the code enforcement department are:

- Floodplain Management;
- Enforcement of local zoning and licensing codes;
- Enforcement of Land Development Regulations/ excavations;
- Enforcement the Land Use Ordinance;
- Enforcement of Maine Uniform Building and Energy Code and other associated building-related

MEASUREMENT:

- Permits¹ are issued in a timely manner in compliance with the code
 - Applications received with all required documentation: permit issued within 10 business days.
 - Incomplete applications: applicant will be notified of missing documentation within 10 business days.
 - Permit performance is documented and reported in the monthly report.
- Complaints
 - Health and life safety complaints are addressed within 24 hours.
 - Other violations are addressed in person, through correspondence, or via phone within 30 days; violators will be given a timeline in which to voluntarily comply.
 - Violation status is documented and reported in the monthly report.
- Community Awareness/Education
 - Quarterly forums (workshops) will be conducted to address concerns from community stakeholders and educate attendees.
 - Literature for the public will be available at all times both in the office and on the website.
 - On-going and closed cases involving voluntary compliance will be monitored to demonstrate effectiveness of community education endeavors.
- Inspections
 - When fully staffed (with additional requested personnel) inspections will be scheduled within 5 days.
 - The number of inspections scheduled within 5 days vs. beyond 5 days will be reported in the monthly report.

MISSION GAP:

Staffing to Volume.

Since 2005, the number of required inspections has doubled (see chart below) while staffing levels have decreased. Monthly reports document the increased activity over the past 3 years. At the state level codes were implemented that require the Town to perform more inspections than were previously required. The installation of MyGov software has improved

¹ MyGov software, installed in August 2014, tracks application turnaround; in 2014, based upon 698 applications the average permit was issued in 5 days 2 hours.

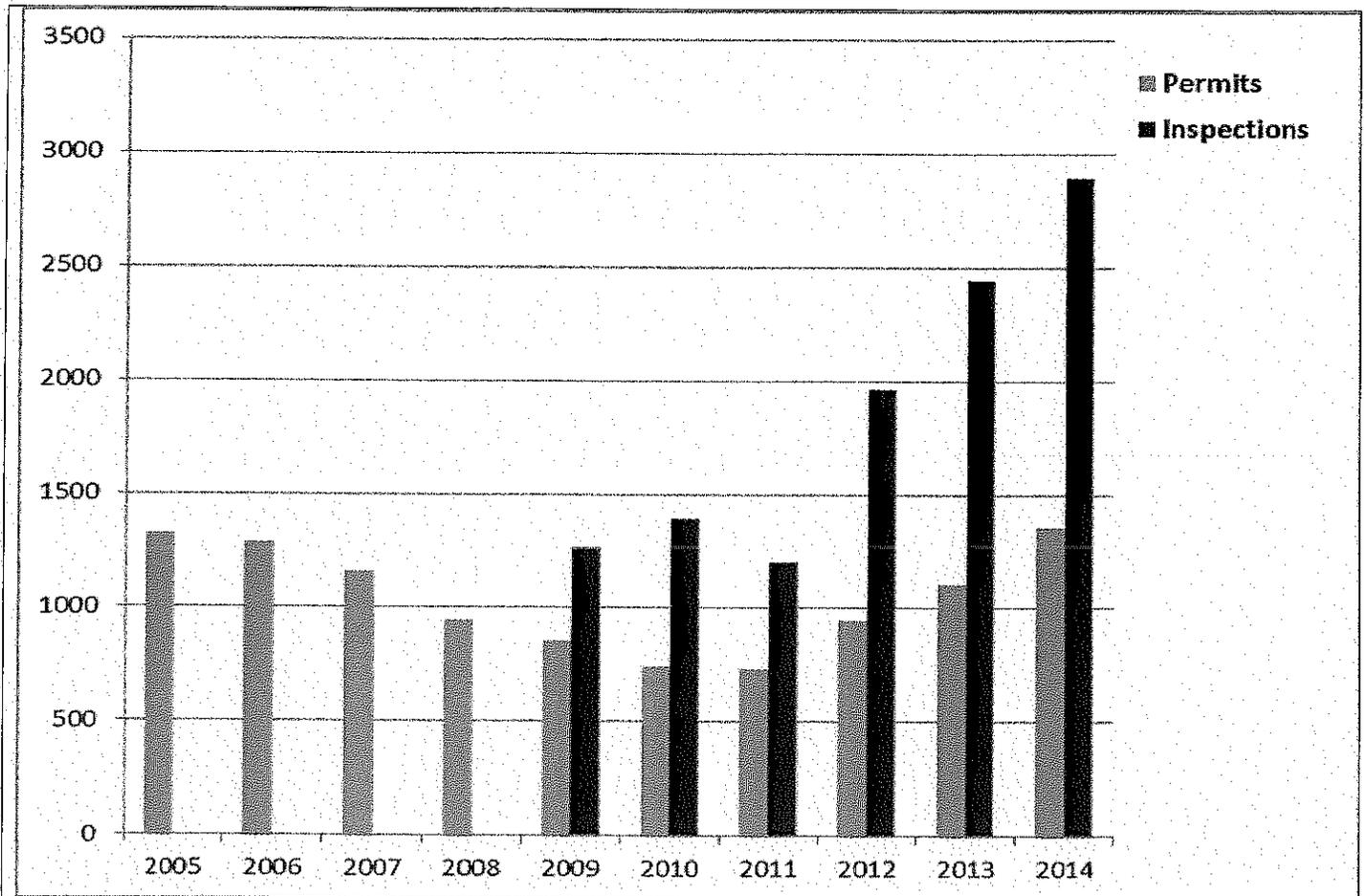
TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6110 – CODE ENFORCEMENT & ZONING ADMINISTRATION

efficiencies, but it cannot schedule appointments, conduct inspections or review applications for permits. Increasing the staffing level will ensure that department goals (measures listed above) and community expectations are met.

Permits (2005 to 2014) and Inspections (2009 to 2014)



2005 - 3 CEO's and 2 administrative staff (inspection data not available)
 2006 - 3 CEO's and 2 administrative staff (inspection data not available)
 2007 - 3 CEO's and 2 administrative staff (inspection data not available)
 2008 - 3 CEO's and 2 administrative staff until May 1 (inspection data not available)
 2009 - 3 CEO's
 2010 - 3 CEO's
 2011 - 1 CEO Jan - Aug, 2 CEO's Aug. - Dec
 2012 - 2 Code Officers Jan. - July, 1 Code Officer July - Aug., 1 Code Officer and 1 PT Code Officer Aug - October, 2 Code Officers Oct - Dec.
 2013 - 2 CEO's
 2014 - 2 CEO's
 This data is based on calendar year.

The following proposed positions are essential to meet the increased demand for service:

Receptionist: To provide general office support: greeting the public, scheduling appointments, answering phone calls, directing calls to appropriate personnel, copying, scanning, and project assistance.

Code Enforcement Officer: To allow for two officers in the field and/or backup coverage for walk-in customers and processing applications.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

6110 - CODE ENFORCEMENT & ZONING ADMINISTRATION SERVICES

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
41010	Compensation	157,435	160,359	106,530	257,216	207,399	
41030	Part-Time Compensation	212	-	0	-	-	
42030	Professional Services	331	9,000	6,000	9,000	9,000	
42040	Print Services	820	200	0	200	200	
42050	Equipment Maintenance		500	0	500	500	
42060	Telephone	1,370	2,500	1,653	3,900	3,900	
42070	Advertising	634	1,500	825	1,500	1,500	
42080	Postage	320	800	309	800	800	
42090	Training/Conferences	1,632	2,000	28	3,000	3,000	
42100	Travel/Meals	1,542	1,200	653	2,000	2,000	
42110	Memberships	465	500	195	500	500	
43010	Supplies & Materials	924	1,000	761	1,000	1,000	
43030	Books, Maps & Publications	1,057	1,500	578	1,000	1,000	
43140	Gas Products	1,592	1,500	1,355	2,070	2,070	
43220	Other Equipment	925	1,000	102	3,900	3,900	
43300	Copy Services	253	500	85	500	500	
		169,512	184,059	119,072	287,086	237,269	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6110 – CODE ENFORCEMENT & ZONING ADMINISTRATION

ACCOUNT DETAIL

- 41010 Annual Salaries and wages for positions as authorized:
 - Director (1.0 FTE)
 - Administrative Assistant (1.0 FTE)
 - Code Enforcement Officer (1.0 FTE)
 - Total current authorized positions (3.0 FTE)

 - Code Enforcement Officer (1.0 FTE) proposed position
 - Receptionist (1.0 FTE) proposed position
- 42030 Contracted Services
- 42040 Business cards, stop work orders.
- 42050 Annual server printer maintenance and parts, shared with Planning Department, Assessing, and WEDC.
- 42060 Office and cellular phone charges
- 42070 Legal advertisements for Appeals Board
- 42080 Postage for general office correspondence, public hearing notifications to abutters
- 42090 Continued Education Training as required to maintain certifications
- 42100 Meetings and seminars
- 42110 Professional memberships
- 43010 General office and color printer supplies (shared with the Planning Department, Assessing and WEDC)
- 43030 Publications and code books
- 43140 Estimated use of 900 gallons at \$2.30 per gallon
- 43220 Equipment needed to perform inspections, safety equipment, inspection tools, etc...
- 43300 Copier service contract, paper and copy supplies shared equally by Code Enforcement, Assessing, Planning, and Economic Development

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6120 –PLANNING SERVICES

MISSION:

The mission of the Planning Department is to provide professional advice and technical expertise to citizens, elected leaders and municipal officials to assist in understanding and addressing community issues and priorities. This is accomplished through a focus on long term economic vitality, environmental integrity, and quality of place through the development of high quality plans, plan implementation and development review services.

VISION:

The Windham Planning Department is dedicated to encourage, support and enable Windham's citizens, elected leaders and officials to:

- Articulate and formalize their visions and goals through the creation of the comprehensive master plan, programmatic and district plans and policies.
- Achieve the community's goals by implementing plans through ordinance and policy development, project management and the employment of a fair and predictable development review process.
- Contribute meaningful input and feedback through diverse methods at all stages of planning in order to continuously update and refine community goals, ensure transparency in planning services, and to build awareness for community issues and opportunities.

SUCCESS:

Elements of success for the department include:

- The Town has an adopted, State consistent, comprehensive plan that is updated every five years.
- Windham has focused plans for specific areas or programs within the community.
- Policies and ordinances are enacted that achieve the vision and goals of the comprehensive plan and area plans.
- Staff possesses a high level of technical expertise and motivation.
- A continuous and accessible system for public input is available to all citizens.
- The department has the resources to carry out long-range and short-range planning functions.
- Windham conducts a development review process that achieves the community's vision and goals in a manner that is equitable and efficient.

MEASUREMENT:

Success at the department's mission will be measured by:

- Percentage of quarterly milestones achieved on time in the, "Windham Comprehensive Plan: Process Timeline," dated February, 2014 (or timeline as amended by the Town Council).
- Days between receipt of a Planning Board application and notification of completeness for the applicant (ordinance allows up to 30 days).
- Number of Board and Committee meeting packets that go out on time, defined as four business days ahead of the meeting date.
- Number of hours of professional training for planning staff members annually (Goal of 16 hours each).

MISSION GAPS:

This budget is based on achievement of the mission, vision, success, and indicators expressed above. To accomplish the stated goals and tasks, the following changes are proposed from the approved FY 2014-2015 budget:

- **Print Services:** Decrease \$250. Staff does not foresee large print jobs this FY comparable to past efforts such as reprinting Design Standard Booklets, or additional copies of other planning documents.
- **Fuel:** Increase \$300. This is a new line item for Planning. Charges for fuel for Town vehicles have not come back to the Planning Department in the past.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

6120 - PLANNING SERVICES

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	141,179	170,695	110,740	177,508	177,508	
42030	Professional Services	5,516	10,000	14	10,000	10,000	
42040	Print Services	190	750	0	500	500	
42050	Equipment Maintenance		500	0	500	500	
42060	Telephone	1,122	1,800	1,068	1,800	1,800	
42070	Advertising	5,135	5,000	1,999	5,000	5,000	
42080	Postage	831	1,000	200	1,000	1,000	
42090	Training/Conferences	1,439	2,000	110	2,000	2,000	
42100	Travel/Meals	748	2,000	405	2,000	2,000	
42110	Memberships	641	900	441	900	900	
43010	Supplies & Materials	1,922	1,500	543	1,500	1,500	
43030	Books, Maps & Publications	143	500	231	500	500	
43140	Fuel			0	300	300	
43220	Other Equipment	60		500	1,600	1,600	
43300	Copy Services	460	500	214	500	500	
		159,386	197,145	116,465	205,608	205,608	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6120 –PLANNING SERVICES

ACCOUNT DETAIL

- 41010 Annual salaries and wages for positions as authorized:
 - Planning Director (1.0 FTE)
 - Planner (1.0 FTE)
 - Planning Secretary (1.0 FTE)

 - Total current authorized positions (3.0 FTE)

- 42030 Professional Services
 - Consulting for Plans, Studies or Projects, including engineering services

- 42040 Print Services
 - Duplication of:
 - Large format engineering plans,
 - Comprehensive Plans (color),
 - Land Use Ordinances,
 - General photocopies

- 42050 Equipment Maintenance
 - Annual printer maintenance and parts (Fixed Cost, shared with Assessing and Code Enforcement Departments).

- 42060 Telephone
 - Land lines (Fixed Cost, shared with Assessing and Code Enforcement Departments),
 - Supplies cellular phone service for Director and Planner.

- 42070 Advertising
 - Legal advertisements for Planning Board meetings,
 - Notices for public announcements or community meetings

- 42080 Postage
 - Mailing of letters and documents,
 - Mailing of abutters' notices as part of the Planning Board review process.

- 42090 Training/Conferences
 - Registration for various workshops, including American Planning Association (APA) National Conference, state conferences, computer training.
 - Additional local conferences:
 - Local APA Chapter Conference,
 - Specialized training sessions on such topics as stormwater management, development review, and specific planning topics.

- 42100 Travel/Meals
 - Travel expenses related to attendance and workshops, conferences, and meetings, including national conferences and/or regional meetings.

- 42110 Memberships
 - Dues for professional associations, APA (National & Chapter), American Institute of Certified Planners (AICP), Maine Association of Planners (MAP).

- 43010 Supplies & Materials
 - General office supplies, contributions to shared costs related to color printer and plotter supplies.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6120 –PLANNING SERVICES

- 43030 Books, Maps & Publications
Purchase of planning reference books for staff and planning board members.
Examples include:
Journal of the American Planning Association,
Planner's Advisory Service Publications – these are topic specific reference materials that assist in the completion of planning studies, ordinance amendments, and other related projects,
Zoning Practice,
Reference books for projects such impact fees, project management, and parking standards
- 43300 Copy Services
Shared contract with Assessing and Code Enforcement.
Money is deducted by the Town Manager's Office based on the amount of photocopies made on the Code, Assessing and Planning printer/photocopier.

Unmet Needs

The Planning Department would like to echo the unmet staffing needs identified in other sections of the FY16 budget:

- Section 6110 – Code Enforcement. Additional Code Enforcement Officer.
 - An additional Code Officer on staff will help provide additional coverage at the customer service desk for Code Enforcement related questions. The result will be less disruption and greater productivity for Administrative Support Staff in all departments on the top floor. Also, with another Code Enforcement Officer, the Code Enforcement Director will be able to devote more time to both departmental management activities and processing permit applications, which will increase productivity across departments.
- Section 2110 – Public Works Administration. New Civil Engineer Position.
 - In addition to all of the points raised in Section 2110 for tasks that are currently outsourced to consulting engineers (peer review of development proposals and construction observation tasks, engineering assistance for public works projects, including roads) and new areas of work related to new stormwater requirements, the Planning department is taking on more responsibilities for implementing plans through project management, not just ordinance and policy work. Initiatives such as the Anglers Road/Whites Bridge Road alignment project, and street and utility work called for in the 21st Century Downtown and Route 302 North Plans, and the ongoing Wastewater Planning effort could benefit from having a dedicated project manager on staff with experience in street and utility design. This would also free up time for existing staff to work on other planning and review activities.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6121 – COMPREHENSIVE MASTER PLAN

MISSION:

The purpose of this division of the planning department's budget is to support the development of an updated comprehensive master plan, a primary goal of the Town Council.

SUCCESS:

The definition of success for this budget division is to keep the development of an updated comprehensive master plan on schedule and on budget, as both may be adjusted by the Town Council.

MEASUREMENT:

Progress toward completion of an updated comprehensive master plan will be reported to the Town Council along with its other goals or as needed or requested.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

6121 - COMPREHENSIVE MASTER PLAN

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42030	Professional Services	2,367	-	52,065	25,000	25,000	
		2,367	-	52,065	25,000	25,000	-

TOWN of WINDHAM
 FY 2015-2016 MUNICIPAL BUDGET

6121 – COMPREHENSIVE MASTER PLAN

ACCOUNT DETAIL

42030 Professional services associated with drafting a revised/updated comprehensive master plan. Costs are expected to be spread over two fiscal years, 2013 and 2014, roughly two-thirds and one-third, as outlined below:

Public process facilitation	\$ 15,000
Survey	25,000
Online forum, public participation (Mindmixer)	10,000
Mapping	10,000
Writing/editing	1,000
Meeting expenses	5,000
<hr/>	
Subtotal	\$ 66,000
Contingency	9,000
<hr/>	
Total	\$ 75,000
FY 2013	\$50,000
FY 2014	\$25,000

Funds totaling \$65,000 were allocated in FY 2013 and FY 2014. No additional funds were budgeted in FY 2015.

Actual expenses:

FY 2013	\$7,000
FY 2014	\$2,367
FY 2015 (YTD)	\$52,642
Total Project to Date	\$62,009
FY 2016 funding request	\$25,000

This request is expected to cover expenses for FY 2016 and FY 2017 related to public process facilitation, editing, layout and design, printing, and meeting expenses for the review team and two (2) more community-scale events.

TOWN of WINDHAM

FY 2015-16 MUNICIPAL BUDGET

6510 – ASSESSING SERVICES

MISSION:

The mission of the Assessing Office is defined by the Maine Constitution, which states: *All taxes upon real and personal estate, assessed by authority of this State shall be apportioned and assessed equally according to the just value thereof.*"

SUCCESS:

The Assessing Office's mission has four core elements, all of which seek to fulfill the Town's mission of "providing governance, serves, and pursuing policies responsive to the needs of its citizens". Those are:

- Assessing all real and personal property. This involves correctly listing ownership interests in properties as interpreted from recorded deeds and other legal documents, maintaining assessors maps, tracking new and deleted parcels, inspecting for new construction and other property changes, tracking zoning changes and adjusting properties accordingly, conducting sales analyses, developing valuation models that take into consideration all standard approaches to value, applying valuation conclusions through a computerized mass appraisal system, administering current use valuation (tree growth, farmland, open space), administering abatements and supplemental taxes
- Administration and Statutory Duties. Examples are: developing a tax commitment with all related reports and working with the Town Manager and Council to develop an annual tax rate, tracking growth statistics for the LD1 tax cap, applying all types of property tax exemptions, administering 911 street numbering system, budgeting, providing personnel training, administering state programs such as the Business Equipment Reimbursement and Business Equipment Tax Exemption programs, administering the local Tax Increment Financing program, providing annual reports and assistance to Maine Revenue Services, and managing Internet data.
- Public Relations. The office provides information as needed to the Town Council and Town Manager, provide information and notices to property owners in a timely and understandable form, provide information to the public, real estate brokers, appraisers, surveyors, attorneys via mail, email, website, telephone, walk-ins
- Technical Assistance and Office Coverage: This is primarily providing technical help to other departments in areas such as statistical analysis, computer software, and Geographical Information Systems (GIS), and assisting other departments with office coverage and scheduling.

MEASUREMENT:

Measures of success at the office's mission include:

- Property Assessment: The primary measures of success in assessing from a statutory perspective are the assessment ratio and the quality rating. The assessment ratio measures the overall ratio of assessed value to market value. The statutory requirement is the ratio must be greater than 70 percent and less than 110 percent. The Assessor's Office tries to keep the assessment between 90 and 100 percent of value. The quality rating is a statistical measurement of equity, the lower the number the better the equity. State law requires a quality rating of less than 20 percent. The goal is to keep the quality rating at less than 10. The latest assessment ratio study as conducted by the Assessor indicated an assessment ratio of 97% and a quality rating of 8%. This is considered an excellent assessment rating.
- Administrative measures: The Assessor's Office generates annual an annual summary of twenty reports that contain statistics that can be tracked from year to year. For example, one of those reports, the Municipal Valuation Return has statistics on valuation breakdowns, exemptions, and current use property statistics. The overall trend that is shown in these reports indicates that Windham is stable with a steady, moderate growth rate in many categories. All of these reports are public information and are available in the Assessor's Office. Measurements of success are rated in the Report of Assessment Review, an annual audit by the Maine Department of Revenue. The Assessor's Office ratings in the latest report show "good" in all categories.
- Public Relations. The office provides property information to the public through its on-line information on the Town's website and the Vision Government Solutions website. Most of the public inquires and requests for help go through the websites and through emails, resulting in much less walk-in traffic than in the past. For calendar year 2013 users looked at 16,971 parcels of real estate and 375,085 pages of data on the Vision website. Office staff visited 876 properties in calendar year 2014 and met with several taxpayers with a minimal number of complaints to the office. The office also supplies various special reports and research assistance to the public
- Assistance to other Departments. This is a major function of the office, which works closely with code enforcement, scheduling inspections and assisting customers. The office provides information and support to other departments, particularly when land use data is needed in statistical or mapping formats.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6510 - ASSESSING SERVICES

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	217,843	222,359	147,199	225,758	225,758	
42030	Professional Services		3,000	125	3,000	3,000	
42040	Print Services		500	-	500	500	
42050	Equipment Maintenance	10,285	19,760	9,750	11,125	11,125	
42060	Telephone	285	804	184	804	804	
42070	Advertising	173	500	0	500	500	
42080	Postage	940	2,673	820	2,673	2,673	
42090	Training/Conferences	1,079	1,655	1,117	1,655	1,655	
42100	Travel/Meals	1,593	1,780	2,140	1,780	1,780	
42110	Memberships	924	900	765	900	900	
43010	Supplies & Materials	1,576	1,600	933	1,600	1,600	
43030	Books, Maps & Publications	2,943	3,320	1,550	3,320	3,320	
43220	Other Equipment			-			
43390	Vehicle Expenses	511	700	282	700	700	
		238,151	259,551	164,865	254,315	254,315	-

TOWN of WINDHAM

FY 2015-16 MUNICIPAL BUDGET

6510 – ASSESSING SERVICES

ACCOUNT DETAIL

41010	Compensation	
	Assessor (1.0 FTE)	
	Assistant Assessor (1.0 FTE)	
	Appraiser (1.0 FTE)	
	Administrative Assistant (0.8 FTE)	
	Total current authorized positions (3.8 FTE)	
42030	Professional Services	
	Consultant services cover special circumstances such as a complex abatement challenges and having special programming done to the assessing software.	
		<u>\$3,000</u>
42040	Print Services	
	Print Services for tax map copies. We are doing more printing in-house, but mass copying of the tax maps needs to be done at a copy center.	
		<u>\$ 500</u>
42050	Equipment Maintenance	
	Photocopier share	\$ 1,100
	Vision web hosting	\$ 2,750
	Vision Appraisal Software (10 users)	<u>\$ 7,275</u>
		<u>\$11,125</u>
42060	Telephone	
	Office (\$42/month x 12 months)	\$ 504
	Cell phone (\$25/month)	<u>\$ 300</u>
		<u>\$ 804</u>
42070	Advertising	
	This is for Assessment Review Board if needed	<u>\$ 500</u>
42080	Postage	
	Regular mailings	<u>\$2,673</u>
42090	Training/Conferences	
	State Property Tax School for two staff members	\$ 650
	MAAO Tax School registration for three	\$ 180
	Ten one-day training meetings of IAAO	\$ 250
	IAAO Annual conference registration	<u>\$ 575</u>
		<u>\$1,655</u>
42100	Travel/Meals	

TOWN of WINDHAM
 FY 2015-16 MUNICIPAL BUDGET

6510 – ASSESSING SERVICES

	1600 miles with personal vehicles	\$ 330
	meals and mileage various functions	\$ 300
	IAAO conference airfare, room and meals	<u>\$ 1,150</u>
		\$ 1,780
42110	Memberships	
	IAAO	\$ 255
	MAAO (3 @ \$25 each)	\$ 75
	Maine Chapter IAAO (3 @ \$30 each)	\$ 90
	NRAAO	\$ 30
	STATE APPRAISAL LICENSE	<u>\$ 450</u>
	Total	\$ 900
43010	Supplies and Materials	
	Estimate of all office supplies and paper.	<u>\$1,600</u>
43030	Books, Maps & Publications	
	Deeds 2,200 deeds @ \$1.50 each	\$2,800
	Valuation & Commitment Book	\$ 400
	Books and publications	<u>\$ 120</u>
	Total	\$3,320

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

6520 – GEOGRAPHIC INFORMATION SYSTEMS

MISSION:

The mission of the Geographic Information Systems (GIS) division of the Assessing Office's budget is to maintain accurate GIS records and to provide geographic information and maps to the Town departments and to the public.

SUCCESS:

The GIS department is successful when policy makers, managers, and the public is able to use geographic information as a tool to make effective and relevant decisions. As such is it a part of the overall information infrastructure that provides a public benefit.

MEASUREMENT

It is difficult to quantify or measure how well the GIS function performs. Quality control checks are periodically done to find out how closely spatial data conforms to real world information, something the office constantly seeks to improve.

The best way to improve accuracy is by physically measuring the location through the use of a GPS device and translating that to our mapping system. The office has done some of that, but the data can be improves considerably by doing more GPS measuring and post-processing. Various Town infrastructure assets, such as storm water features, roadways, utilities, Town buildings, and cemeteries have been measured and mapped with information attributes connected to the spatial data.

Another means of improvement is training, which has been a continual focus in order to get the most out of our system.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

6520 - GEOGRAPHIC INFORMATION SYSTEMS

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42030	Professional Services	2,291	4,000	-	4,000	4,000	
42050	Equipment Maintenance	3,715	3,647	746	3,746	3,746	
42090	Training/Conferences	95	1,200	25	1,200	1,200	
43010	Supplies & Materials	799	2,000	909	2,000	2,000	
43030	Books, Maps & Publications		500	-	500	500	
43220	Other Equipment						
		6,900	11,347	1,679	11,446	11,446	-

TOWN of WINDHAM
 FY 2015-2016 MUNICIPAL BUDGET

6520 – GEOGRAPHIC INFORMATION SYSTEMS

ACCOUNT DETAIL

42030	Professional Services	
	Various Project Assistance	<u>\$4,000</u>
42050	Equipment Maintenance	
	AutoCAD License	\$ 746
	ESRI Licenses	<u>\$3,000</u>
	Total	<u>\$3,746</u>
42090	Training/ Conferences	
	This is an estimate for providing principal users of the GIS system.	
		<u>\$1,200</u>
43010	Supplies and Materials	
	Office supply costs may be incurred in the process of providing projects to the Town departments and to the public. Partially offset by fees.	
		<u>\$2,000</u>
43030	Books, Maps, and Publications	
	Cost associated with acquiring data layers and some printed publications may be needed. Estimate is <u>\$500</u>	

Fiscal Note: This account is funded through development district revenue (see revenue account R0498).

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

7510 - TOWN CLERK SERVICES

MISSION:

The mission of the Town Clerk's Office is to be the keeper of the town's record, to oversee voter registration and the conduct of elections, and provide other services and functions as required by law, charter, or ordinance.

VISION:

Back in the early days of town government, the town crier would call to order the rules and regulations set by the town, and then held a town meeting. As the Town Clerk's Office has expanded to modern rules and regulations, and is governed by state statutes, the town's charter and ordinances, the clerk and staff strive to keep up on everything, to give the public the best and most accurate service possible, and treat everyone fairly and with respect, integrity, and professionalism. Employees aim to answer all questions, and, when not sure, will put the customer in touch with someone who can help them.

VALUES:

We show compassion and courtesy to everyone, and knowledge is the first and foremost service where we specialize. We take responsibility very seriously and we hope the public gives us the same courtesy that we are giving them.

TOWN CLERK SERVICES:

Voter Registration	Birth, Marriage & Death Records	Concealed Weapons Apps.	Council Meetings/Minutes
Supervise All Elections	Business Licenses	Notary/Dedimus Service	Administer Oaths
Issue Marriage Licenses	Dog Licenses	Hunting/Fishing Licenses	Tax Payments
Auto Registrations	Boat/ATV/Snowmobiles	Ethics Disclosure Filings	

SUCCESS:

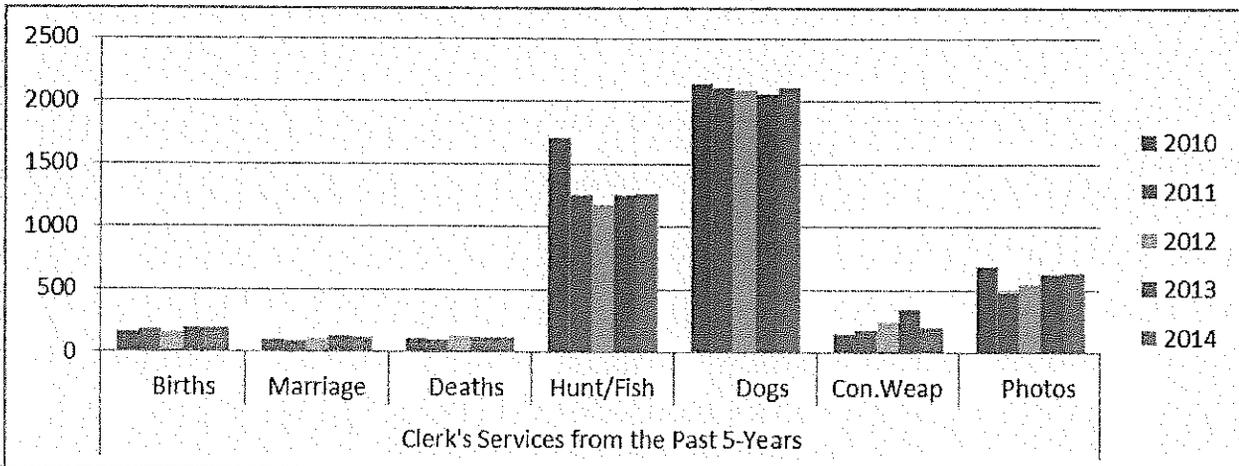
Success is willing to learn, grow, and change with ever-changing job requirements; the Clerk's Office does that. Staff is cross-trained with Auto Registration/Tax Collection a couple of years ago when staff was reduced due to budget cuts. This has proven very effective in reducing wait times for citizens. At certain times of the month/year, there are still lines but the office does its best to have the wait be no more than a few minutes. This office is responsible for so many different transactions it is most important to have staff keep abreast of all changes by learning new programs and attending classes.

MEASUREMENT:

The Clerk's Office keeps track of all types of business licenses that are renewed on a yearly basis in order to keep them current with the state laws and the town's ordinances.

Six different license reminders are sent out to ninety-six business owners by mail, one month before their current license expires. They come in to process their application, pay their fee and then they are added to the Council agenda for approval.

Many of the services provided in the Clerk's Office require monthly reporting with state agencies along with balancing to the penny on our reports. Once a week a quick check and balance is done on Inland Fisheries, Animal Welfare, Concealed Weapons and Vital Statistics accounts to make sure they match actual sales. These agencies send year-end reports showing that the accounts have balanced for the year.



TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

7510 - TOWN CLERK SERVICES

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	96,121	99,792	67,414	100,638	100,638	
41030	Part-time Compensation	30,724	33,208	21,714	33,712	33,712	
42030	Professional Services	3,147	5,530	2,686	5,530	5,530	
42040	Print Services	1,441	4,000	3,358	4,000	4,000	
42050	Equipment Maintenance	55	900	526	900	900	
42060	Telephone	1,199	1,300	698	1,300	1,300	
42070	Advertising	3,179	3,300	2,257	3,300	3,300	
42080	Postage	1,227	1,100	1,975	1,100	1,100	
42090	Training/Conferences	680	750	420	750	750	
42100	Travel/Meals	1,501	2,200	1,267	2,200	2,200	
42110	Memberships	110	140	90	140	140	
43010	Supplies & Materials	2,899	3,000	1,455	3,000	3,000	
43030	Books, Maps & Publications	2,459	2,500	1,840	2,500	2,500	
		144,742	157,720	105,700	159,070	159,070	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

7510 - TOWN CLERK SERVICES

ACCOUNT DETAIL

- 41010 Annual salaries and wages for positions as authorized:
 - Town Clerk (1.0 FTE)
 - Deputy Clerk (1.0 FTE)
 - Total current authorized positions (2.0 FTE)
- 41030 Part-time Compensation
 - Deputy Clerk (0.6 FTE)
- 42030 Programming memory sticks for elections, leasing two (2) extra voting machines, memory sticks, ballot bins yearly and paying Police Officers to be at the high school during June elections when school is in session and for crowd control on large November elections, i.e. Presidential and Gubernatorial.
- 42040 Printing ballots, voter registration cards, business cards, and dog notices.
- 42050 Maintenance and support on typewriters and voting machines.
- 42060 Telephone service
- 42070 Legal ads in the Portland Press Herald and non-legal ads & notices in the local Windham papers.
- 42080 Mailing absentee ballots, dog notices, birth & marriage letters, and voter registration notices, etc.
- 42090 Annual attendance for the Clerk and one Deputy to attend the Elections Conference for Title 21-A. The Clerk & Deputy Clerk also attends Title 30-A classes, Clerk's Networking Day, educational sessions on vital statistics so to stay current as the laws change and to keep our certifications up to date.
- 42100 Food for election workers, absentee voting mileage, and meetings the Clerk & Deputy Clerk attends.
- 42110 Memberships to CCMCA, MTCCA, & NEACTC for the Clerk and one Deputy Clerk, and the annual Conservation Easement Registry fee.
- 43010 This account is for all typical office supplies, and for the passport film.
- 43030 Restoration and binding of old birth, death, marriage books, and other town records, as well as fireproof storage of the records. The goal is to restore one to two books a year. This line also pays for binding the yearly book of Town Council Minutes, and buying any manuals that we need. There are several vital record books in the vault remaining to be restored, along with four very large town meeting books from the 1970's. The quoted price range to have those four books restored is \$1,631 to \$4,850 each; those figures depend on the size and condition of the books.

MISSION GAPS:

The room used to store election equipment is much too small and cannot fit all of the equipment. The ballot machines currently have to be stored in the Clerk's personal office as they need to be stored under lock and key by the Town Clerk, and there is no other secure space available.

A need in this department, as well as other departments, is the need to have a dedicated person to answer the phones. All calls could flow through that person, who then could direct the call to the appropriate office. Many calls are received in the clerk's office each day that need to be transferred to a different department. Such an administrative support person could also take messages when the office is especially busy, or short-staffed, and allow calls to be returned after those at the counter had been waited on.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

8110 – SOCIAL SERVICES

MISSION:

It is the mission of Social Services to improve the quality of life for people in need who reside in the Town of Windham, by connecting people with those resources made available by the Town, the state and the federal government, and other agencies in accordance with applicable laws and regulations.

“People in need” are defined to include those people who qualify for financial or other assistance according to regulations issued by the Town, the state and the federal government. As authorized by the Town, Social Services may offer additional services to enhance the quality of life for children, families and seniors.

SUCCESS:

Success is achieved through:

- Delivery of vouchers for housing, winter emergency fuel, or electrical assistance to those who qualify for it, under applicable law;
- Administration of the Windham Food Pantry and Clothes Closet;
- Coordination with other providers of social services, such as the Good Shepherd Mobile pantry, Opportunity Alliance, and Neighbors Helping Neighbors;
- Coordination with government and community based agencies that offer resources to strengthen individuals and families and promote economic self-sufficiency, such as state disability advocates, Project Feed, USDA, DHHS Emergency Funds, Aspire Program; and
- Out-reach to members of the community, local businesses and NGO’s to support these efforts with their time and their donations.

MEASUREMENT:

Social services measures of success include:

- People in need are counseled and provided information and referrals regarding local, regional, state and federal social service programs;
- People in need that qualify for General Assistance under the Ordinance receive temporary assistance for basic needs no more than every 30 days; and
- The annual audit demonstrates compliance with state regulations.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

8110 - SOCIAL SERVICES

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
41010	Compensation	76,752	87,084	55,456	89,424	89,424	
42030	Professional Services		-	-			
42060	Telephone	742	700	516	700	700	
42080	Postage	153	200	55	200	200	
42090	Training/Conferences	195	300	100	345	345	
42100	Travel/Meals	128	350	0	350	350	
42110	Memberships				200	200	
43010	Supplies & Materials	649	1,000	308	1,000	1,000	
43090	General Assistance	46,033	50,000	10,075	40,000	40,000	
43100	User Fee Offset	8,956	10,000	-	10,000	10,000	
		133,608	149,634	66,510	142,219	142,219	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

8110 – SOCIAL SERVICES

ACCOUNT DETAIL

- 41010 Annual Salaries and wages for positions as authorized:
 - General Assistance Administrator (1.0 FTE)
 - Social Services Administrative Assistant (0.8 FTE)
 - Total current authorized positions (1.8 FTE)
- 42060 Telephone and cellular charges and reimbursements.
- 42080 Portion of postage costs assigned to offices in the Social Services Resource Center.
- 42090 Includes training programs, attendance at welfare directors' meetings. (Increase will allow for one additional training for Social Services staff.)
- 42100 Expenses for business and attendance at training programs, association conferences. (Increase in travel expenses due to increased distance of trainings/conferences locations.)
- 42110 Membership in Maine Welfare Directors Association, Good Shepherd Food Pantry and Wayside Food Pantry.
- 43010 Operating supplies, paper goods, etc.
- 43090 Direct general assistance expenses, reimbursed at 50% from the State of Maine (see revenue account R0482). Funding level will remain consistent with FY15 budgeted amount.
- 43100 Assistance for attendance at Parks & Recreation summer day camp.

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

8120 SOCIAL SERVICE AGENCY FUNDING

MISSION:

This division of the social services budget provides funding for social service agencies providing services and programs that benefit Windham residents in support of the overall social services mission of the Town.

SUCCESS:

Agencies are identified and recommended for funding after evaluation for consistency with the overall mission of the Town's social services .

MEASUREMENT:

All agencies requesting funding are required to provide reports outlining the benefits provided to Windham residents in the previous year.

TOWN of WINDHAM
 FY 2015-2016 MUNICIPAL BUDGET

8120 - SOCIAL SERVICE AGENCY FUNDING

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
44070	Contributions to Agencies	28,750	21,400	21,400	23,200	23,200	
		28,750	21,400	21,400	23,200	23,200	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

8120 SOCIAL SERVICE AGENCY FUNDING

ACCOUNT DETAIL

44070 Includes funding for the following agencies:

	2014-2015 Approved	2015-2016 Requested	2015-2016 Committee	2015-2016 Manager	2015-2016 Approved
American Red Cross	0	275	200		
Biddeford Free Clinic	150	0	0		
Center for Therapeutic Recreation	150	200	150		
Maine Behavioral Healthcare (TIP)	0	1,500	1,500		
Counseling Services, Inc.	0	0	0		
Day One	1,000	1,000	1,000		
Family Crisis Center	1,000	1,200	1,000		
Home Health Visiting Nurses Service	500	500	500		
Lake Region Senior Service, Inc.	450	450	450		
Regional Transportation Program	250	1,000	500		
Sexual Assault Response Services	1,000	1,000	1,000		
Southern ME. Area Agency on Aging	4,000	4,500	4,000		
Southern Maine Parent Awareness	0	0	0		
The Opportunity Alliance (PROP)	6,800	6,800	6,800		
Tri-County Mental Health Services	500	5,000	500		
VNA Home Health Care	500	1,000	500		
Woodfords Family Services	500	500	500		
Windham Health Council #	600	600	600		
Windham Food Pantry # ~	0	20,000	0		
Windham Neighbors Helping Neighbors #	3,400	3,000	3,000		
Food & Fellowship, Inc. (Monday Meals) #	1,000	1,000	1,000		
Total	21,400	49,525	23,200		
~ See note below					
# Windham based services					
* No show (request denied)					

As in the past, the committee does not recommend organizations * that do not show up for their scheduled appointments. All of the organizations kept their appointments.

The Human Services Advisory Committee is submitting a budget that it feels should be funded in these continuing hard economic times. There was a lot of consideration given to each and every one of the agencies that came before the committee; each were deserving of financial support from the town. There are many families and individuals in the town who use each and every one of these services.

~After much discussion the committee decided not to recommend funding the request from the Windham Food Pantry for this year. Here is our rationale for that decision.

As of 12/31/2014 the Food Pantry had a fund balance of \$91,498.65. Their expenses for last year were \$20,803.54, which is in part due to the generous donations of food and money from our community. Therefore this year we are recommending that no additional monies go to the Food pantry. Every year we will continue to monitor the Food Pantry budget because of its invaluable service to the residents of Windham.

The committee respectfully asks that the following Windham based agencies not be reduced or eliminated:

Food & Fellowship Inc. (Monday Meal)	1,000
Windham Health Council (Loan Closet)	600

As in previous years, the committee continues to make the following recommendation in support of the Windham community.

Since 1999 there have been a number of in house surveys and community forums addressing the concept of a community center for the Windham community. The Human Services Committee is disheartened that the Council voted

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

8120 SOCIAL SERVICE AGENCY FUNDING

against a \$ match to be able to apply for a Block Grant for a feasibility study. We (HSAC) will still pursue a Community Center because we feel it is in the best interest of the community to do so. The following is still our rationale for the advantages and benefits that a Community Center will bring to Windham:

- A Community Center with multi-generational programs. This center could house already existing and new programs. The following is an outline of the committee's vision for a Community Center.
 - I. Senior Programming
 - A. Southern Maine Agency on Aging (possibly would move here)
 - 1. meals on wheels
 - 2. social work services
 - 3. Medicare counseling (seminars and individualized)
 - 4. volunteer headquarters
 - 5. free tax advice
 - B. Community Driven Activities (see Parks and Recreation Department Survey of Senior Citizens 2011)
 - C. Meeting Space: presently our seniors are looking for a stable place to meet. (Senior request to council Jan. 2014)
 - II Youth Programming
 - A. Home Work Club
 - B. Sports (pickup games)?
 - C. Mentoring
 - D. Social Work Services
 - E. Food program (summer and holiday lunch program)
 - F. Summer Day Camp home base
 - G. Groups
 - H. Head Start
 - I. Other User Driven Activities
 - III Intergenerational Programming
 - A. Monday Night Meal (maybe move here)
 - B. Games
 - C. Seasonal events
 - D. Movie Night
 - E. Auctions
 - F. Community Driven Activities, such as "Knit with your Grammy (or someone else's)"
 - G. Equipment rental

Suggested inclusions:

- Food Pantry: Current building has received funding for repairs in the past. Present location is not cost effective for the town. Food and clothing could be centralized into community center.
- Medical Loan Closet: Current building is old and in need of repairs. Should be centralized into Community Center.
- Indoors: Gymnasium, swimming pool, workout room, multipurpose meeting spaces, shuttle bus, wings for separate activities to occur simultaneously.
- Outdoors: Tennis courts, baseball diamonds, basketball courts, disc golf course, tubing/sledding hill, walking trails

Thank you for considering the committee's recommendations,

The Human Services Advisory Committee

TOWN of WINDHAM

FY2015-2016 MUNICIPAL BUDGET

CAPITAL PLAN SUMMARY

Of all the accounts that make up the Capital Outlay & Fixed Charges portion of the budget all but one of the accounts (9170, Sewer) comprise the town's capital improvement program:

- 9110, Capital Equipment Replacement,
- 9120, Road Improvements,
- 9130, Buildings & Facilities Improvements (except for transfers to TIF funds),
- 9140, Land & Facilities Improvements, and
- 9510, Debt Service.

On the plan summary spreadsheet that follows, only the figures for fiscal 2016 will appear in the manager's budget proposal. The remaining years are based on multi-year funding plans incorporated into the budget (9110 and 9130), plans adopted by the Council (the 2013 recreation capital facilities investment plan), and/or reports on which the town relies for guidance (the pavement condition rating survey, property condition assessment, and the space needs analysis and facilities master plan).

Copies of the multi-year funding plans and project detail reports are attached for accounts 9110 and 9130.

The recreation capital facilities investment plan is attached for account 9140. For fiscal 2015 the total for the remaining nine years of the plan was annualized in the summary spreadsheet instead of following the year to year fluctuations. That amount has been reduced to \$50,000 for fiscal 2016 for continued development of Lippman Park, specifically the playground, and is to be funded through recreation impact fees.

TOWN of WINDHAM

CAPITAL PLAN SUMMARY 2012-2025

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
FUNDED														
Capital Equipment Replacement	545,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000
Road Improvements	542,500	650,000	750,000	750,000	1,080,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Buildings & Grounds Improvements*	119,000	162,500	200,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Land & Facilities Improvements	na	na	150,000	-	-	-	-	-	-	-	-	-	-	-
Debt Service	229,969	216,375	210,375	205,125	200,625	196,500	191,625	185,625	175,088	168,925	162,400	155,875	148,625	148,625
Total Funded	1,436,469	1,653,875	1,935,375	1,730,125	2,055,625	1,721,500	1,716,625	1,710,625	1,700,088	1,693,925	1,687,400	1,680,875	1,673,625	1,673,625
*not including TIF pass-through														
PLANNED														
Capital Equipment Replacement														
Annual Replacement				575,000	625,000	725,000	825,000	825,000	725,000	725,000	725,000	725,000	725,000	725,000
Road Improvements														
Local Roads				1,000,000	850,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
State Roads				700,000		700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
WBR/Anglers/302 (net of 50% offset from TIF)					150,000									
North Route 302														
Other 21st Century Downtown					80,000									
2003 Road Bonds				205,125	200,625	196,500	191,625	185,625	175,088	168,925	162,400	155,875	148,625	148,625
Total				1,905,125	1,280,625	1,896,500	1,891,625	1,885,625	1,875,088	1,868,925	1,862,400	1,855,875	1,848,625	1,848,625
Building Improvements														
Annual Improvements				321,750	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Long-term Improvements														
PL Space Reconfiguration Design				10,300										
PL Space Reconfiguration Design Funding (CF)				(10,300)										
PL Space Reconfiguration (Option A)				45,500										
PL Option A Offsetting Revenue (Bremont Fund)				(45,500)										
PL Option B Design						5,000								
PL Childrens' Room (Option B)							97,500							
PW Preliminary Design				59,500										
PW Preliminary Design Offset (9910)				(59,500)										
PS Preliminary Design						25,000								
Comm Ctr Preliminary Design						15,000								
SWFS Design/Construction Documents					50,000									
NWFS Preliminary Design						35,000								
PW Facility (Option B w/RSU)						*	62,785	279,035	290,510	289,191	287,440	285,364	282,942	280,411
PS/Comm Ctr (Option E/Option E)							*	27,916	124,066	129,168	128,581	127,803	126,880	125,803
EWFS Option A							57,000							
SWFS/NWFS Option B w/Gorham/Option D(C))														
SWFS Acq/Reno @ MCLH					*	123,300	123,300	123,300	123,300	123,300	123,300	123,300	123,300	123,300
Total				321,750	200,000	353,300	490,585	580,250	687,876	691,659	689,321	686,466	683,121	679,514
Land & Facilities Improvements														
Parks, Fields, & Facilities				325,000	50,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Impact Fee Offset					(50,000)									
Total Planned				3,126,875	2,155,625	3,299,800	3,532,210	3,615,875	3,612,964	3,610,584	3,601,721	3,592,341	3,581,746	3,578,139
Net Surplus/(Deficit)				(1,396,750)	(100,000)	(1,578,300)	(1,815,585)	(1,905,250)	(1,912,876)	(1,916,659)	(1,914,321)	(1,911,466)	(1,908,121)	(1,904,514)
Funded				55%	95%	52%	49%	47%						
Tax Rate Impact (Taxable value fixed at \$1.8b)				0.78	0.06	0.88	1.01	1.06						

TOWN of WINDHAM

FY2015-2016 MUNICIPAL BUDGET

9110 – CAPITAL EQUIPMENT REPLACEMENT

This account funds the town's capital equipment replacement plan. By planning for the acquisition and replacement of capital equipment over a multi-year cycle, the town is able to manage the amount of annual spending without spikes or troughs in the budget from year to year. The plan includes capital equipment – vehicles, mobile equipment, computers and other technology, and office and other equipment – based on the current mission of the various departments and offices, and current estimated prices. The plan is updated annually to reflect adjustments in both mission and pricing, and uses a combination of pay-as-you-go (i.e. cash) and lease-purchase financing.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

9110 - EQUIPMENT REPLACEMENT

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
44190	Capital Equipment	976,219	625,000	550,096	625,000	625,000	-
		<hr/> 976,219	<hr/> 625,000	<hr/> 550,096	<hr/> 625,000	<hr/> 625,000	<hr/> -
	Consolidated Plan		625,000		625,000	625,000	
	Public Works						
	General Administration						
	Fire/Rescue						
	Police						
	Parks & Recreation/Open Space						
	Total		<hr/> 625,000		<hr/> 625,000	<hr/> 625,000	<hr/> -

NOTE:

Town of Windham, Maine

Capital Improvement Plan

FY 16 thru FY 25

SOURCES AND USES OF FUNDS

Source		FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Capital Equipment Replacement Fund											
Beginning Balance		223,923	128,334	121,104	284,770	437,218	626,116	729,994	829,221	1,044,973	1,378,119
Revenues and Other Fund Sources											
<i>Revenue</i>											
General Fund		625,000	725,000	825,000	825,000	725,000	725,000	725,000	725,000	725,000	725,000
	<i>Total</i>	625,000	725,000	825,000	825,000	725,000	725,000	725,000	725,000	725,000	725,000
Total Revenues and Other Fund Sources		625,000	725,000	825,000	825,000	725,000	725,000	725,000	725,000	725,000	725,000
Total Funds Available		848,923	853,334	946,104	1,109,770	1,162,218	1,351,116	1,454,994	1,554,221	1,769,973	2,103,119
Expenditures and Uses											
<i>Capital Projects & Equipment</i>											
<u>Code Enforcement (CE)</u>											
Code Enforcement Vehicle Replacement	CE-2019-001	0	0	0	(46,000)	0	0	0	0	0	0
	<i>Total</i>	0	0	0	(46,000)	0	0	0	0	0	0
<u>Fire-Rescue (FR)</u>											
Rescue 1	FR-2010-001	(37,427)	0	0	0	0	0	0	0	0	0
Rescue 2	FR-2011-001	(37,427)	0	0	0	0	0	0	0	0	0
SCBAs and Cylinders	FR-2013-003	(70,551)	(70,551)	0	0	0	0	0	0	0	0
Extrication System Replacement	FR-2013-004	(12,339)	(12,339)	0	0	0	0	0	0	0	0
Engine 6	FR-2015-001	0	0	(86,625)	(86,625)	(86,625)	(86,625)	(86,625)	0	0	0
Cardiac Monitors	FR-2015-003	(23,934)	(23,934)	(23,934)	0	0	0	0	0	0	0
Car 4	FR-2016-001	(30,000)	0	0	0	0	0	0	0	0	0
Rescue 1	FR-2018-001	0	0	0	(40,425)	(40,425)	(40,425)	(40,425)	(40,425)	0	0
Rescue 2	FR-2018-002	0	0	0	(40,425)	(40,425)	(40,425)	(40,425)	(40,425)	0	0
Tower 3	FR-2021-001	0	0	0	0	0	0	(185,000)	(185,000)	(185,000)	(185,000)

Source		FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Capital Equipment Replacement Fund											
Engine 5	FR-2025-001	0	0	0	0	0	0	0	0	0	0
Unit 9	FR-2025-005	0	0	0	0	0	0	0	0	0	(30,000)
	<i>Total</i>	(211,678)	(106,824)	(110,559)	(167,475)	(167,475)	(167,475)	(352,475)	(265,850)	(185,000)	(215,000)
<u>Information Services (IS)</u>											
IT Network & Client Replacements/Upgrades	IS-2016-001	(47,000)	0	0	0	0	0	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2017-001	0	(20,000)	0	0	0	0	0	0	0	0
IT Server/Software Replacements/Upgrades	IS-2018-001	0	0	0	(47,725)	(47,725)	(47,725)	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2018-002	0	0	(56,000)	0	0	0	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2019-001	0	0	0	(35,000)	0	0	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2020-001	0	0	0	0	(20,000)	0	0	0	0	0
	<i>Total</i>	(47,000)	(20,000)	(56,000)	(82,725)	(67,725)	(47,725)	0	0	0	0
<u>Police (PD)</u>											
Crime Lab	PD-2009-002	(10,034)	(10,034)	(10,034)	(10,034)	(10,034)	(8,579)	(8,579)	(8,579)	(8,579)	(8,579)
Simulcast System	PD-2013-003	(62,393)	0	0	0	0	0	0	0	0	0
Cruiser Video Systems	PD-2013-004	(16,618)	(16,618)	0	0	0	0	0	0	0	0
Cruiser Replacements	PD-2016-001	(91,800)	0	0	0	0	0	0	0	0	0
Radio and Recorder Replacements	PD-2016-003	0	(21,850)	(21,850)	(21,850)	0	0	0	0	0	0
Cruiser Replacements	PD-2017-001	0	(91,800)	0	0	0	0	0	0	0	0
Supervisor Patrol Vehicle	PD-2017-002	0	(30,000)	0	0	0	0	0	0	0	0
ACO Truck Replacement	PD-2017-004	0	(26,000)	0	0	0	0	0	0	0	0
Cruiser Replacements	PD-2018-001	0	0	(91,800)	0	0	0	0	0	0	0
Cruiser Replacements	PD-2019-001	0	0	0	(91,800)	0	0	0	0	0	0
Cruiser Replacements	PD-2020-001	0	0	0	0	(91,800)	0	0	0	0	0
Cruiser Replacements	PD-2021-001	0	0	0	0	0	(91,800)	0	0	0	0
Cruiser Replacements	PD-2022-001	0	0	0	0	0	0	(91,800)	0	0	0
Cruiser Replacements	PD-2023-001	0	0	0	0	0	0	0	(91,800)	0	0
Cruiser Replacements	PD-2024-001	0	0	0	0	0	0	0	0	(91,800)	0
Cruiser Replacements	PD-2025-001	0	0	0	0	0	0	0	0	0	(91,800)
	<i>Total</i>	(180,845)	(196,302)	(123,684)	(123,684)	(101,834)	(100,379)	(100,379)	(100,379)	(100,379)	(100,379)
<u>Public Works (PW)</u>											
Truck 02	PW-2011-001	(32,681)	(32,681)	(32,681)	0	0	0	0	0	0	0
Truck 03	PW-2011-002	(32,681)	(32,681)	(32,681)	0	0	0	0	0	0	0

Source		FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Capital Equipment Replacement Fund											
Truck 12	PW-2011-003	(12,186)	0	0	0	0	0	0	0	0	0
Truck 01	PW-2012-001	(39,300)	(39,300)	0	0	0	0	0	0	0	0
Sweeper 23	PW-2012-003	(58,613)	(58,613)	0	0	0	0	0	0	0	0
Truck 08	PW-2013-001	(32,682)	(32,682)	(32,682)	0	0	0	0	0	0	0
Skidsteer 28	PW-2013-003	0	0	0	0	0	0	0	0	0	0
Truck 09	PW-2014-001	(56,923)	(56,923)	(56,923)	0	0	0	0	0	0	0
Loader 25	PW-2014-002	0	(48,725)	(48,725)	(48,725)	(48,725)	(48,725)	0	0	0	0
Truck 10	PW-2016-001	0	0	(29,900)	(29,900)	(29,900)	(29,900)	(29,900)	0	0	0
Truck 11	PW-2016-002	0	(36,544)	(36,544)	(36,544)	(36,544)	(36,544)	0	0	0	0
Pickups	PW-2016-003	0	(23,600)	(23,600)	(23,600)	0	0	0	0	0	0
Reversible Compactor	PW-2016-004	(6,000)	0	0	0	0	0	0	0	0	0
Truck 05	PW-2017-001	0	0	0	(36,544)	(36,544)	(36,544)	(36,544)	(36,544)	0	0
Loader 27	PW-2018-001	0	0	0	0	0	(48,725)	(48,725)	(48,725)	(48,725)	(48,725)
Grader 26	PW-2020-001	0	0	0	0	0	(57,750)	(57,750)	(57,750)	(57,750)	(57,750)
	<i>Total</i>	(271,066)	(361,749)	(293,736)	(175,313)	(151,713)	(258,188)	(172,919)	(143,019)	(106,475)	(106,475)
<u>Town Mgr/Finance (TM)</u>											
Financial System Upgrade/Replacement	TM-2009-001	0	(47,355)	(47,355)	(47,355)	(47,355)	(47,355)	0	0	0	0
Community TV Mixer Replacement	TM-2016-001	(10,000)	0	0	0	0	0	0	0	0	0
Multifunction Device Replacements	TM-2018-001	0	0	(30,000)	0	0	0	0	0	0	0
Multifunction Device Replacements	TM-2019-001	0	0	0	(30,000)	0	0	0	0	0	0
	<i>Total</i>	(10,000)	(47,355)	(77,355)	(77,355)	(47,355)	(47,355)	0	0	0	0
Total Expenditures and Uses		(720,589)	(732,230)	(661,334)	(672,552)	(536,102)	(621,122)	(625,773)	(509,248)	(391,854)	(421,854)
Change in Fund Balance		(95,589)	(7,230)	163,666	152,448	188,898	103,878	99,227	215,752	333,146	303,146
Ending Balance		128,334	121,104	284,770	437,218	626,116	729,994	829,221	1,044,973	1,378,119	1,681,265

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Code Enforcement (CE)
Contact Town Manager
Type Equipment
Useful Life 7 years
Category Vehicles
Priority 3 Important
Status Active

Project # CE-2019-001
Project Name Code Enforcement Vehicle Replacement

Total Project Cost: \$46,000

Description

Replacement of code enforcement vehicles. Originally reassigned retired police cruisers, code enforcement vehicles were replaced with Jeep Cherokees which have now reached the end of their useful life.
Project based on purchase of two new or late model Ford Escape 4-cylinder AWD compact SUVs.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings				46,000		46,000
Total				46,000		46,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund				46,000		46,000
Total				46,000		46,000

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 7 years
Category Vehicles
Priority 1 Critical
Status Active

Project # FR-2010-001
Project Name Rescue 1

Total Project Cost: \$190,133

Description

Replacement of 2001 model Rescue 1.
Rescheduled to FY2011 from FY2010.

Justification

Reached limit of unit's useful life before repair and maintenance costs become excessive and have adverse effects on reliability, patient and personnel safety.

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
152,706	Equip/Vehicles/Furnishings	37,427					37,427
Total	Total	37,427					37,427

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
152,706	Capital Equipment Replacement Fund	37,427					37,427
Total	Total	37,427					37,427

Budget Impact/Other

Operating and maintenance costs have not been estimated on a per-unit basis. Acquisition to be based on a five-year tax exempt municipal lease-purchase estimated at an annual rate of 5% on a principal cost of \$175,000

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 7 years
Category Vehicles
Priority 1 Critical
Status Active

Project # **FR-2011-001**
Project Name **Rescue 2**

Total Project Cost: \$191,283

Description

Replacement of 2001 model Rescue 2.
Rescheduled to FY2012 from FY2011.

Justification

Reached limit of unit's useful life before repair and maintenance costs become excessive and have adverse effects on reliability, patient and personnel safety.

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
153,856	Equip/Vehicles/Furnishings	37,427					37,427
Total	Total	37,427					37,427

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
153,856	Capital Equipment Replacement Fund	37,427					37,427
Total	Total	37,427					37,427

Budget Impact/Other

Operating and maintenance costs have not been estimated on a per-unit basis. Acquisition to be based on a five-year tax exempt municipal lease-purchase estimated at an annual rate of 5% on a principal cost of \$180,000

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life Varies
Category Equipment: Miscellaneous
Priority I Critical
Status Active

Project # FR-2013-003
Project Name SCBAs and Cylinders

Total Project Cost: \$211,653

Description

SCBAs have a useful life of about 20 years; cylinders about 15. This project replaces all of them at the same time so there is consistency of operation, fit, and maintenance (replacement parts, maintenance equipment, etc.). Total cost of the project, not including any possible grants, is \$322,000.

This project is projected to be financed over five years at 3.5%

UPDATED: Purchase of \$204,810 was approved by the Council on February 26, 2013 (Order 13-024). Financed for three years at 1.69% in combination with extrication tool (FR-2013-004) and police in-cruiser video systems (PD-2013-004).

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
70,551	Equip/Vehicles/Furnishings	70,551	70,551				141,102
Total	Total	70,551	70,551				141,102

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
70,551	Capital Equipment Replacement Fund	70,551	70,551				141,102
Total	Total	70,551	70,551				141,102

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 20 years
Category Equipment: Miscellaneous
Priority 1 Critical
Status Active

Project # FR-2013-004
Project Name Extrication System Replacement

Total Project Cost: \$37,017

Description

Replacement of extrication tools and equipment, which have remained in good repair and use since the mid-1990s. Changes in automobile construction, and the use of stronger steel, have made the present system less effective and is driving the need for replacement.

This project would combine lease-purchase financing with another project in the amount of \$29,675 over five years at 3.5%.

UPDATED: Purchase of \$35,725 was approved by the Council on April 23, 2013 (Order 13-063). Financed for three years at 1.69% in combination with SCBAs (FR-2013-003) and police in-cruiser video systems (PD-2013-004).

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
12,339	Equip/Vehicles/Furnishings	12,339	12,339				24,678
Total	Total	12,339	12,339				24,678

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
12,339	Capital Equipment Replacement Fund	12,339	12,339				24,678
Total	Total	12,339	12,339				24,678

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Fire-Rescue (FR)

Contact Fire Chief

Type Equipment

Useful Life 20 years

Category Vehicles

Priority 3 Important

Status Active

Project # FR-2015-001

Project Name Engine 6

Total Project Cost: \$433,125

Description

Replacement of 1995 Ferrara pumper designated as Engine 6. Purchase estimated at a total price of \$375,000 financed by tax exempt municipal lease purchase at 5% over five years. Current Engine 6 is intended to replace Engine 1 (1981 Mack) when replacement is purchased.

UPDATE 20150330: Purchase process will begin in FY 2016, with delivery expected in early FY 2017, and payments to begin FY 2018.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings	0	0	86,625	86,625	86,625	259,875	173,250
Total	0	0	86,625	86,625	86,625	259,875	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund	0	0	86,625	86,625	86,625	259,875	173,250
Total	0	0	86,625	86,625	86,625	259,875	Total

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 20 years
Category Vehicles
Priority 3 Important
Status Active

Project # FR-2015-001
Project Name Engine 6

Total Project Cost: \$433,125

Description

Replacement of 1995 Ferrara pumper designated as Engine 6. Purchase estimated at a total price of \$375,000 financed by tax exempt municipal lease purchase at 5% over five years. Current Engine 6 is intended to replace Engine 1 (1981 Mack) when replacement is purchased.
UPDATE 20150330: Purchase process will begin in FY 2016, with delivery expected in early FY 2017, and payments to begin FY 2018.

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
259,875	Equip/Vehicles/Furnishings	86,625	86,625				173,250
Total	Total	86,625	86,625				173,250

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
259,875	Capital Equipment Replacement Fund	86,625	86,625				173,250
Total	Total	86,625	86,625				173,250

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 10 years
Category Equipment: Miscellaneous
Priority 1 Critical
Status Active

Project # FR-2015-003
Project Name Cardiac Monitors

Total Project Cost: \$71,802

Description

Replacement of cardiac monitors. Estimated at \$75,000 at 3% over three years in a municipal lease-purchase agreement.
Approved (order 14-308, 8/26/2014) at \$68,696.59. Lease-purchase combined for three years with PW-2014-001 at 2.25%. Monitors are 29.6% of the total payment amount.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
0	Equip/Vehicles/Furnishings	23,934	23,934	23,934			71,802
Total	Total	23,934	23,934	23,934			71,802

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
0	Capital Equipment Replacement Fund	23,934	23,934	23,934			71,802
Total	Total	23,934	23,934	23,934			71,802

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Fire-Rescue (FR)

Contact Fire Chief

Type Equipment

Useful Life 7 years

Category Vehicles

Priority 3 Important

Status Active

Project # FR-2016-001

Project Name Car 4

Total Project Cost: \$30,000

Description

Replaced Car 4 with a 2007 retired police cruiser in FY2010. This project replaces Car 4 (or Car 1, which would then be reassigned as Car 4 for the full-time deputy chief) with an SUV body style 4WD or AWD for communications, resource management, and accountability functions as an on scene command post.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings	30,000					30,000
Total	30,000					30,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund	30,000					30,000
Total	30,000					30,000

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Fire-Rescue (FR)

Contact Fire Chief

Type Equipment

Useful Life 7 years

Category Vehicles

Priority 1 Critical

Status Active

Project # FR-2018-001

Project Name Rescue 1

Total Project Cost: \$202,125

Description

Replacement of 2011 model Rescue 1.

Justification

Reached limit of unit's useful life before repair and maintenance costs become excessive and have adverse effects on reliability, patient and personnel safety.

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings			0	40,425	40,425	80,850	121,275
Total			0	40,425	40,425	80,850	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund			0	40,425	40,425	80,850	121,275
Total			0	40,425	40,425	80,850	Total

Budget Impact/Other

Operating and maintenance costs have not been estimated on a per-unit basis. Acquisition to be based on a five-year tax exempt municipal lease-purchase estimated at an annual rate of 5% on a principal cost of \$175,000

**Capital Improvement Plan
Town of Windham, Maine**

FY 21 thru FY 25

Department Fire-Rescue (FR)

Contact Fire Chief

Type Equipment

Useful Life 7 years

Category Vehicles

Priority 1 Critical

Status Active

Project # FR-2018-001

Project Name Rescue 1

Total Project Cost: \$202,125

Description

Replacement of 2011 model Rescue 1.

Justification

Reached limit of unit's useful life before repair and maintenance costs become excessive and have adverse effects on reliability, patient and personnel safety.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
80,850	Equip/Vehicles/Furnishings	40,425	40,425	40,425			121,275
Total	Total	40,425	40,425	40,425			121,275

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
80,850	Capital Equipment Replacement Fund	40,425	40,425	40,425			121,275
Total	Total	40,425	40,425	40,425			121,275

Budget Impact/Other

Operating and maintenance costs have not been estimated on a per-unit basis. Acquisition to be based on a five-year tax exempt municipal lease-purchase estimated at an annual rate of 5% on a principal cost of \$175,000

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Fire-Rescue (FR)

Contact Fire Chief

Type Equipment

Useful Life 7 years

Category Vehicles

Priority 1 Critical

Status Active

Project # FR-2018-002

Project Name Rescue 2

Total Project Cost: \$202,125

Description

Replacement of 2011 model Rescue 2.

Justification

Reached limit of unit's useful life before repair and maintenance costs become excessive and have adverse effects on reliability, patient and personnel safety.

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings			0	40,425	40,425	80,850	121,275
Total			0	40,425	40,425	80,850	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund			0	40,425	40,425	80,850	121,275
Total			0	40,425	40,425	80,850	Total

Budget Impact/Other

Operating and maintenance costs have not been estimated on a per-unit basis. Acquisition to be based on a five-year tax exempt municipal lease-purchase estimated at an annual rate of 5% on a principal cost of \$175,000

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 7 years
Category Vehicles
Priority 1 Critical
Status Active

Project # FR-2018-002
Project Name Rescue 2

Total Project Cost: \$202,125

Description

Replacement of 2011 model Rescue 2.

Justification

Reached limit of unit's useful life before repair and maintenance costs become excessive and have adverse effects on reliability, patient and personnel safety.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
80,850	Equip/Vehicles/Furnishings	40,425	40,425	40,425			121,275
Total	Total	40,425	40,425	40,425			121,275

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
80,850	Capital Equipment Replacement Fund	40,425	40,425	40,425			121,275
Total	Total	40,425	40,425	40,425			121,275

Budget Impact/Other

Operating and maintenance costs have not been estimated on a per-unit basis. Acquisition to be based on a five-year tax exempt municipal lease-purchase estimated at an annual rate of 5% on a principal cost of \$175,000

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 20 years
Category Vehicles
Priority 3 Important
Status Active

Project # FR-2021-001
Project Name Tower 3

Total Project Cost: \$925,000

Description
Replacement of 2001 Emergency One aerial/platform/pumper Tower 3 at an estimated cost of \$800,000 split 50/50 with the Town of Gorham over five years at 5%.

Justification

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total	Future
Equip/Vehicles/Furnishings		185,000	185,000	185,000	185,000	740,000	185,000
Total		185,000	185,000	185,000	185,000	740,000	Total

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total	Future
Capital Equipment Replacement Fund		185,000	185,000	185,000	185,000	740,000	185,000
Total		185,000	185,000	185,000	185,000	740,000	Total

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 25 years
Category Vehicles
Priority 2 Very Important
Status Active

Project # **FR-2025-001**
Project Name **Engine 5**

Total Project Cost: \$462,000

Description
Replacement of 1999 Ferrara pumper designated as Engine 5. Purchase estimated at a total price of \$400,000 financed by tax exempt municipal lease purchase at 5% over five years.

Justification

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total	Future
Equip/Vehicles/Furnishings					0	0	462,000
Total					0	0	Total

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total	Future
Capital Equipment Replacement Fund					0	0	462,000
Total					0	0	Total

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Fire-Rescue (FR)
Contact Fire Chief
Type Equipment
Useful Life 20 years
Category Vehicles
Priority 3 Important
Status Active

Project # **FR-2025-005**
Project Name **Unit 9**

Total Project Cost: \$30,000

Description

Replacement of 2006 Chevrolet utility pickup Unit 9 at an estimated cost of \$30,000.
Will be updated following replacement due to an insurance claim.

Justification

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Equip/Vehicles/Furnishings					30,000	30,000
Total					30,000	30,000

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Capital Equipment Replacement Fund					30,000	30,000
Total					30,000	30,000

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Information Services (IS)

Contact IT Director

Type Equipment

Useful Life 3 years

Category Equipment: Computers

Priority 2 Very Important

Status Active

Project # IS-2016-001

Project Name IT Network & Client Replacements/Upgrades

Total Project Cost: \$47,000

Description

Periodic replacement of network hardware and software, client desktops/laptops and associated hardware.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings	47,000					47,000
Total	47,000					47,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund	47,000					47,000
Total	47,000					47,000

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Information Services (IS)

Contact IT Director

Type Equipment

Useful Life 3 years

Category Equipment: Computers

Priority 2 Very Important

Status Active

Total Project Cost: \$20,000

Project #	IS-2017-001
Project Name	IT Client/Laptop Replacements/Upgrades

Description
Periodic replacement of client desktops/laptops and associated hardware.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings		20,000				20,000
Total		20,000				20,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund		20,000				20,000
Total		20,000				20,000

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Information Services (IS)
Contact IT Director
Type Equipment
Useful Life 3 years
Category Information Infrastructure
Priority 3 Important
Status Active

Project # IS-2018-001
Project Name IT Server/Software Replacements/Upgrades

Total Project Cost: \$143,175

Description

Replacement of network servers, storage, infrastructure, and software. Estimated at \$135,000 (March 2014).
Finance for three years at 3% under a municipal lease purchase agreement.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings			0	47,725	47,725	95,450	47,725
Total			0	47,725	47,725	95,450	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund			0	47,725	47,725	95,450	47,725
Total			0	47,725	47,725	95,450	Total

Budget Impact/Other

Capital Improvement Plan

FY 21 thru FY 25

Town of Windham, Maine

Department Information Services (IS)

Contact IT Director

Type Equipment

Useful Life 3 years

Category Information Infrastructure

Priority 3 Important

Status Active

Project # **IS-2018-001**
 Project Name **IT Server/Software Replacements/Upgrades**

Total Project Cost: \$143,175

Description

Replacement of network servers, storage, infrastructure, and software. Estimated at \$135,000 (March 2014).
 Finance for three years at 3% under a municipal lease purchase agreement.

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
95,450	Equip/Vehicles/Furnishings	47,725					47,725
Total	Total	47,725					47,725

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
95,450	Capital Equipment Replacement Fund	47,725					47,725
Total	Total	47,725					47,725

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Information Services (IS)

Contact IT Director

Type Equipment

Useful Life 3 years

Category Equipment: Computers

Priority 2 Very Important

Status Active

Project # IS-2018-002
Project Name IT Client/Laptop Replacements/Upgrades

Total Project Cost: \$56,000

Description

Periodic replacement of client desktops/laptops and associated hardware.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings			56,000			56,000
Total			56,000			56,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund			56,000			56,000
Total			56,000			56,000

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Information Services (IS)
 Contact IT Director
 Type Equipment
 Useful Life 3 years
 Category Equipment; Computers
 Priority 2 Very Important
 Status Active

Project # IS-2019-001
 Project Name IT Client/Laptop Replacements/Upgrades

Total Project Cost: \$20,000

Description

Periodic replacement of client desktops/laptops and associated hardware.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings				20,000		20,000
Total				20,000		20,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund				35,000		35,000
Total				35,000		35,000

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Information Services (IS)

Contact IT Director

Type Equipment

Useful Life 3 years

Category Equipment: Computers

Priority 2 Very Important

Status Active

Total Project Cost: \$20,000

Project #	IS-2020-001
Project Name	IT Client/Laptop Replacements/Upgrades

Description
Periodic replacement of client desktops/laptops and associated hardware.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings					20,000	20,000
Total					20,000	20,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund					20,000	20,000
Total					20,000	20,000

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Improvement
Useful Life 20 years
Category Buildings & Improvements
Priority 2 Very Important
Status Active

Project # PD-2009-002
Project Name Crime Lab

Total Project Cost: \$188,801

Description
Annual payment for participation in Metro Region Crime Lab at Portland PD. Initial payment of \$2,671 in FY2010 (by December 31, 2009), \$8,579 per year for twenty years (2011 - 2030) for facility costs, \$1,455 per year for ten years (2011 - 2020) for equipment costs. Windham's share based on

Justification
Windham's share of regional cost for development of the crime lab.

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
52,841	Other	10,034	10,034	10,034	10,034	10,034	50,170	85,790
Total	Total	10,034	10,034	10,034	10,034	10,034	50,170	Total

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
52,841	Capital Equipment Replacement Fund	10,034	10,034	10,034	10,034	10,034	50,170	85,790
Total	Total	10,034	10,034	10,034	10,034	10,034	50,170	Total

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 21 thru FY 25

Department Police (PD)
Contact Police Chief
Type Improvement
Useful Life 20 years
Category Buildings & Improvements
Priority 2 Very Important
Status Active

Project # PD-2009-002
Project Name Crime Lab

Description **Total Project Cost:** \$188,801
Annual payment for participation in Metro Region Crime Lab at Portland PD. Initial payment of \$2,671 in FY2010 (by December 31, 2009), \$8,579 per year for twenty years (2011 - 2030) for facility costs, \$1,455 per year for ten years (2011 - 2020) for equipment costs. Windham's share based on

Justification
Windham's share of regional cost for development of the crime lab.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total	Future
103,011	Other	8,579	8,579	8,579	8,579	8,579	42,895	42,895
Total	Total	8,579	8,579	8,579	8,579	8,579	42,895	Total

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total	Future
103,011	Capital Equipment Replacement Fund	8,579	8,579	8,579	8,579	8,579	42,895	42,895
Total	Total	8,579	8,579	8,579	8,579	8,579	42,895	Total

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 15 years
Category Equipment: Miscellaneous
Priority 1 Critical
Status Active

Project # PD-2013-003
Project Name Simulcast System

Total Project Cost: \$187,179

Description
Simulcast radio system per RCM quote, approx \$160,000 over 5 years, @ 3.5%
Approved (12-169, 11/27/2012) @ \$180,601. Financed at 1.81% over 3 years (13-005, 1/8/2013). Payments began FY 2014.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
124,786	Equip/Vehicles/Furnishings	62,393					62,393
Total	Total	62,393					62,393

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
124,786	Capital Equipment Replacement Fund	62,393					62,393
Total	Total	62,393					62,393

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Police (PD)
 Contact Police Chief
 Type Equipment
 Useful Life 5 years
 Category Equipment: Miscellaneous
 Priority 1 Critical
 Status Active

Project # PD-2013-004
 Project Name Cruiser Video Systems

Total Project Cost: \$49,854

Description

Replacement of 9 police cruiser video systems (8 installed, 1 spare) plus server.
 Project total of \$45,460 to be financed over three years at 3.5%
 UPDATED: Purchase of \$48,177 was approved by the Council on February 26, 2013 (Order 13-025). Financed for three years at 1.69% in combination with SCBAs (FR-2013-003) and extrication tool (FR-2013-004).

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
16,618	Equip/Vehicles/Furnishings	16,618	16,618				33,236
Total	Total	16,618	16,618				33,236

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
16,618	Capital Equipment Replacement Fund	16,618	16,618				33,236
Total	Total	16,618	16,618				33,236

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2016-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings	91,800					91,800
Total	91,800					91,800

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund	91,800					91,800
Total	91,800					91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Equipment: Miscellaneous
Priority 1 Critical
Status Active

Project # PD-2016-003
Project Name Radio and Recorder Replacements

Total Project Cost: \$65,550

Description
Replacement of twenty-seven (27) portable radios, three (3) mobile radios, charger and software, and programming software. Replacement of recording system for radio traffic and telephones. See attached document.

Estimated total cost \$62,019. Lease purchase on estimated \$63,000 at 2% for three years, with payments beginning in FY 2017.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings	0	21,850	21,850	21,850		65,550
Total	0	21,850	21,850	21,850		65,550

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund	0	21,850	21,850	21,850		65,550
Total	0	21,850	21,850	21,850		65,550

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 8 years
Category Vehicles
Priority 3 Important
Status Active

Project # PD-2016-004
Project Name Motorcycle Replacement

Total Project Cost: \$16,650

Description

Replacement of 2006 Harley Davidson police motorcycle. Lease-purchase in combination with other equipment scheduled for FY 2016 to optimize bidding, efficiency of paperwork, etc. Estimated at \$16,000, net of trades plus extended warranty and setup cost, at 2% for three years.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings	0	5,550	5,550	5,550		16,650
Total	0	5,550	5,550	5,550		16,650

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2017-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings		91,800				91,800
Total		91,800				91,800

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund		91,800				91,800
Total		91,800				91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

Capital Improvement Plan

FY 16 thru FY 20

Town of Windham, Maine

Department Police (PD)

Contact Police Chief

Type Equipment

Useful Life 5 years

Category Vehicles

Priority 2 Very Important

Status Active

Total Project Cost: \$30,000

Project #	PD-2017-002
Project Name	Supervisor Patrol Vehicle

Description	
SUV for supervisor use and transporting tactical equipment.	

Justification	

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings		30,000				30,000
Total		30,000				30,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund		30,000				30,000
Total		30,000				30,000

Budget Impact/Other	

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 3 Important
Status Active

Project #	PD-2017-004
Project Name	ACO Truck Replacement

Total Project Cost: \$26,000

Description
Replacement of ACO truck with 1/2 ton extended cab 4x4.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings		26,000				26,000
Total		26,000				26,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund		26,000				26,000
Total		26,000				26,000

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2018-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings			91,800			91,800
Total			91,800			91,800

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund			91,800			91,800
Total			91,800			91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2019-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings				91,800		91,800
Total				91,800		91,800

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund				91,800		91,800
Total				91,800		91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2020-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings					91,800	91,800
Total					91,800	91,800

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund					91,800	91,800
Total					91,800	91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2021-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Equip/Vehicles/Furnishings	91,800					91,800
Total	91,800					91,800

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Capital Equipment Replacement Fund	91,800					91,800
Total	91,800					91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2022-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Equip/Vehicles/Furnishings		91,800				91,800
Total		91,800				91,800

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Capital Equipment Replacement Fund		91,800				91,800
Total		91,800				91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2023-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Equip/Vehicles/Furnishings			91,800			91,800
Total			91,800			91,800

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Capital Equipment Replacement Fund			91,800			91,800
Total			91,800			91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

**Capital Improvement Plan
Town of Windham, Maine**

FY 21 thru FY 25

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2024-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Equip/Vehicles/Furnishings				91,800		91,800
Total				91,800	91,800	

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Capital Equipment Replacement Fund				91,800		91,800
Total				91,800	91,800	

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Police (PD)
Contact Police Chief
Type Equipment
Useful Life 5 years
Category Vehicles
Priority 1 Critical
Status Active

Project # PD-2025-001
Project Name Cruiser Replacements

Total Project Cost: \$91,800

Description

Replacement of three police cruisers, including setup cost but no additional equipment (light bar, siren, radio, etc.). Useful life is listed at five years; however, in front line patrol use cars only last about three years. They may spend a year (or part of a year) in use by the chief as a ready spare and/or be rotated into the fleet for other police (non-patrol) use or administrative use by other departments.

Justification

Police cruisers are an essential tool for delivering law enforcement services and projecting a law enforcement presence throughout the community. Experience has shown that trying to extend the useful life of what is essentially a "beefed-up" passenger vehicle incurs greater repair cost and hampers reliability. Depending on the year, it may be necessary to replace three or four cruisers.

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Equip/Vehicles/Furnishings					91,800	91,800
Total					91,800	91,800

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Capital Equipment Replacement Fund					91,800	91,800
Total					91,800	91,800

Budget Impact/Other

Operating and maintenance costs per cruiser have not been estimated.

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2011-001
Project Name Truck 02

Total Project Cost: \$163,405

Description

Replacement of 2000 International 6-wheel dump truck at an estimated cost of \$160,000 financed through a municipal lease-purchase agreement over five years at 3.5%.
Rescheduled to FY2012 with payments to begin FY2013 as part of budget preparation for FY2011. Further rescheduled to FY2013 with payments beginning in FY2014 as part of budget preparation for FY2012 in consultation with the public works director and vehicle maintenance supervisor.
Approved with PW-2011-002 (Truck 3) and PW-2013-001 (Truck 8) by Order 12-093, 7/24/2012 in a total amount of \$455,747 at 2.48%.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
65,362	Equip/Vehicles/Furnishings	32,681	32,681	32,681			98,043
Total	Total	32,681	32,681	32,681			98,043

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
65,362	Capital Equipment Replacement Fund	32,681	32,681	32,681			98,043
Total	Total	32,681	32,681	32,681			98,043

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project #	PW-2011-002
Project Name	Truck 03

Total Project Cost: \$163,405

Description

Replacement of 2000 Internation 6-wheel dump truck at an estimated cost of \$160,000 financed through a municipal lease-purchase agreement over five years at 3.5%.

Rescheduled to FY2012 with payments to begin FY2013 as part of budget preparation for FY2011. Further rescheduled to FY2013 with payments beginning in FY2014 as part of budget preparation for FY2012 in consultation with the public works director and vehicle maintenance supervisor.

Approved with PW-2011-001 (Truck 2) and PW-2013-001 (Truck 8) by Order 12-093, 7/24/2012 in a total amount of \$455,747 at 2.48%.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
65,362	Equip/Vehicles/Furnishings	32,681	32,681	32,681			98,043
Total	Total	32,681	32,681	32,681			98,043

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
65,362	Capital Equipment Replacement Fund	32,681	32,681	32,681			98,043
Total	Total	32,681	32,681	32,681			98,043

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2011-003
Project Name Truck 12

Total Project Cost: \$62,644

Description
Replacement of 2000 Ford F-550 2-ton 6-wheel dump truck at an estimated cost of \$60,000 financed through a municipal lease-purchase agreement over five years at 5%.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
50,458	Equip/Vehicles/Furnishings	12,186					12,186
Total	Total	12,186					12,186

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
50,458	Capital Equipment Replacement Fund	12,186					12,186
Total	Total	12,186					12,186

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2012-001
Project Name Truck 01

Total Project Cost: \$196,500

Description
Replacement of 2000 International 10-wheel dump truck at an estimated cost of \$180,000 financed through a municipal lease-purchase agreement over five years at 3.5%. Trade-in value may reduce the overall cost which will reduce payments in subsequent years, which will then be adjusted to reflect the lower net purchase price and funding needed to make annual lease-purchase payments.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
117,900	Equip/Vehicles/Furnishings	39,300	39,300				78,600
Total	Total	39,300	39,300				78,600

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
117,900	Capital Equipment Replacement Fund	39,300	39,300				78,600
Total	Total	39,300	39,300				78,600

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 15 years
Category Equipment: PW Equip
Priority 3 Important
Status Active

Project # PW-2012-003
Project Name Sweeper 23

Total Project Cost: \$175,839

Description

Replacement of 2002 Johnson 3000 street sweeper at an estimated cost of 175,000 financed through a municipal lease-purchase agreement for five years at 3.5%.

Originally scheduled for replacement in fiscal 2012, acquisition was rescheduled to FY2013 per consultation with public works director and vehicle maintenance supervisor. Further rescheduled to FY 2014 following Council action on Order 13-054, April 23, 2013.

Approved by Council Order 13-187, December 19, 2013 at \$169,000 including \$5,000 trade-in value of current sweeper.

Financing recommended for 3-year term (instead of 5) at 2.01%, with annual payments of \$58,613.

Updated expected useful life (for planning purposes) from ten years to fifteen.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
58,613	Equip/Vehicles/Furnishings	58,613	58,613				117,226
Total	Total	58,613	58,613				117,226

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
58,613	Capital Equipment Replacement Fund	58,613	58,613				117,226
Total	Total	58,613	58,613				117,226

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2013-001
Project Name Truck 08

Total Project Cost: \$163,410

Description
Replacement of 2003 International 7500 6-wheel dump truck at an estimated cost of \$160,000 financed through a municipal lease-purchase agreement over five years at 3.5%,
Approved with PW-2011-001 (Truck 2) and PW-2011-002 (Truck 3) by Order 12-093, 7/24/2012 in a total amount of \$455,747 at 2.48%.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
65,364	Equip/Vehicles/Furnishings	32,682	32,682	32,682			98,046
Total	Total	32,682	32,682	32,682			98,046

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
65,364	Capital Equipment Replacement Fund	32,682	32,682	32,682			98,046
Total	Total	32,682	32,682	32,682			98,046

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 15 years
Category Equipment: PW Equip
Priority 5 Future Consideration
Status Active

Project # PW-2013-003
Project Name Skidsteer 28

Total Project Cost: \$0

Description
 Replacement of 2001 skidsteer tractor. Estimated at \$53,000. Finance with trucks and sweeper scheduled for 2013 replacement for five years at 3.5%.
 Rescheduled from FY 2013 to 2014.
 Rescheduled to FY 2016 replacement, payments beginning FY 2017 (3/23/2014).
 Replacement cancelled. (3/30/2015). Department determined that the piece is not suited to the department's needs.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings	0					0
Total	0					0

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund	0					0
Total	0					0

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2014-001
Project Name Truck 09

Total Project Cost: \$170,769

Description

Replacement of 2004 International 7600 10-wheel dump truck at an estimated cost of \$180,000 financed through a municipal lease-purchase agreement over five years at 3.5%. Rescheduled to FY 2015 as part of 2014 budget planning. Price increased to \$205,000.

Approved (order 14-206, 7/22/2014) at \$163,351. Three year lease (instead of originally planned five years) at 2.25% combined with FR-2015-003. Truck represents 70.4% of total lease payments.

Justification

Prior	Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
0	Equip/Vehicles/Furnishings	56,923	56,923	56,923			170,769
Total	Total	56,923	56,923	56,923			170,769

Prior	Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
0	Capital Equipment Replacement Fund	56,923	56,923	56,923			170,769
Total	Total	56,923	56,923	56,923			170,769

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 15 years
Category Equipment: PW Equip
Priority 3 Important
Status Active

Project # PW-2014-002
Project Name Loader 25

Total Project Cost: \$243,625

Description

Replacement of 2001 John Deere 624H loader and plow at an estimated cost of \$220,000 to be financed through a municipal lease-purchase agreement for five years at 3.5%.
 Rescheduled to FY 2015, payments beginning FY 2016 (3/23/2014).
 Further rescheduled to FY 2016 following Council finance committee recommendation and approval of the Council (5/27/2014).

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings	0	48,725	48,725	48,725	48,725	194,900	48,725
Total	0	48,725	48,725	48,725	48,725	194,900	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund	0	48,725	48,725	48,725	48,725	194,900	48,725
Total	0	48,725	48,725	48,725	48,725	194,900	Total

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 21 thru FY 25

Department Public Works (PW)
 Contact Public Works Director
 Type Equipment
 Useful Life 15 years
 Category Equipment: PW Equip
 Priority 3 Important
 Status Active

Project # PW-2014-002
 Project Name Loader 25

Total Project Cost: \$243,625

Description
 Replacement of 2001 John Deere 624H loader and plow at an estimated cost of \$220,000 to be financed through a municipal lease-purchase agreement for five years at 3.5%.
 Rescheduled to FY 2015, payments beginning FY 2016 (3/23/2014).
 Further rescheduled to FY 2016 following Council finance committee recommendation and approval of the Council (5/27/2014).

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
194,900	Equip/Vehicles/Furnishings	48,725					48,725
Total	Total	48,725					48,725

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
194,900	Capital Equipment Replacement Fund	48,725					48,725
Total	Total	48,725					48,725

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2016-001
Project Name Truck 10

Total Project Cost: \$149,500

Description
Replacement of 2006 International 7300 6-wheel dump truck (25,999 GVW extended cab) at an estimated cost of \$135,000 financed through a municipal lease-purchase agreement over five years at 3.5%.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings		0	29,900	29,900	29,900	89,700	59,800
Total		0	29,900	29,900	29,900	89,700	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund		0	29,900	29,900	29,900	89,700	59,800
Total		0	29,900	29,900	29,900	89,700	Total

Budget Impact/Other

Capital Improvement Plan

FY 21 thru FY 25

Department Public Works (PW)

Town of Windham, Maine

Contact Public Works Director

Project # PW-2016-001

Type Equipment

Project Name Truck 10

Useful Life 10 years

Category Vehicles

Priority 3 Important

Status Active

Total Project Cost: \$149,500

Description

Replacement of 2006 International 7300 6-wheel dump truck (25,999 GVW extended cab) at an estimated cost of \$135,000 financed through a municipal lease-purchase agreement over five years at 3.5%,

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
89,700	Equip/Vehicles/Furnishings	29,900	29,900				59,800
Total	Total	29,900	29,900				59,800

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
89,700	Capital Equipment Replacement Fund	29,900	29,900				59,800
Total	Total	29,900	29,900				59,800

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2016-002
Project Name Truck 11

Total Project Cost: \$182,720

Description

Replacement of 2006 International 7500 6-wheel dump truck at an estimated cost of \$165,000 financed through a municipal lease-purchase agreement over five years at 3.5%,

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings	0	36,544	36,544	36,544	36,544	146,176	36,544
Total	0	36,544	36,544	36,544	36,544	146,176	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund	0	36,544	36,544	36,544	36,544	146,176	36,544
Total	0	36,544	36,544	36,544	36,544	146,176	Total

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2016-002
Project Name Truck 11

Total Project Cost: \$182,720

Description
Replacement of 2006 International 7500 6-wheel dump truck at an estimated cost of \$165,000 financed through a municipal lease-purchase agreement over five years at 3.5%.

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
146,176	Equip/Vehicles/Furnishings	36,544					36,544
Total	Total	36,544					36,544

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
146,176	Capital Equipment Replacement Fund	36,544					36,544
Total	Total	36,544					36,544

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 8 years
Category Vehicles
Priority 2 Very Important
Status Active

Project # **PW-2016-003**
Project Name **Pickups**

Total Project Cost: **\$70,800**

Description
Two 4x4 one ton pickups. One for mechanics as a field service truck, replacing a 2003, and one for highway due to increased patrol need for catch basin inspection during cleaning, basin stenciling, and dry weather outfall inspections.
Estimate \$34,000 per truck. Combine in municipal lease-purchase with other equipment for three years at 2%.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings		23,600	23,600	23,600		70,800
Total		23,600	23,600	23,600		70,800

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund	0	23,600	23,600	23,600		70,800
Total	0	23,600	23,600	23,600		70,800

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Equipment: PW Equip
Priority 3 Important
Status Active

Project # **PW-2016-004**
Project Name **Reversible Compactor**

Total Project Cost: \$6,000

Description
500 to 600 pound reversible compactor.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings	6,000					6,000
Total	6,000					6,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund	6,000					6,000
Total	6,000					6,000

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # **PW-2017-001**
Project Name **Truck 05**

Total Project Cost: \$182,720

Description
Replacement of 2007 International 7500 6-wheel dump truck at an estimated cost of \$165,000 financed through a municipal lease-purchase agreement over five years at 3.5%.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings			0	36,544	36,544	73,088	109,632
Total			0	36,544	36,544	73,088	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund			0	36,544	36,544	73,088	109,632
Total			0	36,544	36,544	73,088	Total

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 21 thru FY 25

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Vehicles
Priority 3 Important
Status Active

Project # PW-2017-001
Project Name Truck 05

Total Project Cost: \$182,720

Description
Replacement of 2007 International 7500 6-wheel dump truck at an estimated cost of \$165,000 financed through a municipal lease-purchase agreement over five years at 3.5%,

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
73,088	Equip/Vehicles/Furnishings	36,544	36,544	36,544			109,632
Total	Total	36,544	36,544	36,544			109,632

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
73,088	Capital Equipment Replacement Fund	36,544	36,544	36,544			109,632
Total	Total	36,544	36,544	36,544			109,632

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 15 years
Category Equipment: PW Equip
Priority 3 Important
Status Active

Project # PW-2018-001
Project Name Loader 27

Total Project Cost: \$243,625

Description

Replacement of 2002 Caterpillar 938G loader and plow at an estimated cost of \$220,000 to be financed through a municipal lease-purchase agreement for five years at 3.5%. Extended to 2020 in budget planning for 2014.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future	
Equip/Vehicles/Furnishings					0	0	243,625	
Total	<hr/>					0	0	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future	
Capital Equipment Replacement Fund					0	0	243,625	
Total	<hr/>					0	0	Total

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 15 years
Category Equipment: PW Equip
Priority 3 Important
Status Active

Project # PW-2018-001
Project Name Loader 27

Total Project Cost: \$243,625

Description

Replacement of 2002 Caterpillar 938G loader and plow at an estimated cost of \$220,000 to be financed through a municipal lease-purchase agreement for five years at 3.5%. Extended to 2020 in budget planning for 2014.

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
0	Equip/Vehicles/Furnishings	48,725	48,725	48,725	48,725	48,725	243,625
Total	Total	48,725	48,725	48,725	48,725	48,725	243,625

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
0	Capital Equipment Replacement Fund	48,725	48,725	48,725	48,725	48,725	243,625
Total	Total	48,725	48,725	48,725	48,725	48,725	243,625

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Public Works (PW)
Contact Public Works Director
Type Equipment
Useful Life 20 years
Category Equipment: PW Equip
Priority 3 Important
Status Active

Project # PW-2020-001
Project Name Grader 26

Total Project Cost: \$288,750

Description
Replacement of 2000 John Deere 772CH grader at an estimated cost of \$250,000 financed through a municipal lease-purchase for five years at 5%.

Justification

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Equip/Vehicles/Furnishings	57,750	57,750	57,750	57,750	57,750	288,750
Total	57,750	57,750	57,750	57,750	57,750	288,750

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Capital Equipment Replacement Fund	57,750	57,750	57,750	57,750	57,750	288,750
Total	57,750	57,750	57,750	57,750	57,750	288,750

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Town Mgr/Finance (TM)
Contact Town Manager
Type Equipment
Useful Life 10 years
Category Information Infrastructure
Priority 1 Critical
Status Active

Project # **TM-2009-001**
Project Name **Financial System Upgrade/Replacement**

Total Project Cost: \$236,775

Description
Upgrade/replacement of the town's financial accounting system software and hardware. Estimated \$200,000 financed over three years at about 3.5%.
Rescheduled to 2016 during preparation of budget for 2013.
Re-estimated at \$220,000 at 2.5% over five years, in combination with other projects as appropriate.

Justification
Current software is being phased out.

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Equip/Vehicles/Furnishings	0	47,355	47,355	47,355	47,355	189,420	47,355
Total	0	47,355	47,355	47,355	47,355	189,420	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Capital Equipment Replacement Fund	0	47,355	47,355	47,355	47,355	189,420	47,355
Total	0	47,355	47,355	47,355	47,355	189,420	Total

Budget Impact/Other
Annual service/support fees \$20,368 per quote of March 30, 2015. See attached.

**Capital Improvement Plan
Town of Windham, Maine**

FY 21 thru FY 25

Department: Town Mgr/Finance (TM)
 Contact: Town Manager
 Type: Equipment
 Useful Life: 10 years
 Category: Information Infrastructure
 Priority: 1 Critical
 Status: Active

Project # **TM-2009-001**
 Project Name **Financial System Upgrade/Replacement**

Total Project Cost: \$236,775

Description

Upgrade/replacement of the town's financial accounting system software and hardware. Estimated \$200,000 financed over three years at about 3.5%.
 Rescheduled to 2016 during preparation of budget for 2013.
 Re-estimated at \$220,000 at 2.5% over five years, in combination with other projects as appropriate.

Justification

Current software is being phased out.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
189,420	Equip/Vehicles/Furnishings	47,355					47,355
Total	Total	47,355					47,355

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
189,420	Capital Equipment Replacement Fund	47,355					47,355
Total	Total	47,355					47,355

Budget Impact/Other

Annual service/support fees \$20,368 per quote of March 30, 2015. See attached.

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Town Mgr/Finance (TM)

Contact Town Manager

Type Equipment

Useful Life 10 years

Category Equipment: Miscellaneous

Priority 2 Very Important

Status Active

Total Project Cost: \$10,000

Project # TM-2016-001

Project Name Community TV Mixer Replacement

Description

Replacement of A/V mixer in TV control room.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings	10,000					10,000
Total	10,000					10,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund	10,000					10,000
Total	10,000					10,000

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Town Mgr/Finance (TM)
Contact Town Manager
Type Equipment
Useful Life 7 years
Category Equipment: Miscellaneous
Priority 3 Important
Status Active

Project # **TM-2018-001**
Project Name **Multifunction Device Replacements**

Total Project Cost: \$30,000

Description

Replacement of multifunction devices (printer/scanner/copier/fax) in the town offices:
- Town Manager's Office
- Tax/MV/Town Clerk
- Code Enforcement/Assessing/Planning
- Parks and Recreation

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings			30,000			30,000
Total			30,000			30,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund			30,000			30,000
Total			30,000			30,000

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Town Mgr/Finance (TM)
 Contact Town Manager
 Type Equipment
 Useful Life 7 years
 Category Equipment: Miscellaneous
 Priority 3 Important
 Status Active

Project # **TM-2019-001**
 Project Name **Multifunction Device Replacements**

Total Project Cost: \$30,000

Description

Replacement of multifunction (printer/copier/scanner/fax) devices in the town offices:
 - Town Manager's Office
 - Tax/MV/Town Clerk
 - Code Enforcement/Assessing/Planning
 - Parks and Recreation

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Equip/Vehicles/Furnishings				30,000		30,000
Total				30,000		30,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Capital Equipment Replacement Fund				30,000		30,000
Total				30,000		30,000

Budget Impact/Other

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

9120 – ROAD IMPROVEMENTS

This account is used for capital improvements on the roads. This would include drainage improvements, reclaiming road surfaces, paving, major equipment rental needed for road projects, engineering, and all related materials pertaining to the job.

ACCOUNT DETAIL

42190 Contracted Services.

Most of the expense associated with road improvements is contract paving costs. Other expenses that are charged to this account include materials used in preparing a road for repaving, equipment rental, and the pavement condition rating (PCR) survey that is required every three years under GASB 34.

Annual road improvements	\$ 850,000
Anglers Road/Whites Bridge Road/Route 302 intersection*	150,000
<u>Route 302 engineering (21st Century Downtown plan/PACTS)</u>	<u>80,000</u>
Total	\$1,030,000

*to be reimbursed to the general fund as roadway impact fees are received

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

9120 - ROAD IMPROVEMENTS

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
42190	Contracted Services	857,208	750,000	536,749	1,080,000	1,080,000	
		857,208	750,000	536,749	1,080,000	1,080,000	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

9130 – LAND & BUILDING IMPROVEMENTS

This account provides for services and materials for major improvements and repairs to town owned land and buildings, contributions to land and building improvement funds that carry over from year to year for larger projects, and serves as a pass-thru account for TIF funds that are collected as tax revenue in the general fund and appropriated to their respective TIF funds.

42260 Contracted Services

Building Improvements Fund	\$ 150,000
South Windham Fire Station design	50,000
<u>Total</u>	<u>\$ 200,000</u>

44020 Land Improvements

TIF revenues in R0400 are appropriated through this account and go to their respective funds.

Roosevelt Promenade TIF	\$ 210,000
Pipeline TIF	166,930
Gateway North A TIF	23,720
<u>Total</u>	<u>\$ 400,650</u>

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

9130 - BUILDINGS & FACILITIES CAPITAL IMPROVEMENTS

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
42030	Professional Services		-	-	-	-	-
42260	Contracted Services	230,802	150,000	205,450	327,935	200,000	-
44020	Land Improvements	260,000	260,000	9,473	260,000	400,650	-
		<u>490,802</u>	<u>410,000</u>	<u>214,923</u>	<u>587,935</u>	<u>600,650</u>	<u>-</u>
Breakdown of account 42260							
	Building Improvements				210,435	150,000	
	Buildings & Grounds Improvement Fund		150,000				
	Public Works Preliminary Design				90,000	-	
	SWFS Replacement						
	SWFS Preliminary Design				27,500	50,000	
			<u>150,000</u>		<u>327,935</u>	<u>200,000</u>	<u>-</u>
Breakdown of account 44020:							
	Roosevelt Promenade TIF		210,000		210,000	210,000	
	Pipeline TIF		50,000		50,000	166,930	
	Gateway North A TIF					23,720	
			<u>260,000</u>		<u>260,000</u>	<u>400,650</u>	<u>-</u>

Town of Windham, Maine

Capital Improvement Plan

FY 16 thru FY 25

SOURCES AND USES OF FUNDS

Source	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	
Buildings & Grounds Improvement Fund											
Beginning Balance	230,590	152,240	281,335	369,455	457,575	531,600	640,625	749,650	899,650	1,049,650	
Revenues and Other Fund Sources											
<i>Revenue</i>											
General Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
<i>Total</i>	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Total Revenues and Other Fund Sources	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Total Funds Available	380,590	302,240	431,335	519,455	607,575	681,600	790,625	899,650	1,049,650	1,199,650	
Expenditures and Uses											
<i>Capital Projects & Equipment</i>											
<u>Buildings & Grounds (BG)</u>											
Public Works Fueling Station Replacement	BG-2014-005	0	0	(40,975)	(40,975)	(40,975)	(40,975)	(40,975)	0	0	0
Town Office Emergency Generator	BG-2014-006	0	(20,905)	(20,905)	(20,905)	0	0	0	0	0	0
Proposed Projects, Combined	BG-2016-001	(228,350)	0	0	0	0	0	0	0	0	0
EWFS Solar Array Purchase	BG-2020-001	0	0	0	0	(35,000)	0	0	0	0	0
<i>Total</i>	(228,350)	(20,905)	(61,880)	(61,880)	(75,975)	(40,975)	(40,975)	0	0	0	
Total Expenditures and Uses	(228,350)	(20,905)	(61,880)	(61,880)	(75,975)	(40,975)	(40,975)	0	0	0	
Change in Fund Balance	(78,350)	129,095	88,120	88,120	74,025	109,025	109,025	150,000	150,000	150,000	
Ending Balance	152,240	281,335	369,455	457,575	531,600	640,625	749,650	899,650	1,049,650	1,199,650	

CAPITAL IMPROVEMENT PLAN 2015-2016

Building & Grounds

	Estimated	Preliminary	Manager
Recommended projects from Buildings and Grounds			
Library concrete entryway replacement	6,000	6,000	6,000
North Windham Fire roof overhang protection	4,000	4,000	4,000
Central Fire modify roof vent and replace sheet rock ceiling	4,000	4,000	4,000
Social services front door replacement	1,250	1,250	1,250
East Windham Fire insulation and ventilation upgrades	4,000	4,000	4,000
Additional funding for Public safety shower tile renewal	6,000	6,000	6,000
Additional funding for window replacement Social Services	1,800	1,800	1,800
Fencing for various cemeteries	4,000	4,000	4,000
Total	31,050	31,050	31,050
Projects listed in property condition assessment			
Public Library			
Provide additional emergency lighting and exit signage	6,500	6,500	6,500
North Windham Fire Station			
Provide oil/water separator and leach field for floor drains	5,000	5,000	5,000
South Windham Fire Station			
Replace windows and panels	12,500	12,500	-
Community Center			
Eliminate roof drain connection to sanitary	20,000	20,000	20,000
Repair floor and threshold at north entrance	1,000	3,000	3,000
Install fire alarm upgrades for gymnasium	16,000	16,000	16,000
Provide backflow preventor at building/municipal water	950	1,500	1,500
Install emergency generator	40,000	40,000	-
Provide underground storm drain system	107,000	107,000	107,000
Reconfigure parking and roadway	130,000	-	-
Provide pavement maintenance	25,000	25,000	25,000
Public Works			
Replace metal doors and frames at maintenance bays	3,750	3,750	3,750
Replace door, frame and hardware in Public Works stairs	1,250	1,250	1,250
Public Safety			
Install occupancy sensors	8,300	8,300	8,300
Total	377,250	249,800	197,300
Total both	408,300	280,850	228,350

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Buildings & Grounds (BG)
 Contact Buildings & Grounds
 Type Improvement
 Useful Life 25 years
 Category Buildings & Improvements
 Priority 1 Critical
 Status Active

Project # **BG-2014-005**
 Project Name **Public Works Fueling Station Replacement**

Total Project Cost: \$204,875

Description

Replacement of existing "temporary" fueling station installed 12-15 years ago. Tanks have experienced moisture problems, corrosion, and fuel pumps freeze up in cold weather. Newer pumps would also enable better control and accounting of fuel.

Assumes lease-purchase financing, possibly in combination with other facilities capital improvements, for five years at 3.5%.

Rescheduled to FY 2016 (3/31/2014)

Rescheduled to at least FY 2017 if a new public works facility is not built.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Construction/Maintenance		0	40,975	40,975	40,975	122,925	81,950
Total		0	40,975	40,975	40,975	122,925	Total

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total	Future
Buildings & Grounds Improvement Fund		0	40,975	40,975	40,975	122,925	81,950
Total		0	40,975	40,975	40,975	122,925	Total

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 21 thru FY 25

Department Buildings & Grounds (BG)
Contact Buildings & Grounds
Type Improvement
Useful Life 25 years
Category Buildings & Improvements
Priority 1 Critical
Status Active

Project # BG-2014-005
Project Name Public Works Fueling Station Replacement

Total Project Cost: \$204,875

Description

Replacement of existing "temporary" fueling station installed 12-15 years ago. Tanks have experienced moisture problems, corrosion, and fuel pumps freeze up in cold weather. Newer pumps would also enable better control and accounting of fuel.

Assumes lease-purchase financing, possibly in combination with other facilities capital improvements, for five years at 3.5%.

Rescheduled to FY 2016 (3/31/2014)

Rescheduled to at least FY 2017 if a new public works facility is not built.

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
122,925	Construction/Maintenance	40,975	40,975				81,950
Total	Total	40,975	40,975				81,950

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
122,925	Buildings & Grounds Improvement Fund	40,975	40,975				81,950
Total	Total	40,975	40,975				81,950

Budget Impact/Other

**Capital Improvement Plan
Town of Windham, Maine**

FY 16 thru FY 20

Department Buildings & Grounds (BG)
 Contact Buildings & Grounds
 Type Improvement
 Useful Life 20 years
 Category Buildings & Improvements
 Priority 2 Very Important
 Status Active

Project # **BG-2014-006**
 Project Name **Town Office Emergency Generator**

Total Project Cost: \$62,715

Description

Installation of emergency generator to power offices in the event of a power failure. There is currently no backup power for computer and telephone systems, lighting, heating, or other systems in this building.

Assumes financing, possibly in combination with other facilities capital improvement projects, of \$40,000 for five years at 3.5%.

Rescheduled to FY 2015 (possibly combine with electrical improvements) (3/31/2014)

Rescheduled to FY 2016, finance at 2% over three years in combination with other projects.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Construction/Maintenance	0	20,905	20,905	20,905		62,715
Total	0	20,905	20,905	20,905		62,715

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Buildings & Grounds Improvement Fund	0	20,905	20,905	20,905		62,715
Total	0	20,905	20,905	20,905		62,715

Budget Impact/Other

Capital Improvement Plan
Town of Windham, Maine

FY 16 thru FY 20

Department Buildings & Grounds (BG)
Contact Buildings & Grounds
Type Improvement
Useful Life 20 years
Category Buildings & Improvements
Priority 2 Very Important
Status Active

Project # **BG-2016-001**
Project Name **Proposed Projects, Combined**

Total Project Cost: \$228,350

Description

Combined projects. See attached document.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Construction/Maintenance	228,350					228,350
Total	228,350					228,350

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Buildings & Grounds Improvement Fund	228,350					228,350
Total	228,350					228,350

Budget Impact/Other

Capital Improvement Plan

FY 16 thru FY 20

Department Buildings & Grounds (BG)

Town of Windham, Maine

Contact Buildings & Grounds

Project # BG-2020-001

Type Improvement

Project Name EWFS Solar Array Purchase

Useful Life 25 years

Category Buildings & Improvements

Priority 2 Very Important

Status Active

Total Project Cost: \$35,000

Description

Cost of the town exercising the purchase option under the 2013 power purchase agreement with ReVision Energy for the solar panel array installed on the roof of the East Windham Fire Station.

Justification

Expenditures	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Construction/Maintenance					35,000	35,000
Total					35,000	35,000

Funding Sources	FY 16	FY 17	FY 18	FY 19	FY 20	Total
Buildings & Grounds Improvement Fund					35,000	35,000
Total					35,000	35,000

Budget Impact/Other

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

9140 – LAND & FACILITIES IMPROVEMENT

This account was established in fiscal 2014 to account for appropriations dedicated to the acquisition and development of parks, playing fields, and related facilities.

The recreation capital facilities investment plan is attached for account 9140. For fiscal 2015 the total for the remaining nine years of the plan was annualized in the summary spreadsheet instead of following the year to year fluctuations. That amount has been reduced to \$50,000 for fiscal 2016 for continued development of Lippman Park, specifically the playground, and is to be funded through recreation impact fees.

TOWN of WINDHAM

Department of Parks and Recreation
8 School Road
Windham, ME 04062

207-892-1905
fax 207-892-1910

MEMO

TO: Town Council
THROUGH: Tony Plante, Town Manger
FROM: Brian Ross, Parks and Recreation Director *BR*
SUBJECT: Capital Improvement Plan
DATE: October 3, 2013

The Parks and Recreation Department has developed the attached Capital Improvement Plan for the next 10 years to be a resource along with the proposed Recreation Impact fees.

The plan includes improvements to existing parks, land purchases, new parks and facilities and replacement of department vehicles. The park improvements were identified in the Facility Summary Plan dated July 2012 which has been reviewed by Town Council. The costs for new parks and facilities were reflective of the costs used in the Recreation Impact Basis of Assessment report done by Bruce Mayberry of BCM Planning dated September 27, 2013. The Lippman Park costs are related to the costs from the Mitchell & Associates Master Plan dated August 2012. The costs included the components based on the Parks and Recreation Department's phases which totaled \$468,975. Other replacement cost estimates were reflective of current prices. Land purchases were based on \$10,000 per acre and purchasing 30 acres at a time which are sizable properties that could accommodate a number of fields and court type components.

If you need any further information please contact me at 892-1905.

Windham Parks and Recreation Facilities Capital Investment Plan

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Park Improvements:										
Dundee Park		\$30,000								
Skatepark			\$25,000							
Town Hall Playground					\$100,000					
Lowell Playground				\$100,000						
Lippman Park	\$150,000	\$100,000								
Land Purchases:										
1 \$10,000 per acre x 30 acres			\$300,000			\$300,000			\$300,000	
2 Works: New										
1 Ballfields				\$450,000				\$450,000		
Playgrounds							\$100,000			
Basketball Courts				\$50,000				\$50,000		
Tennis Courts										\$220,000
Department Vehicles:										
Maintenance Pick up			\$25,000							
12 Passenger Van					\$30,000					
12 Passenger Mini Bus							\$60,000			
Totals:	\$150,000	\$130,000	\$350,000	\$600,000	\$350,000	\$300,000	\$160,000	\$500,000	\$300,000	\$220,000

NOTES:

Park Improvements

- 1.) New Playground at Dundee Park
- 2.) Repave surface at Skatepark
- 3.) Replace Playground at Town Hall
- 4.) Replace Playground at Lowell

Land Purchases

- 1.) Buy 30 Acres every 3 Years

Parks: New

1
2
3
9
1

- 1.) 3 New Fields every 4 years @ \$150,000 each
- 2.) 1 New Playground in 2020
- 3.) 2 Basketball Court every 4 years @ \$25,000 each
- 4.) 4 Tennis courts every 5 years @ \$55,000 each
- 5.) Phase 1&2 of Lippman Park Project

Department Vehicles:

- 1.) Replace Department 2010 Maintenance Pick up Truck
- 2.) Replace 2010 Department Van
- 3.) Replace 2009 Department Mini Bus

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

9140 - LAND & FACILITIES CAPITAL IMPROVEMENTS

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
42030	Professional Services						
42260	Contracted Services			-			
44020	Land Improvements	50,000		-	325,000	50,000	
		50,000	-	-	325,000	50,000	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

9170 – SEWER

44120 Payments to the Portland Water District for operating and capital costs associated with the South Windham sewer system and Little Falls Wastewater Conveyance.

This account is offset by sewer user fees in revenue account R0450, which reflects estimated revenues from the users of the system, and includes the Maine Correctional System as the biggest user.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

9170 - SEWER

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
44120	Portland Water District Assessm	351,756	351,756	234,504	351,756	351,756	
		351,756	351,756	234,504	351,756	351,756	-

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

9510 – BONDED DEBT

Payments on outstanding principal and interest on the town's bonds are paid from this account

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

9510 - BONDED DEBT

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
46010	Debt Principal	150,000	150,000	150,000	150,000	150,000	
46020	Debt Interest	60,375	55,125	28,688	50,625	50,625	
		210,375	205,125	178,688	200,625	200,625	-

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

9910 – GENERAL CONTINGENCY FUND

This is one of two contingency funds included in the annual budget and offset by fund balance (i.e. no additional property taxes were raised to fund it). The purpose of this account is to provide flexibility to the Council in dealing with unforeseen problems or opportunities without seeking a supplemental appropriation by calling a special town meeting.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

9910 - GENERAL CONTINGENCY FUND

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
43010	Supplies and Materials	6,660	100,000	21,360	100,000	100,000	
		6,660	100,000	21,360	100,000	100,000	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

9920 – ENERGY & WEATHER EMERGENCY FUND

This is one of two contingency funds included in the annual budget and offset by fund balance (i.e. no additional property taxes were raised to fund it). It was established specifically to address the challenges presented by an unusually severe winter and expenses such as overtime and road salt in public works, or to deal with energy price spikes without adding unnecessarily to department budgets and without seeking a supplemental appropriation by calling a special town meeting.

TOWN of WINDHAM
FY 2015-2016 MUNICIPAL BUDGET

9920 - ENERGY & WEATHER EMERGENCY FUND

<u>acct</u>	<u>description</u>	<u>FY 2014 actual</u>	<u>FY 2015 approved</u>	<u>FY 2015 ytd (2/28)</u>	<u>FY 2016 preliminary</u>	<u>FY 2016 manager</u>	<u>FY 2016 approved</u>
43010	Emergency Fund		100,000	-	100,000	100,000	
		-	100,000	-	100,000	100,000	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

OBJECT SUMMARY

dept	acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY2015 approved
1110	41010	Compensation	3,710	7,350	1,995	7,350	7,350	-
1120	41010	Compensation	372,342	380,529	252,317	429,772	391,076	-
1130	41010	Compensation	168,438	179,293	118,168	214,279	184,509	-
1140	41010	Compensation	90,673	97,167	61,947	101,760	101,760	-
1180	41010	Compensation	71,937	-	11,292	-	-	-
2110	41010	Compensation	120,473	122,429	80,940	127,609	127,609	-
2120	41010	Compensation	431,149	438,657	285,666	508,770	441,086	-
2210	41010	Compensation	226,533	232,989	150,321	270,986	237,560	-
2510	41010	Compensation	116,639	122,904	81,134	160,281	124,564	-
3110	41010	Compensation	1,471,658	1,555,319	1,024,946	1,624,303	1,563,554	-
3120	41010	Compensation	478	-	-	-	-	-
3140	41010	Compensation	21,397	34,992	12,185	35,476	35,476	-
3210	41010	Compensation	6,600	12,155	1,026	15,852	12,319	-
4110	41010	Compensation	383,611	374,740	294,304	535,152	373,601	-
5110	41010	Compensation	138,923	144,374	94,310	135,930	135,930	-
5510	41010	Compensation	218,083	241,175	160,595	286,076	249,224	-
6110	41010	Compensation	157,435	160,359	106,530	257,216	207,399	-
6120	41010	Compensation	141,179	170,695	110,740	177,508	177,508	-
6510	41010	Compensation	217,843	222,359	147,199	225,758	225,758	-
7510	41010	Compensation	96,121	99,792	67,414	100,638	100,638	-
8110	41010	Compensation	76,752	87,084	55,456	89,424	89,424	-
1130	41020	Overtime Compensation	-	150	-	-	-	-
1140	41020	Overtime Compensation	879	2,500	659	2,500	2,500	-
2120	41020	Overtime Compensation	74,045	57,834	57,790	59,280	58,155	-
2210	41020	Overtime Compensation	12,289	13,212	11,822	13,212	13,212	-
2510	41020	Overtime Compensation	11,694	6,860	3,057	6,860	6,860	-
3110	41020	Premium Compensation	191,625	197,000	147,359	210,000	210,000	-
3120	41020	Premium Compensation	-	-	-	-	-	-
3140	41020	Overtime Compensation	50	500	-	500	500	-
3210	41020	Overtime Compensation	393	250	339	250	250	-
4110	41020	Overtime Compensation	41,696	37,518	33,057	75,634	75,634	-
5110	41020	Overtime Compensation	160	1,000	42	1,000	1,000	-
1130	41030	Part-time Compensation	2,227	-	-	22,111	-	-
1160	41030	Part-time Compensation	10,817	10,197	5,635	10,609	10,609	-
2210	41030	Part-time Compensation	5,452	12,000	4,848	24,000	12,000	-
3110	41030	Part-time Compensation	-	-	-	-	-	-
3120	41030	Part-time Compensation	-	-	-	-	-	-
4110	41030	Part-time Compensation	515,922	773,462	424,875	764,983	764,983	-
4210	41030	Part-time Compensation	-	2,000	-	2,000	2,000	-
5110	41030	Part-time Compensation	15,395	15,898	10,069	15,359	15,359	-
5111	41030	Part-time Compensation	80,549	95,500	65,236	103,500	103,500	-
5120	41030	Part-time Compensation	48,204	50,944	35,109	60,732	53,983	-
5510	41030	Part-time Compensation	43,481	42,030	25,979	81,108	40,396	-
7510	41030	Part-time Compensation	30,724	33,208	21,714	33,712	33,712	-
1220	41060	Social Security	447,029	449,942	317,753	523,794	473,707	-
1220	41070	Health & Dental	724,681	753,600	510,375	820,000	786,390	-
1220	41080	Deferred Compensation	117,351	122,000	89,967	138,000	138,000	-
1220	41090	Tuition Reimbursement	308	5,000	-	5,000	5,000	-
3110	41100	Compensation for Court time	16,333	16,000	11,421	18,000	18,000	-
1220	41110	Classification Plan	-	-	-	-	-	-
5111	41110	Payroll Tax	-	9,000	-	10,000	10,000	-
1220	41120	MPERS Contributions	140,823	156,000	103,949	180,000	177,000	-
4110	41130	Training Compensation	80,999	89,276	43,218	86,741	86,741	-
1220	41140	Income Protection	7,041	6,400	2,803	6,800	6,800	-
1220	41150	Long Term Disability	6,800	6,800	4,810	7,500	7,500	-
1110	42010	Legal Services	36,908	40,000	25,077	40,000	40,000	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

OBJECT SUMMARY

dept	acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY2015 approved
1110	42020	Audit Fees	18,150	19,300	12,250	19,300	19,300	-
1120	42030	Professional Services	1,500	19,500	20,894	19,500	19,875	-
1130	42030	Professional Services	11,985	15,500	14,219	20,000	20,000	-
1140	42030	Professional Services	916	1,500	100	1,000	1,000	-
1160	42030	Professional Services	34,101	39,815	29,157	39,815	39,815	-
1180	42030	Professional Services	7,450	-	2,905	-	-	-
1230	42030	Professional Services	246	375	119	375	-	-
2110	42030	Professional Services	17,855	22,400	21,753	28,000	28,000	-
2910	42030	Professional Services	4,790	54,234	48	56,732	56,732	-
3110	42030	Professional Services	6,439	8,000	3,147	8,000	8,000	-
3120	42030	Professional Services	12,657	17,565	11,518	17,565	17,565	-
3140	42030	Professional Services	23,029	25,000	12,171	26,500	26,500	-
4110	42030	Professional Services	29,183	35,275	23,322	42,303	42,303	-
4210	42030	Professional Services	40,121	35,000	16,788	35,700	35,700	-
5110	42030	Professional Services	2,348	3,000	1,184	3,000	3,000	-
5111	42030	Professional Services	631	800	224	800	800	-
5120	42030	Professional Services	4,301	8,000	3,866	8,000	8,000	-
5510	42030	Professional Services	3,802	9,100	2,850	9,700	9,700	-
6110	42030	Professional Services	331	9,000	6,000	9,000	9,000	-
6120	42030	Professional Services	5,516	10,000	14	10,000	10,000	-
6121	42030	Professional Services	2,367	-	52,065	25,000	25,000	-
6510	42030	Professional Services	-	3,000	125	3,000	3,000	-
6520	42030	Professional Services	2,291	4,000	-	4,000	4,000	-
7510	42030	Professional Services	3,147	5,530	2,686	5,530	5,530	-
8110	42030	Professional Services	-	-	-	-	-	-
9130	42030	Professional Services	-	-	-	-	-	-
1120	42040	Print Services	394	500	-	500	500	-
1180	42040	Print Services	5,700	-	282	-	-	-
4110	42040	Print Services	727	750	348	500	500	-
5510	42040	Print Services	2,234	1,100	-	1,100	1,100	-
6110	42040	Print Services	820	200	-	200	200	-
6120	42040	Print Services	190	750	500	500	500	-
6510	42040	Print Services	-	500	-	500	500	-
7510	42040	Print Services	1,441	4,000	3,358	4,000	4,000	-
1120	42050	Equipment Maintenance	352	-	55	-	-	-
1130	42050	Equipment Maintenance	-	200	203	200	200	-
1140	42050	Equipment Maintenance	31,749	33,000	23,998	36,000	36,000	-
5510	42050	Equipment Maintenance	1,272	1,410	1,126	1,550	1,550	-
6110	42050	Equipment Maintenance	-	500	-	500	500	-
6120	42050	Equipment Maintenance	-	500	500	500	500	-
6510	42050	Equipment Maintenance	10,285	19,760	9,750	11,125	11,125	-
6520	42050	Equipment Maintenance	3,715	3,647	746	3,746	3,746	-
7510	42050	Equipment Maintenance	55	900	526	900	900	-
1120	42060	Telephone	6,566	6,500	4,290	6,500	6,500	-
1130	42060	Telephone	149	1,000	88	800	800	-
1140	42060	Telephone/Data Lines	16,062	20,240	11,439	18,920	18,920	-
1160	42060	Telephone	120	600	70	600	600	-
1180	42060	Telephone/Internet	1,800	-	67	-	-	-
2110	42060	Telephone	3,501	4,200	2,812	4,200	4,200	-
3120	42060	Telephone	15,564	21,000	10,273	21,000	21,000	-
4110	42060	Telephone	5,744	7,425	4,050	7,425	7,425	-
5110	42060	Telephone	612	1,000	467	1,000	1,000	-
5120	42060	Telephone	342	500	224	500	500	-
5130	42060	Telephone	285	-	166	-	-	-
5510	42060	Telephone	2,188	2,250	1,361	2,250	2,250	-
6110	42060	Telephone	1,370	2,500	1,653	3,900	3,900	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

OBJECT SUMMARY

dept	acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY2015 approved
6120	42060	Telephone	1,122	1,800	1,800	1,800	1,800	-
6510	42060	Telephone	285	804	184	804	804	-
7510	42060	Telephone	1,199	1,300	698	1,300	1,300	-
8110	42060	Telephone	742	700	516	700	700	-
1120	42070	Advertising	2,952	2,000	2,282	2,000	2,000	-
1130	42070	Advertising	474	150	-	250	250	-
1180	42070	Advertising	33,600	-	2,558	-	-	-
2110	42070	Advertising	171	500	98	500	500	-
3110	42070	Advertising	-	500	-	500	500	-
4110	42070	Advertising	-	300	-	-	-	-
5110	42070	Advertising	-	-	-	-	-	-
6110	42070	Advertising	634	1,500	825	1,500	1,500	-
6120	42070	Advertising	5,135	5,000	5,000	5,000	5,000	-
6510	42070	Advertising	173	500	-	500	500	-
7510	42070	Advertising	3,179	3,300	2,257	3,300	3,300	-
1120	42080	Postage	4,257	5,000	3,613	5,000	5,000	-
1130	42080	Postage	9,722	13,500	10,559	18,000	18,000	-
1180	42080	Postage	500	-	15	-	-	-
2110	42080	Postage	76	256	59	256	256	-
3110	42080	Postage	645	1,025	339	1,025	1,025	-
4110	42080	Postage	236	1,000	359	800	800	-
5110	42080	Postage	250	500	131	500	500	-
5510	42080	Postage	371	1,200	730	1,000	1,000	-
6110	42080	Postage	320	800	309	800	800	-
6120	42080	Postage	831	1,000	1,000	1,000	1,000	-
6510	42080	Postage	940	2,673	820	2,673	2,673	-
7510	42080	Postage	1,227	1,100	1,975	1,100	1,100	-
8110	42080	Postage	153	200	55	200	200	-
1110	42090	Training/Conferences	435	500	-	500	500	-
1120	42090	Training/Conferences	2,362	1,800	589	1,800	1,800	-
1130	42090	Training/Conferences	10	250	-	250	250	-
1140	42090	Training/Conferences	1,069	1,400	1,138	1,400	1,400	-
1150	42090	Training/Conferences	-	200	87	200	200	-
1180	42090	Training/Conferences	2,000	-	575	-	-	-
2110	42090	Training/Conferences	1,601	2,000	972	2,000	2,000	-
2120	42090	Training/Conferences	636	500	54	500	500	-
2210	42090	Training/Conferences	147	300	-	300	300	-
2510	42090	Training/Conferences	350	1,000	918	1,000	1,000	-
3110	42090	Training/Conferences	10,372	13,000	7,895	18,200	18,200	-
3120	42090	Training/Conferences	-	850	-	850	850	-
4110	42090	Training/Conferences	23,702	19,000	15,351	19,000	19,000	-
5110	42090	Training/Conferences	1,641	2,500	-	2,500	2,500	-
5510	42090	Training/Conferences	689	1,000	369	1,000	1,000	-
6110	42090	Training/Conferences	1,632	2,000	28	3,000	3,000	-
6120	42090	Training/Conferences	1,439	2,000	2,000	2,000	2,000	-
6510	42090	Training/Conferences	1,079	1,655	1,117	1,655	1,655	-
6520	42090	Training/Conferences	95	1,200	25	1,200	1,200	-
7510	42090	Training/Conferences	680	750	420	750	750	-
8110	42090	Training/Conferences	195	300	100	345	345	-
1110	42100	Travel/Meals	331	250	-	250	250	-
1120	42100	Travel/Meals	1,752	3,500	2,774	3,500	3,500	-
1130	42100	Travel/Meals	650	800	515	800	800	-
1140	42100	Travel/Meals	169	250	85	300	300	-
1150	42100	Travel/Meals	-	500	-	500	500	-
1160	42100	Travel/Meals	-	-	-	-	-	-
1180	42100	Travel/Meals	4,600	-	858	-	-	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

OBJECT SUMMARY

dept	acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY2015 approved
2110	42100	Travel/Meals	1,756	1,500	1,556	1,500	1,500	-
2510	42100	Travel/Meals	-	-	-	-	-	-
3110	42100	Travel/Meals	8,424	6,000	6,311	8,500	8,500	-
3120	42100	Travel/Meals	-	200	-	200	200	-
4110	42100	Travel/Meals	1,250	2,600	1,384	2,600	2,600	-
5110	42100	Travel/Meals	1,290	1,000	-	1,000	1,000	-
5510	42100	Travel/Meals	1,097	2,500	1,861	2,500	2,500	-
6110	42100	Travel/Meals	1,542	1,200	653	2,000	2,000	-
6120	42100	Travel/Meals	748	2,000	2,000	2,000	2,000	-
6510	42100	Travel/Meals	1,593	1,780	2,140	1,780	1,780	-
7510	42100	Travel/Meals	1,501	2,200	1,267	2,200	2,200	-
8110	42100	Travel/Meals	128	350	-	350	350	-
1110	42110	Memberships	33,009	33,009	34,237	43,883	43,883	-
1120	42110	Memberships	1,555	2,000	1,488	2,000	2,000	-
1140	42110	Memberships	179	300	99	300	300	-
1150	42110	Memberships	-	-	-	-	-	-
1160	42110	Memberships	-	-	-	-	-	-
1180	42110	Memberships	750	-	-	-	-	-
2110	42110	Memberships	249	200	254	250	250	-
3110	42110	Memberships	385	650	250	650	650	-
4110	42110	Memberships	2,213	4,617	2,287	4,617	4,617	-
5110	42110	Memberships	278	350	156	350	350	-
5510	42110	Memberships	337	500	225	500	500	-
6110	42110	Memberships	465	500	195	500	500	-
6120	42110	Memberships	641	900	900	900	900	-
6510	42110	Memberships	924	900	765	900	900	-
7510	42110	Memberships	110	140	90	140	140	-
8110	42110	Memberships	-	-	-	200	200	-
2210	42120	Rentals	839	1,200	-	1,200	1,200	-
2510	42120	Rentals	1,404	2,500	1,044	2,500	2,500	-
2210	42150	Refuse Pickup	12,675	13,000	6,898	13,000	13,000	-
5120	42150	Refuse Pickup	210	400	323	400	400	-
2130	42190	Contracted Services	52,187	38,000	-	50,500	38,000	-
9120	42190	Contracted Services	857,208	750,000	536,749	1,080,000	1,080,000	-
2510	42200	Outside Vehicle Maintenance	33,998	25,000	11,513	35,000	35,000	-
3210	42200	Outside Vehicle Maintenance	6,604	9,000	14,827	12,000	12,000	-
4210	42200	Outside Vehicle Maintenance	52,323	19,000	22,508	19,000	19,000	-
5111	42200	Outside Vehicle Maintenance	-	-	-	-	-	-
1160	42210	Electrical Equipment Maintenanc	-	1,500	-	1,500	1,500	-
2110	42210	Electrical Equipment Maintenanc	916	2,500	1,793	4,300	4,300	-
2130	42210	Electrical Equipment Maintenanc	5,162	8,500	9,113	10,000	10,000	-
2510	42210	Electrical Equipment Maintenanc	-	-	-	-	-	-
3110	42210	Electrical Equipment Maintenanc	1,531	1,500	770	3,100	3,100	-
3120	42210	Electrical Equipment Maintenanc	6,202	8,000	5,844	8,000	8,000	-
3210	42210	Electrical Equipment Maintenanc	8	-	-	-	-	-
4110	42210	Electrical Equipment Maintenanc	7,518	6,080	3,695	6,080	6,080	-
4210	42210	Electrical Equipment Maintenanc	2,557	4,000	1,656	4,000	4,000	-
2130	42220	Electricity	65,058	58,000	41,222	65,000	65,000	-
2210	42220	Electricity	77,511	75,000	44,390	75,000	75,000	-
5120	42220	Electricity	1,967	2,000	1,391	2,000	2,000	-
5130	42220	Electricity	64	-	-	-	-	-
2210	42230	Water Supply	4,606	3,000	2,423	3,000	3,000	-
2220	42230	Water Supply	-	300	-	300	300	-
5120	42230	Water Supply	1,440	2,500	1,253	2,500	2,500	-
4150	42240	Water Main Charges	92,718	92,976	63,130	93,849	93,849	-
2210	42250	Building Maintenance Services	58,100	59,000	51,581	59,000	59,000	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

OBJECT SUMMARY

dept	acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY2015 approved
5120	42250	Building Services	3,268	4,500	3,276	4,500	4,500	-
2120	42260	Contracted Services	68,386	60,380	43,462	71,200	71,200	-
2220	42260	Contracted Services	3,952	12,000	479	6,000	6,000	-
2910	42260	Contracted Services	573,223	591,572	349,797	619,153	619,153	-
3120	42260	Contracted Services	303,318	319,619	82,277	319,619	319,619	-
4110	42260	Contracted Services	38,554	26,000	23,920	39,200	39,200	-
5110	42260	Contracted Services	2,800	4,500	-	9,500	9,500	-
5111	42260	Contracted Services - Day Camp	24,714	30,000	21,377	30,000	30,000	-
5130	42260	Contracted Services	395	600	314	600	600	-
9130	42260	Contracted Services	230,802	150,000	205,450	327,935	200,000	-
5111	42280	Contracted Services - Other	10,232	7,500	14,942	10,000	10,000	-
2910	42330	Tipping Fees	275,853	148,050	103,696	148,050	148,050	-
1220	42600	Workers Compensation	235,665	247,000	158,670	327,550	259,827	-
1210	42610	Vehicle Insurance	44,695	42,840	46,980	44,982	44,982	-
1210	42620	Property & General Liability	38,661	50,400	39,195	52,920	52,920	-
1210	42630	Professional Liability	26,560	25,200	24,786	26,460	26,460	-
1220	42650	Unemployment Compensation	-	5,000	4,495	5,000	5,000	-
1120	43010	Supplies & Materials	5,797	6,000	4,930	6,000	6,000	-
1130	43010	Supplies & Materials	3,579	3,500	1,639	3,500	3,500	-
1140	43010	Supplies & Materials	799	1,000	385	1,000	1,000	-
1150	43010	Supplies & Materials	80	1,500	-	1,500	1,500	-
1160	43010	Supplies & Materials	314	300	50	300	300	-
1180	43010	Supplies/Materials	1,000	-	128	-	-	-
2110	43010	Supplies & Materials	2,649	2,500	2,369	2,500	2,500	-
2150	43010	Snowplowing Contracts	84,665	101,062	93,671	105,632	105,632	-
2510	43010	Supplies & Materials	588	400	147	400	400	-
3110	43010	Supplies & Materials	12,274	15,200	13,439	19,200	19,200	-
3120	43010	Supplies & Materials	45	250	-	250	250	-
3140	43010	Supplies & Materials	24	400	283	500	500	-
4110	43010	Supplies & Materials	7,182	6,000	1,419	6,000	6,000	-
4140	43010	Supplies & Materials	413	1,480	305	1,480	1,480	-
5110	43010	Supplies & Materials	1,236	2,000	475	2,000	2,000	-
5111	43010	Supplies and Materials - Day Cai	5,808	7,000	1,759	7,000	7,000	-
5120	43010	Supplies and Materials	9,547	12,000	8,434	9,000	9,000	-
5130	43010	Supplies and Materials	613	5,000	1,429	5,000	5,000	-
5510	43010	Supplies & Materials	3,960	4,500	4,038	4,500	4,500	-
6110	43010	Supplies & Materials	924	1,000	761	1,000	1,000	-
6120	43010	Supplies & Materials	1,922	1,500	1,500	1,500	1,500	-
6510	43010	Supplies & Materials	1,576	1,600	933	1,600	1,600	-
6520	43010	Supplies & Materials	799	2,000	909	2,000	2,000	-
7510	43010	Supplies & Materials	2,899	3,000	1,455	3,000	3,000	-
8110	43010	Supplies & Materials	649	1,000	308	1,000	1,000	-
9910	43010	Supplies and Materials	6,660	100,000	21,360	100,000	100,000	-
9920	43010	Emergency Fund	-	100,000	-	100,000	100,000	-
5111	43020	Supplies and Materials - Other	110,273	4,000	72,338	4,000	4,000	-
5130	43020	Office Supplies & First Aid	-	-	-	-	-	-
1120	43030	Books, Maps & Publications	2,757	3,000	1,889	3,000	3,000	-
1130	43030	Books, Maps & Publications	394	700	489	700	700	-
1140	43030	Books/Maps/Publications	-	500	-	200	200	-
1150	43030	Books, Maps & Publications	605	500	-	500	500	-
1180	43030	Books/Maps/Publications	500	-	-	-	-	-
2110	43030	Books, Maps & Publications	-	250	-	250	250	-
3110	43030	Books, Maps & Publications	1,456	1,800	1,456	1,800	1,800	-
3120	43030	Books, Maps & Publications	-	200	-	200	200	-
5110	43030	Books/Maps/Publications	-	-	-	-	-	-
5510	43030	Books, Maps & Publications	23,973	28,630	13,847	28,630	28,630	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

OBJECT SUMMARY

dept	acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY2015 approved
6110	43030	Books, Maps & Publications	1,057	1,500	578	1,000	1,000	-
6120	43030	Books, Maps & Publications	143	500	500	500	500	-
6510	43030	Books, Maps & Publications	2,943	3,320	1,550	3,320	3,320	-
6520	43030	Books, Maps & Publications	-	500	-	500	500	-
7510	43030	Books, Maps & Publications	2,459	2,500	1,840	2,500	2,500	-
4110	43040	Medical Supples	25,263	26,000	17,663	27,500	27,500	-
2120	43050	Clothing, Safety Equipment	8,700	9,025	4,164	9,125	9,125	-
2210	43050	Clothing, Safety Equipment	1,581	2,800	1,098	2,800	2,800	-
2220	43050	Safety Equipment	434	400	29	400	400	-
2510	43050	Clothing, Safety Equipment	1,168	2,000	852	2,000	2,000	-
3110	43050	Clothing	23,657	25,565	21,011	27,500	27,500	-
4110	43050	Clothing/Uniforms	11,591	8,950	11,373	9,100	9,100	-
5510	43060	Non-printed Materials	5,556	9,600	4,464	16,800	16,800	-
8110	43090	General Assistance	46,033	50,000	10,075	40,000	40,000	-
8110	43100	User Fee Offset	8,956	10,000	-	10,000	10,000	-
1180	43140	Vehicle Fuel	250	-	-	-	-	-
2510	43140	Gas Products	22,040	13,500	14,783	15,750	15,750	-
3210	43140	Gas Products	69,888	72,000	48,169	57,960	57,960	-
4210	43140	Gas Products	8,597	9,000	5,437	5,980	5,980	-
5111	43140	Vehicle Fuel	2,592	2,000	2,969	1,500	1,500	-
5120	43140	Vehicle Fuel	-	-	-	2,000	2,000	-
6110	43140	Gas Products	1,592	1,500	1,355	2,070	2,070	-
6120	43140	Fuel	0	-	-	300	300	-
2510	43160	Diesel Fuel	113,818	100,000	88,261	87,500	87,500	-
4210	43160	Diesel Fuel	31,123	35,000	21,478	28,050	28,050	-
2210	43170	Heating Fuel	66,651	64,435	50,639	64,435	64,435	-
2120	43180	Minor Equipment & Tools	2,238	2,000	2,092	2,000	2,000	-
2510	43180	Equipment & Tools	8,324	10,000	3,258	10,000	10,000	-
4210	43180	Tools	22	2,000	284	2,000	2,000	-
2210	43190	Building Maintenance Materials	25,346	30,000	16,282	30,000	30,000	-
2510	43200	Petroleum Products	7,261	6,500	4,912	7,500	7,500	-
3210	43200	Petroleum Products	2,098	-	-	-	-	-
4210	43200	Miscellaneous Products	1,551	2,500	-	2,500	2,500	-
2210	43210	Electronic Equipment	3,776	5,000	2,208	5,000	5,000	-
4110	43210	Electronic Equipment	6,496	9,260	7,741	9,460	9,460	-
1120	43220	Other Equipment	-	-	-	-	-	-
1130	43220	Other Equipment	278	500	729	800	800	-
1160	43220	Other Equipment	-	-	-	-	-	-
1180	43220	Other Equipment/Support	2,300	-	38	-	-	-
2110	43220	Other Equipment	-	-	-	-	-	-
2120	43220	Other Equipment	300	3,000	-	3,000	3,000	-
2210	43220	Other Equipment	2,217	2,050	1,817	2,050	2,050	-
2220	43220	Other Equipment	207	2,400	1,356	2,400	2,400	-
3110	43220	Other Equipment	8,596	10,000	3,567	10,000	10,000	-
3120	43220	Other Equipment	-	-	-	-	-	-
4110	43220	Other Equipment	43,975	53,360	40,957	51,010	51,010	-
5510	43220	Other Equipment	5,084	11,570	12,311	5,000	5,000	-
6110	43220	Other Equipment	925	1,000	102	3,900	3,900	-
6120	43220	Other Equipment	60	0	500	1,600	1,600	-
6510	43220	Other Equipment	-	-	-	-	-	-
6520	43220	Other Equipment	-	-	-	-	-	-
2510	43240	Tires	9,806	15,000	6,282	15,000	15,000	-
3210	43240	Tires	5,765	6,150	5,434	7,000	7,000	-
4210	43240	Tires	6,263	8,000	1,347	8,000	8,000	-
2150	43250	Vehicle Maintenance Parts	36,159	37,290	37,703	40,000	40,000	-
2220	43250	Equipment Maintenance	2,340	2,500	2,134	2,500	2,500	-

TOWN of WINDHAM

FY 2015-2016 MUNICIPAL BUDGET

OBJECT SUMMARY

dept	acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY2015 approved
2510	43250	Vehicle Maintenance	83,463	75,000	51,622	85,000	85,000	-
3210	43250	Vehicle Maintenance	15,838	20,000	5,667	20,000	20,000	-
4210	43250	Vehicle Maintenance Parts	32,851	30,000	16,965	30,000	30,000	-
5111	43250	Vehicle Maintenance	722	3,000	877	1,500	1,500	-
5120	43250	Vehicle Maintenance	-	-	-	1,500	1,500	-
2130	43270	Traffic Signs	6,624	8,750	9,947	10,000	10,000	-
2510	43290	Steel	1,213	2,000	744	2,000	2,000	-
1120	43300	Copy Services	2,120	2,000	713	2,000	2,000	-
1180	43300	Copy Services	1,000	-	-	-	-	-
6110	43300	Copy Services	253	500	85	500	500	-
6120	43300	Copy Services	460	500	500	500	500	-
2220	43310	Maintenance Materials	1,278	1,500	1,013	200	200	-
2150	43320	Chemicals	222,217	188,963	209,944	206,700	206,700	-
4110	43320	Chemicals	502	2,000	-	2,000	2,000	-
4110	43330	Equipment Replacement	477	-	-	-	-	-
6510	43390	Vehicle Expenses	511	700	282	700	700	-
9130	44020	Land Improvements	260,000	260,000	9,473	260,000	400,650	-
9140	44020	Land Improvements	50,000	-	-	325,000	50,000	-
1150	44070	Contributions to Agencies	33,805	74,900	50,793	34,972	34,972	-
1180	44070	Contributions to Agencies	3,000	150,000	150,000	160,893	160,893	-
4110	44070	Contributions to Agencies	5,998	4,300	-	4,300	4,300	-
8120	44070	Contributions to Agencies	28,750	21,400	21,400	23,200	23,200	-
1210	44080	Safety Committee	1,524	3,000	388	5,000	5,000	-
2120	44100	Road Maintenance Materials	53,577	55,000	26,855	55,000	55,000	-
2150	44100	Road Maintenance Materials	36,694	30,000	34,651	33,000	33,000	-
9170	44120	Portland Water District Assessm	351,756	351,756	234,504	351,756	351,756	-
1160	44190	Capital Equipment	25	3,000	-	3,000	3,000	-
4210	44190	Capital Equipment	-	2,500	-	2,500	2,500	-
9110	44190	Capital Equipment	976,219	625,000	550,096	625,000	625,000	-
5111	45020	Senior Programs	3,319	5,000	1,359	5,000	5,000	-
5111	45030	Community Events	1,384	3,000	1,934	3,000	3,000	-
5111	45040	Summerfest	-	-	-	-	-	-
5120	45270	Lease of PWD Gambo Soccer FI	843	-	856	850	850	-
9510	46010	Debt Principal	150,000	150,000	150,000	150,000	150,000	-
9510	46020	Debt Interest	60,375	55,125	28,688	50,625	50,625	-
4110	46030	Bad Debt	78,962	85,000	77,000	85,000	85,000	-
			14,352,575	14,552,736	9,814,446	16,542,234	15,512,539	-

**Town of Windham
Municipal Budget 2015-2016**

Appendix A

**FY 2016 MUNICIPAL PROPERTY TAX LEVY LIMIT
PURSUANT TO Sec. C-1, 30-A M.R.S.A. § 5721-A**

1. Identify Municipal Property Tax Levy:

	<u>FY 2005</u>
Total Property Tax Levy	+ 20,746,813
School Property Tax Levy	- 14,434,223
County Assessment	- 795,099
TIF District Payments	- 253,319
Overlay	- 63,801
Municipal Property Tax Levy	<u>= 5,200,370</u>

These are "base year" calculations.

2. Growth Limitation Factor:

	<u>FY 2016</u>
Average Real Personal Income Growth	+ 0.86%
Town of Windham "Property Growth Factor"	+ 1.74%
Town of Windham Growth Limitation Factor	<u>= 2.60%</u>

3. Adjustment for New State Funding:

	<u>Calendar 2013</u>	<u>Calendar 2014</u>	<u>\$ Change</u>
Revenue Sharing	899,402	694,100	(205,302)
<i>If an increase in state funding (not applicable)</i>			
Calendar 2013 revenue sharing	899,402		
Growth Limitation Factor	x 102.60%		
Adjusted 2013 revenue sharing	<u>= 922,786</u>		
Calendar 2014 revenue sharing	694,100		
Adjusted 2013 revenue sharing	- 922,786		
	<u>= (228,686)</u>		
<i>If a decrease in state funding</i>			
Calendar 2013	899,402		
Calendar 2014	- 694,100		
	<u>205,302</u>		

4. Spending Limit Calculation:

	<u>FY 2015</u>
Prior Year Property Tax Levy Limit	8,397,635
Growth Limitation Factor (1+ Growth Factor)	x 102.60%
	<u>= 8,615,974</u>
"Net New Fund" Adjustment	+ 205,302
FY15 Property Tax Levy Limit	<u>= 8,821,276</u>

FY 2016 Property Tax Revenue Reconciliation	
Property Tax Levy Limit	8,821,276
Pipeline TIF	166,930
Roosevelt Promenade TIF	210,000
Total Property Tax Revenue (R0400)	<u>9,198,206</u>

APPENDIX B

Statutorily Required Municipal Services in Maine (State and federal law)

This list represents a general review of services municipal government is required by law to maintain. It is not intended to be an exhaustive treatment of all relevant State and federal law. And it does not account for services and obligations required by contract, local mandate, charter, ordinance, or those that result from the application of State agency rules, or, in the broadest sense, those that may arise from the intercourse of commercial and public activities. However, if a reader is aware of any required municipal services that should be included, please feel free to contact us.

Prepared by, Michael L. Stultz and the Legal Services Department of Maine Municipal Association, Augusta, Maine. Telephone: 800-452-8786. October 4, 2004.

Schools and Education

- 1) Education. Implement and administer public education as required by the State government. 20-A M.R.S.A. § 2; M.R.S.A. Const. Art. VIII § 1
 - a. Duty of school units. School units must raise funds to support public education, and provide primary and secondary education in accordance with the purposes, policies, goals and objective of State law. 20-a M.R.S.A. § 4501, et. seq.
- 2) No Child Left Behind. Federally required annual student assessment. 20 USC Chapter 70
- 3) Learning Results. State required assessment. 20-A M.R.S.A. § 6201, et. seq.
- 4) Special Education. Federally required programs for students with special needs. 20 USC Chapter 33

Roads and Public Works

- 1) Must maintain public roads. Must keep town ways maintained so as to be safe and convenient for motor vehicle travel. 23 M.R.S.A. § 3651
Sidewalks existing within the right-of-way of a town way must be maintained against defects.
Must remove roadside brush, trees and grass that pose any road safety problem. 23 M.R.S.A. § 2702
Must remove snow and ice in the town way within a reasonable period of time
This includes removal from state-aid highways. 23 M.R.S.A. § 1003
Must prevent damage to private water supplies as a result of construction, reconstruction or maintenance of public highways. 23 M.R.S.A. § 3659
- 2) Drains, ditches and culverts. Municipalities may install, but discretion may become obligation if installation is necessary to maintain road in safe and convenient status.

Once established, they must be maintained. 23 M.R.S.A. § 3251; 30-A M.R.S.A. § 3401, et. seq.

- 3) Driveways and culverts. Municipalities must install culverts where private driveways connect to a town way (at owner's expense). Once installed, town must maintain. 23 M.R.S.A. § 705
- 4) Highway defects. Must correct defects in the road where there has been twenty-four hour notice. 14 M.R.S.A. § 8104-A
- 5) Public works. A registered professional engineer is required for any public works project exceeding a cost of \$100,000.00. 32 M.R.S.A. § 1254
- 6) Roads in compact areas. Urban compact municipalities must maintain roads within the compact area. 23 M.R.S.A. § 754
- 7) Street excavation. Municipalities must serve notice upon owners of property abutting a street or highway, and upon others, directing water and conduit connections prior to paving and repairing. 23 M.R.S.A. § 3351 et. seq.

Land Use and Environmental Protection

- 1) Board of appeals. If a municipality establishes a zoning ordinance, it must create a board of appeals. 30-A M.R.S.A. § 4353
- 2) Closure of municipal landfills. Municipalities must close designated "open landfills" as determined by DEP. Closed municipal landfills require biannual groundwater testing and monitoring. 42 USC Chapter 82; 38 M.R.S.A. § 1310-C, et. seq.
- 3) Publication for zoning changes. Notice must be published before adopting a new or amending an existing zoning ordinance or zoning map. 30-A M.R.S.A. § 4352
- 4) Recycling. Must meet recycling goals as set by State. 38 M.R.S.A. §§ 2132 and 2133
- 5) Sewers and drains. Where a public drain has been constructed, and a person has paid to connect to it, the municipality must maintain the drain. 30-A M.R.S.A. § 3403
- 6) Shoreland zoning. Must have zoning and land use controls for areas within 250 feet of normal high water line. 38 M.R.S.A. § 438-A
- 7) Site Location of Development Act. DEP may designate municipalities as a reviewing authority. Once so designated, municipalities must administer permits for projects requiring review under the Act. 38 M.R.S.A. § 489-A
- 8) Subdivision. Subdivision review is required. 30-A M.R.S.A. § 4401
- 9) Waste management. Municipalities must provide solid waste disposal services for domestic and commercial solid waste generated within the municipality. 38 M.R.S.A. § 1305. (It is unclear whether "services" means having a facility available in the town or whether it means providing a service to remove trash.)

Septage/sludge. Each municipality shall provide for the disposal of all refuse, effluent, sludge and any other materials from septic tanks and cesspools. 38 M.R.S.A. § 1305

Transfer stations. For those municipalities having transfer stations, they are required to comply with DEP regulations for the operation of transfer stations and solid waste storage. 38 M.R.S.A. § 1305; Rules of DEP Chapter 402

- 10) Wastewater treatment facilities. Municipalities with wastewater treatment facilities constructed in whole or in part with State funding must accept wastewater from watercraft sewage pump-out facilities. 38 M.R.S.A. § 414-B
- 11) Water pollution prevention and control. Municipalities must comply with federal law concerning pollutant and effluent controls necessary to manage water pollution. 33 U.S.C. Chapter 26; 38 M.R.S.A. § c. 3
Storm water regulation. Municipalities must comply with storm water management and of storm water systems regulations.
- 12) Wharves and fish weirs. Municipalities must examine and hold public hearings upon any application to build or extend any wharf, fish weir or trap in tidewaters within the municipal border. 38 M.R.S.A. § 1022

Public Safety and Health

- 1) Animal control. Municipalities must enforce the animal welfare laws. 7 M.R.S.A. § 3941, et. seq.
Appoint an animal control officer. 7 M.R.S.A. § 3947
Issue dog licenses. 7 M.R.S.A. § 3942
Control dogs at large animals that are a source of complaint. 7 M.R.S.A. § 3948
Issue municipal warrants. 7 M.R.S.A. § 3943
Posting of law concerning dog licenses and municipal duties. 7 M.R.S.A. § 3941
 - 2) Building inspection. Every municipality with greater than 2,000 inhabitants must appoint a building inspector (optional for municipalities with fewer than 2,000 inhabitants). 25 M.R.S.A. § 2351.
 - 3) Emergency Management. Must prepare and keep a disaster emergency plan. 37-B M.R.S.A. §§ 781-786
 - 4) Fire protection. It is not clear whether fire protection is required under Maine law, but it is provided in most municipalities. 30-A M.R.S.A. § 3151, et. seq.
General requirements
Automotive Equipment Automotive fire equipment purchased with public money must comply with National Fire Protection, Pamphlet 1901, standards.
Equipment and Buildings Firefighters must be equipped with minimum safety equipment, and it must be maintained. 26 M.R.S.A. § 2104.
Training Firefighters must have training pursuant to a training program. 26 M.R.S.A. § 2101, et. seq.
 - 5) Fire Ward/Inspector. Is mandatory if no organized fire department in the municipality. 25 M.R.S.A. § 2391
 - 6) Forest Fire control and costs. Municipalities are responsible in the first instance for fighting fires and for paying for some of the costs incurred in controlling forest fires. 12 M.R.S.A. § 9201, et. seq.
- Harbor Master.
If requested, municipal officers shall appoint to oversee administration and enforcement of mooring privileges for boats and vessels. 38 M.R.S.A. § 1

Where boats and lighters are used to carry stone, sand or gravel, the municipal officers shall appoint an inspector to ensure compliance with requirements for marking such boats and lighters. 38 M.R.S.A. § 121

7) Law enforcement and police protection. Municipalities are not required to provide police protection. Where provided, specific costs arise. 30-A M.R.S.A. § 2671, et. seq. Police officers. A full-time law enforcement officer must complete basic training requirements at the Criminal Justice Academy. 25 M.R.S.A.

§ 2804-C

Disposal of lost, stolen or unclaimed property. Must keep private property in an attempt to locate the owner. 25 M.R.S.A. § 3501, et. seq.

8) Occupational health requirements. Local government must comply with the OSHA of 1970 as well as similar State requirements to ensure working conditions reasonably free from health hazards or safety threats. OSHA of 1970; 26 M.R.S.A. § 561, et. seq.

9) Plumbing inspection. Must ensure plumbing complies with State and local regulations. 30-A M.R.S.A. § 4221

Must appoint a plumbing inspector. 30-AM.R.S.A. § 4221

10) Port Warden.

By petition, 10 or more citizens can request and municipal officers must appoint a port warden. 38 M.R.S.A. § 41

11) Public Health. Report, prevent and suppress diseases and conditions dangerous to public health. 22 M.R.S.A. § 451

Must appoint a health officer. 22 M.R.S.A. § 451

12) Subsurface wastewater systems. Municipalities shall serve an order to remedy once receiving notice of malfunctioning subsurface wastewater disposal systems. 30-A M.R.S.A. § 3428

Licensing and Permitting and Economic Regulations

1) ATV registration. It is unlikely that, as an agent for the Commissioner of Inland Fisheries and Wild Life, municipalities can refuse the service of registering ATV's. 12 M.R.S.A. § 7854

2) Alcohol. Assuming local option approval, Municipal officers must act on applications for an on-premises liquor license. 28-A M.R.S.A. § 653.

1) Bottle Clubs. Municipal officers must act on applications for permission to operate a bottle club or to transfer location thereof. 28-A M.R.S.A. § 161-B

3) Automobiles. Municipalities must collect the excise tax, but are not obligated to receive applications for new or renewed automobile licenses and motor vehicle registrations. 36 M.R.S.A. § 1487 and 29-A M.R.S.A. § 102

4) Beano and Bingo. Municipal officers must review applications for permission to operate beano and bingo amusements. 17 M.R.S.A. § 313

5) Birth/Marriage/Death recording/certificates. Municipal clerk must record and issue permits for births, marriages and deaths. 30-A M.R.S.A. § 2652; 19-A M.R.S.A. §§ 652 and 654 and 22 M.R.S.A. § 2702

- 6) Bowling alleys, shooting galleries, pool, and bagatelle and billiard rooms. It is unlikely that municipalities can refuse the service of licensing applicants for licenses to operate bowling alleys, shooting galleries, pool bagatelle and billiards rooms. 8 M.R.S.A. §§ 1 and 2
- 7) Building Permits. A municipal reviewing authority must review and approve all new multi-family housing accommodations before occupancy is permitted. 5 M.R.S.A. § 4582-B
- 8) Cable TV franchises. Municipalities must honor existing contracts, are required to issue new franchise agreements or to renew same, and they must regulate cable operator's compliance with such agreements. 30-A M.R.S.A. §§ 3008 and 3010
- 9) Closing-out sales/going out of business. Municipal officers must license. 30-A M.R.S.A. § 3781, et. seq.
- 10) Concealed weapons. Municipalities must issue permits. If there is no chief of police, can request Chief of State Police to issue permits. 25 M.R.S.A. §§ 2002 and 2002-A, et. seq.
- 11) Conversion of seasonal dwelling. Municipal Plumbing Inspector must issue permit before a seasonal dwelling in the shoreland zone can be converted to a year-round or principal dwelling. 30-A M.R.S.A. § 4215
- 12) Dogs and dog kennels. Municipalities must issue dog licenses and kennel licenses. 7 M.R.S.A. §§ 3921, et seq., and 3931-A, et seq.
- 13) Driveway entrances. Municipality must authorize ingress and egress to property inside an urban compact municipality on state highways state-aid highways. 23 M.R.S.A. § 704
- 14) Engines. Municipalities must issue permits before a steam engine can be erected in a town. 17 M.R.S.A. § 2795
- 15) Fishing/hunting/trapping. It is unlikely that municipal clerks, as agents for IF&W, can refuse the service of issuing permits for fishing, hunting or trapping. 12 M.R.S.A. § 7072
- 16) Games of chance. Municipal officers must sign application. 17 M.R.S.A. § 333
- 17) Innkeeper/tavernkeeper/lodging house. Municipalities must issue permits before innkeepers, tavernkeepers or lodging houses can operate. 30-A M.R.S.A. §§ 3811-3814 and 3931
- 18) Junkyards. Must license and police junkyards and automobile recycling and graveyard operations. 30-A M.R.S.A. §3751, et. seq.
- 19) Lunch wagons. Municipalities must issue licenses to any reputable person maintaining a vehicle for the sale of food. 30-A M.R.S.A. § 3931
- 20) Mobile homes and over-limit vehicles. Municipalities must issue permits before mobile homes can be moved over public roads, and before over limit vehicles can travel on public roads. 29-A M.R.S.A. §§ 1001 and 2382
- 21) Off-track betting. Municipality must approve off-track facility where pari-mutuel wagering will occur. 8 M.R.S.A. § 275-D(5)
- 22) Pawnbrokers. Municipalities must license pawnbrokers. 30-A M.R.S.A. §3961
- 23) Pinball machines. Municipalities must license those individuals wishing to keep pinball machines for public patronage. 8 M.R.S.A. § 441
- 24) Plumbing. Municipalities, through the local plumbing inspector, must permit and oversee plumbing. 30-A M.R.S.A. § 4201 et. seq.

- 25) Poles and wires. The municipal officers or their designees must issue permits to those wishing to construct telephone, electric, or cable TV wires, gas or oil pipelines, or water, sewer or steam conduits, along a public way that is a city street or town way or a state or state-aid highway in the compact areas as defined in 23 M.R.S.A. § 754. 35-A M.R.S.A. § 2501, et. seq.
- 26) Public exhibitions. Must license exhibitions of images, pageantry, sleight of hand tricks, puppet shows, circus, traveling amusement shows, feats of balancing, wire dancing, personal agility, dexterity or theatrical performances. 8 M.R.S.A. §§ 501-502
- 27) Roller skating rinks. Municipalities must license roller skating rinks. 8 M.R.S.A. § 601, et. seq.
- 28) Snowmobile registration. Must license snowmobiles. 12 M.R.S.A. § 7824
- 29) Special amusements. Must issue permit for live music, dancing or entertainment at businesses licensed for on-premises consumption of alcohol. 28-A M.R.S.A. § 1054
- 30) Watercraft. Must permit anyone wishing to bring into or maintain in the harbor any derelict watercraft for salvage, or anyone abandoning any watercraft in the harbor. 38 M.R.S.A. § 9
- 31) Wharves, weirs, piers and pilings. Any person wishing to build or extend any wharf, weirs, pier or trap in tidewaters must apply to the municipal officers for a license. 38 M.R.S.A. § 1021

Administration and General Government

- 1) Accounts for dog and kennel licenses. Municipalities must maintain separate accounts for the fees collected for dog and kennel licenses and also for court fines collected by the municipality. 7 M.R.S.A. § 3945
- 2) Americans with Disabilities Act. Comprehensive requirements concerning persons with disabilities in the areas of employment, public accommodations, state and local government services. 42 USCA § 12101, et. seq.; 5 M.R.S.A. § 4551, et seq.; and 25 M.R.S.A. § 2701
- 3) Assessment and taxes. Must assess and collect taxes. Requirements contained in Titles 36 and 30-A of the Statutes of Maine
 - Real property
 - Excise taxes
 - Personal property taxes
- 4) Annual Meeting. Annual Meeting required at which moderator, selectmen and school committee elected. 30-A M.R.S.A. § 2525
- 5) Annual report. Must publish an annual report. 30-A M.R.S.A. § 2801
- 6) Burying grounds. Must care for ancient burying grounds and veteran's graves in public burying grounds. 13 M.R.S.A. § 1101 and 30-A M.R.S.A. § 2901
- 7) Conditional gifts. A conditional gift received must be complied with perpetually and may benefit from money raised to carry the conditions into effect. 30-A M.R.S.A. § 5654
- 8) Elections. Municipalities carry election responsibilities under Title 21-A M.R.S.A. § 621, et. seq., for federal, state, SAD, caucus and county elections.
- 9) Labor and human resource requirements and issues

Fair Labor Standards Act. Municipalities must adhere to federal and State requirements establishing minimum wages, overtime pay, and to regulations regarding child labor and record keeping. 29 USC § 201; 26 M.R.S.A. § 621-A, et. seq., and § 661, et. seq.

Family and Medical Leave Act. Municipalities must guarantee unpaid leave for personal and family reasons. 29 USC § 2601; 26 M.R.S.A. § 843, et. seq.

Uniformed Services Employment and Reemployment Act. Municipalities cannot discriminate against members of the military in hiring and retention practices. 38 USC, Chapter 43, Sections 4301-4333

Workplace training

Sexual harassment training. 26 M.R.S.A. § 807

Video display terminal education and training. 25 M.R.S.A. § 252

10) Freedom of Access Act. Must provide public access to public records and notice of meetings. 1 M.R.S.A. §408 and 409(1)

11) General Assistance. Municipalities are required to provide assistance in meeting basic necessities. 22 M.R.S.A. § 4305

12) Municipal annual solid waste report. Municipalities must report to DEP any material produced by a municipal solid waste processing facility. 38 M.R.S.A. § 3945-C

13) Municipal officials required by Maine law

Animal Control Officer. 7 M.R.S.A. § 3947

Assessor. 36 M.R.S.A. §§ 2526(5) and 327(3) and 30-AM.R.S.A. § 2526(5)

Board of Appeals (if zoning ordinance enacted). 30-A M.R.S.A. § 2691(2)(A)

Building Inspector. 25 M.R.S.A. § 2351

Civil Emergency Preparedness Agency Director. 37-B M.R.S.A. § 782(1)

Clerk. 30-AM.R.S.A. § 2525(2)

Code Enforcement Officer. 30-A M.R.S.A. § 4451

Election (Ballot) Clerks. 30-A M.R.S.A. § 2528(8) and 21-AM.R.S.A. § 503(3)

Excise Tax Collector. 36 M.R.S.A. § 1487(1)

Fence Viewers (if services requested). 30-A M.R.S.A. § 2953

Fire Inspector. 25 M.R.S.A. § 2391

Fire Chief. 30-A M.R.S.A. § 3153

Forest Fire Warden. 12 M.R.S.A. § 8902

GA Fair Hearing Authority. 22 M.R.S.A. § 4322

Harbor Master (if services requested). 38 M.R.S.A. § 1

Health Officer. 22 M.R.S.A. § 451

Local Sealer. 10 M.R.S.A. § 2451

Equipment necessary to be purchased. 10 M.R.S.A. § 2354

Moderator. 30-A M.R.S.A. §2521(1)

Municipal Officers. 30-A M.R.S.A. § 2521 (selectmen or councilors)

Overseers of the Poor. 30-A M.R.S.A. § 2526(4) and 22 M.R.S.A. § 4301(12)

Plumbing Inspector. 30-A M.R.S.A. §4221

Registrar of Voters. 21-A M.R.S.A. §101

Road Commissioners. 30-A M.R.S.A. §2526(7)

School Board Committee. 30-A M.R.S.A. § 2525(1); 20-A M.R.S.A. § 2302; 20-A M.R.S.A. §§ 1251 and 1651

School Superintendent. 20-A M.R.S.A. § 1051

Shellfish Warden. Required if a municipality enacts a shellfish conservation ordinance. 12 M.R.S.A. § 6671(8)

Tax Collector. 30-A M.R.S.A. § 2525(2)

- Treasurer. 30-A M.R.S.A. § 2525(2)
- 14) National Voter Registration Act. Processing and registration of voters. 42 USC Chapter 20; 21-A M.R.S.A. § 180 et. seq.
 - 15) Post audit of accounts. Arrange annual post audit of town accounts by Department of Audit or qualified CPA. 30-A M.R.S.A. §5823
 - 16) Recycled goods procurement. Review procurement procedures to ensure against discrimination in use of recycled goods, supplies, equipment and materials. 30-A M.R.S.A. §5656(1)
 - 17) Records keeping.
 - Must maintain denials and all conditional approvals for licenses, certificates, approvals or other types of permits. 1 M.R.S.A. §407
 - Must maintain record of decisions involving dismissal or refusal to renew contract of a public official, employee or appointee. 1 M.R.S.A. § 407
 - Must maintain records of final employee disciplinary action. 30-A M.R.S.A. § 2702(B)(5)
 - Records preservation. 5 M.R.S.A. § 95-B
 - Local government records must be maintained and stored as required by Maine law and as directed by the State Archivist. The volume of records can be quite large, particularly with respect to the records handled by the offices of the clerk, treasurer, tax collector and assessor.
 - 18) Revenue receipts and disbursements. Municipal treasurer necessary to receive and record all revenues and disbursements. 30-A M.R.S.A. § 5601, et. seq.
 - 19) Town equipment. Municipalities must maintain equipment, vehicles and machinery. 14 M.R.S.A. §8104-A
 - 20) Town buildings. Municipalities must maintain town owned buildings. 14 M.R.S.A. §8104

APPENDIX C
Wage Summary 7/01/15 - 6/30/16

DEPARTMENT	FNAME_MIDINIT	LNAME	PAYS	PAY_HOURS	NEXT_STEP_DATE	COMP_BEG	COMP_END	LONGEVITY	COMP_TOTAL
111041010	THOMAS	GLEASON	1	30	7/1/2015	-	1,050.00		1,050.00
111041010	BOB	MUIR	1	30	7/1/2015	-	1,050.00		1,050.00
111041010	DAVID	NADEAU	1	30	7/1/2015	-	1,050.00		1,050.00
111041010	DONNA	CHAPMAN	1	30	7/1/2015	-	1,050.00		1,050.00
111041010	ROY	MOORE	1	30	7/1/2015	-	1,050.00		1,050.00
111041010	VACANCY		1	30	7/1/2015	-	1,050.00		1,050.00
111041010	WELCH	DENNIS	1	30	7/1/2015	-	1,050.00		1,050.00
									7,350.00
112401010	PENNY	ATWOOD	26	64	4/19/2017	33,202.19	-		33,202.19
112401010	TAMMY A.	HODGMAN	26	80	5/1/2016	42,892.39	5,706.53		48,598.92
112401010	PHYLLIS	MOSS	26	80	1/3/2016	40,518.64	35,946.43		76,465.08
112401010	ANTHONY	PLANTE	26	80		-	-	750	110,320.00
112401010	ELIZABETH	SCHEETZ	26	64	4/6/2015	24,289.25	5,898.70		30,187.95
112401010	BRIAN	WOLCOTT	26	80	2/22/2015	92,302.33	-		92,302.33
112401010	BUDGET REQ.	Compliance Officer	26	80		38,695.86	-		38,695.86
									429,772.33
113041010	LUCY	CODREY	26	75	5/23/2016	33,082.12	4,401.35		37,483.47
113041011	BUDGET REQ.	CODREY	26	5	5/24/2016	2,205.47	293.42		2,498.90
113041010	STEPHANIE	DESHAIES	26	75	2/14/2016	23,973.42	12,945.18		36,918.59
113041011	BUDGET REQ.	DESHAIES	26	5	2/15/2016	1,598.23	863.01		2,461.24
113041010	JUDITH M	HEGGMAN	26	80	9/8/2014	67,876.35	-	1000	68,876.35
113041010	JOANNE M	PATTEN	26	75	3/26/2009	40,480.13	-	750	41,230.13
113041011	BUDGET REQ.	PATTEN	26	5	3/27/2009	2,698.68	-		2,698.68
113041030	BUDGET REQ.	ADMIN. ASST.	26	48	7/1/2015	22,111.32	-		22,111.32
									214,278.67
114041010	THOMAS	TRAUTLEIN	26	80	10/12/2015	18,072.12	42,085.53		60,157.64
114041010	BRETT	BURWELL	26	80	4/16/2016	33,473.46	8,128.99		41,602.45
									101,760.10
116041030	BRAD	SAUCIER	26	28	7/1/2014	374.14	9,540.47		9,914.60
116041030	DAVID	GALLAGHER	26	2	7/1/2014	26.20	668.10		694.30
									10,608.90
118041010	THOMAS	BARTELL	26	80	8/7/2012	11,576.76	65,901.79		77,478.55
									77,478.55
211041010	DOUGLAS R	FORTIER	26	80	5/26/2017	83,429.80	-	1000	84,429.80
211041010	EDRA J	LONG	26	80	10/28/2013	43,178.80	-		43,178.80
									127,608.60
212041010	MICHAEL	CONSTANTINE	26	80	6/20/2016	46,020.00	1,877.60		47,897.60
212041010	MICHAEL	FARDON	26	80	1/8/2016	21,985.60	19,219.20		41,204.80
212041010	GENE A	FECTEAU	26	80	7/2/2016	37,356.80	-		37,356.80
212041010	CHRISTOPHER	HODGDON	26	80	11/8/2015	14,088.00	22,988.80		37,076.80
212041010	KEVIN	KIMBALL	26	80	9/30/2015	7,809.60	26,544.00		34,353.60
212041010	FORREST	LAMB F	26	80	7/10/2015	1,408.80	35,920.00		37,328.80
212041010	TIMOTHY A	LAMB T	26	80	12/17/1992	-	45,988.80	2,300	48,288.80
212041010	JAMES	LEIGHTON	26	80	12/1/2015	16,569.60	19,723.20		36,292.80
212041010	STEPHEN	LONG	26	80	5/10/2016	38,327.20	5,100.00		43,427.20
212041010	STEPHEN	PRESCOTT	26	80	10/14/2015	11,046.40	25,358.40		36,404.80
212041010	DAVID J.	RAMPINO	26	80	10/27/2016	38,854.40	-		38,854.40
212041010	BUDGET REQ.	Truck Driver	26	80	7/1/2015	33,841.60	-		33,841.60
212041010	BUDGET REQ.	Truck Driver	26	80	7/1/2015	33,841.60	-		33,841.60

APPENDIX C
Wage Summary 7/01/15 - 6/30/16

DEPARTMENT	FNAME_MIDINIT	LNAME	PAYS	PAY_HOURS	NEXT_STEP_DATE	COMP_BEG	COMP_END	LONGEVITY	COMP_TOTAL
	On Call Coverage								2,600.00
									508,769.60
221041010	DAVID	DICKSON	26	80	11/3/2001	52,484.14	-	500	52,984.14
221041010	RUSSELL	KELLEY	26	80	8/6/2016	36,181.77	-		36,181.77
221041010	MATTHEW	MILLETT	26	80	10/27/2016	36,181.77	-		36,181.77
221041010	BRIAN	MORIN	26	80	1/20/2015	17,998.51	15,735.74		33,734.26
221041010	CHARLES R	QUATRANO	26	80	5/24/2003	39,164.74	-	750	39,914.74
221041010	DAVID	VEINOTT	26	80	10/4/2015	10,914.82	25,048.92		35,963.73
221041010	BUDGET REQ.	Building Maint.	26	80	7/1/2015	33,425.81	-		33,425.81
	On Call Coverage								2,600.00
									270,986.20
221041030	Seasonal Part-Time Coverage								12,000.00
221041030	BUDGET REQ.	Seasonal Part-Time Coverage							12,000.00
									24,000.00
251041010	FRED	GENTHNER	26	80	9/10/2015	8,774.40	29,840.00		38,614.40
251041010	DAVID	POREE	26	80	8/17/2015	5,860.80	45,834.40	1,500	53,195.20
251041010	MICHAEL	BRALEY	26	80	10/31/2016	42,473.60	-		42,473.60
251041010	BUDGET REQ.	Mechanic	26	80	7/1/2015	39,249.60	-		39,249.60
	On Call Coverage								2,600.00
									176,132.80
							(9% PD 3210-41010)		160,280.85
311041010	WILLIAM T	ANDREW	26	80	10/26/2016	61,153.83	-		64,681.83
311041010	JASON R	ANDREWS	26	80	2/22/2016	38,173.46	20,525.27		62,085.73
311041010	DAVID H	BONNEAU	26	80	5/14/2016	52,453.47	6,944.08		62,824.55
311041010	JAMES C	BOUDREAU	26	80	10/6/2016	72,198.05	-	1,900	74,098.05
311041010	PATRICIA A	BUCK	26	80	1/27/2018	53,307.74	-		56,382.74
311041010	JASON T	BURKE	26	80	2/14/2019	53,099.74	-		56,162.74
311041010	SUSAN	ROGERS	26	80	7/2/2015	39,890.32	-		39,890.32
311041010	JAMES M	COOK	26	80	2/17/2019	53,203.74	-		56,272.74
311041010	PAUL J	COX	26	80	5/22/2005	53,515.74	-		53,515.74
311041010	MATTHEW A	CYR M	26	80	8/14/2010	53,515.74	-		53,515.74
311041010	PAUL	DUBAY	26	80	11/3/2015	17,402.02	29,242.83		49,340.84
311041010	SETH	FOURNIER	26	80	8/12/2015	5,268.60	42,404.57		50,423.17
311041010	PETER L	FULTON	26	80	4/15/2013	62,030.05	-		65,609.05
311041010	EUGENE T	GALLANT	26	80	5/26/2013	53,411.74	-		53,411.74
311041010	THOMAS	HAMILTON	26	80	8/11/2015	5,268.60	42,404.57		50,423.17
311041010	JUSTIN	HUDNOR	26	80	1/21/2016	23,977.92	21,074.42		47,651.34
311041010	ROBERT H	HUNT III	26	80	5/20/2011	53,931.74	-		56,965.74
311041010	JOSHUA	KATUZNY	26	80	1/22/2016	24,362.82	21,932.12		48,965.94
311041010	BARRY	KELLY	26	80	8/11/2014	52,683.74	-		52,683.74
311041010	BRANDON	LADD	26	80	8/14/2016	52,475.74	-		55,502.74
311041010	RANDI	LEMIEUX	26	80	8/30/2015	4,788.78	37,447.79	750	42,986.57
311041010	KEVIN	SCHOFIELD	26	80	5/1/2016	68,897.33	9,300.93		78,198.26
311041010	ERNEST W	MACVANE III	26	80	10/26/2014	54,035.74	-		57,152.74
311041010	LEE	MAHER	26	80	8/12/2015	5,244.60	42,220.57		50,203.17
311041010	ERIC	QUATRANO	26	80	1/4/2016	24,716.64	25,380.70		52,987.34
311041010	JEFFREY J	SMITH	26	80	8/13/2004	54,139.74	-		57,262.74
311041010	STEVEN	STUBBS	26	80	9/13/2016	50,969.40	-		53,910.40
311041010	RAYMOND S	WILLIAMS	26	80	11/17/2015	21,763.82	35,382.22		60,445.04
311041010	BUDGET REQ.	Admin. Asst.	26	80	7/1/2015	38,724.19	-		38,724.19
311041010	BUDGET REQ.	27th Sworn	26	80	1/1/2016	21,208.57	-		22,024.57
									1,624,302.67
314041010	TRISTA	COMTOIS	26	80	12/15/2015	16,198.91	19,276.86		35,475.76

APPENDIX C
Wage Summary 7/01/15 - 6/30/16

DEPARTMENT	FNAME_MIDINIT	LNAME	PAYS	PAY_HOURS	NEXT_STEP_DATE	COMP_BEG	COMP_END	LONGEVITY	COMP_TOTAL	
									35,475.76	
321041010	Vehicle Maintenance 9% cost of 2510 compensation								15,851.95	
411041010	BRENT	LIBBY	26	80	1/5/2016	40,518.64	35,946.43		76,465.08	
411041010	JOHN K	WESCOTT	26	80	1/14/2016	38,875.87	34,489.38		73,365.25	
411041010	NANCY A	GRAVES	26	80	6/30/2016	39,906.48	1,628.16		41,534.64	
									191,364.97	
411041010	BUDGET REQ.	New Paramedic	26	84	7/1/2015	40,387.93	-		40,387.93	
411041010	BUDGET REQ.	New Paramedic	26	84	7/1/2015	40,387.93	-		40,387.93	
411041010	BUDGET REQ.	New Paramedic	26	84	7/1/2015	40,387.93	-		40,387.93	
411041010	BUDGET REQ.	New Paramedic	26	84	7/1/2015	40,387.93	-		40,387.93	
411041010	STEVEN	STACKHOUSE	26	84	2/25/2015	28,014.08	15,127.09		43,141.17	
411041010	JAMES M	PAUL	26	84	4/26/2018	47,061.97	-		47,061.97	
411041010	MARK E.	SCRIBNER	26	84	3/19/2017	45,672.07	-		45,672.07	
411041010	SHANE E	TAYLOR	26	84	3/8/2019	46,360.34	-		46,360.34	
									343,787.24	
413041030	Compensation for Call Personnel								764,983.46	
									764,983.46	
421041030	Compensation for Vehicle Maintenance Helper								2,000.00	
511041010	LYNN M	BUCKNELL	26	75	7/1/2012	36,716.94	-	750	37,466.94	
511041010	TBD		26	80	5/1/2016	55,656.50	7,513.89		63,170.40	
511041010	JACQUELINE A	ROUX	26	64	7/14/2013	34,543.04	-	750	35,293.04	
									135,930.38	
511041030	SHERRI	HOLTAN	26	32	1/3/2017	15,358.69	-		15,358.69	
511041030	Overtime								1,000.00	
									16,358.69	
512041030	KEVIN	BAILEY		50					13,269.69	
		Would like to increase hours for this position to 15 hours/week for 16 weeks and 30 hours/week for 36 w								6,748.59
									20,018.28	
551041010	JENNIFER	ALVINO	26	80	10/9/2015	20,037.04	46,660.84		66,697.88	
551041010	SALLY J	BANNEN	26	80	12/1/2016	46,670.96	-	750	47,420.96	
551041010	DIANA	CURRIER	26	80	7/18/2015	1,474.68	37,605.36		39,080.04	
551041010	BARBARA L	KELLEY	26	80	12/1/2016	46,670.96	-	750	47,420.96	
551041010	LAUREL T	PARKER	26	80	12/7/2007	47,604.46	-	1000	48,604.46	
551041010	BUDGET REQ.	Circulation Supvsr.	26	80	7/1/2015	36,852.19	-		36,852.19	
									286,076.48	
551041030	JENNIFER	DUPREE	26	26	9/29/2015	1,964.34	6,678.27		8,642.60	
551041030	JEANNE B	THURBER	26	28	7/1/2016	10,120.35	-		10,120.35	
551041030	JANET	STOVER	26	24	4/10/2016	6,869.14	1,668.19		8,537.33	
551041030	Substitute	On Call hours	26	40		13,095.58	-		13,095.58	
551041030	BUDGET REQ.	Part-Time hours	26	54	7/1/2015	17,679.03	-		17,679.03	
551041030	BUDGET REQ.	Teen Services Asst.	26	50	7/1/2015	23,032.62	-		23,032.62	
									81,107.50	
611041010	STEVE	LEBRUN	26	80	10/23/2015	16,600.05	38,097.73		54,697.79	
611041010	MABEL J	DARBY-MOREY	26	80	3/21/2009	43,178.80	-	750	43,928.80	
611041010	HEATHER	MCNALLY	26	80	8/15/2014	10,441.54	59,439.07		69,880.61	
611041010	BUDGET REQ.	CEO Admin	26	80	7/1/2015	36,852.19	-		36,852.19	

APPENDIX C
Wage Summary 7/01/15 - 6/30/16

DEPARTMENT	FNAME_MIDINIT	LNAME	PAYS	PAY_HOURS	NEXT_STEP_DATE	COMP_BEG	COMP_END	LONGEVITY	COMP_TOTAL
611041010	BUDGET REQ.	2nd CEO	26	80	7/1/2015	51,856.15	-		51,856.15
									257,215.54
612041010	BENJAMIN	SMITH	26	80	1/29/2016	39,148.91	34,730.27		73,879.17
612041010	LISA M	FISHER	26	80	5/25/2016	37,447.79	4,982.17		42,429.96
612041010	AMANDA	LESSARD	26	80	4/16/2016	49,099.78	12,099.24		61,199.02
									177,508.15
651041010	JOAN E	HODGDON	26	80	4/23/2016	46,670.96	-		46,670.96
651041010	DAVID	SAWYER	26	80		Assessor	83,826.08		83,826.08
651041010	KARA L T	TAYLOR	26	70	3/6/2009	37,781.45	-	750	38,531.45
651041010	ELISA	TREPANIER	26	80	4/24/2018	56,729.46	-		56,729.46
									225,757.95
751041010	LINDA S	MORRELL	26	80		Clerk	56,959.00	500	57,459.00
751041010	JUDITH H	VANCE	26	80	1/1/2014	43,178.80	-		43,178.80
									100,637.80
751041030	RITA L	BERNIER	26	48	11/16/2014	9,768.99	15,942.94		25,711.93
751041030	Election Workers								8,000.00
									33,711.93
811041010	COLETTE	GAGNON	26	64	10/7/2015	9,253.05	21,235.32		30,488.37
811041010	RENE	DANIEL	26	80	7/5/2016	58,935.93	-		58,935.93
									89,424.30
								17,200.00	6,334,406.87

Town of Windham Classification Plan Non-Union Positions

Grade	Position Title
1	Library Aide Circulation Assistant, Library Children's Room Aide, Library Cable TV Station Assistant
3	
4	Trails Supervisor (Seasonal)
6	Parks & Recreation Programmer Building & Grounds Worker
7	Animal Control Officer
8	Administrative Assistant, Assessing Administrative Assistant, Code Enforcement Administrative Assistant, Finance Administrative Assistant, Parks & Recreation Administrative Assistants, Police Administrative Assistant, Public Works Administrative Assistant, Tax Collection Children's Room Coordinator Deputy Town Clerk
9	
10	Adult Services Librarian/Cataloger Appraiser Children's Librarian Network Technician Reference Technology Services Librarian
12	Building & Grounds Supervisor
13	
14	Assistant Assessor
15	Code Enforcement Officer
16	General Assistance Administrator
17	
19	

TOWN of WINDHAM

Years in Step -> 1 1 1 1 2 2 2 3

Pay Scales 7/1/2015

	A	B	C	D	E	F	G	H	I
1	26,190.32	26,714.13	27,248.41	27,793.38	28,349.24	28,916.23	29,494.55	30,084.44	30,686.13
	1,007.32	1,027.47	1,048.02	1,068.98	1,090.36	1,112.16	1,134.41	1,157.09	1,180.24
	12.591	12.843	13.100	13.362	13.629	13.902	14.180	14.464	14.753
2	27,499.83	28,049.83	28,610.82	29,183.04	29,766.70	30,362.03	30,969.28	31,588.66	32,220.43
	1,057.69	1,078.84	1,100.42	1,122.42	1,144.87	1,167.77	1,191.13	1,214.95	1,239.25
	13.221	13.485	13.755	14.030	14.311	14.597	14.889	15.187	15.491
3	28,874.81	29,452.31	30,041.35	30,642.18	31,255.02	31,880.12	32,517.73	33,168.08	33,831.44
	1,110.57	1,132.78	1,155.44	1,178.55	1,202.12	1,226.16	1,250.68	1,275.70	1,301.21
	13.882	14.160	14.443	14.732	15.026	15.327	15.634	15.946	16.265
4	30,318.58	30,924.95	31,543.45	32,174.32	32,817.81	33,474.16	34,143.64	34,826.52	35,523.05
	1,166.10	1,189.42	1,213.21	1,237.47	1,262.22	1,287.47	1,313.22	1,339.48	1,366.27
	14.576	14.868	15.165	15.468	15.778	16.093	16.415	16.744	17.078
5	31,834.57	32,471.26	33,120.69	33,783.10	34,458.76	35,147.94	35,850.90	36,567.92	37,299.27
	1,224.41	1,248.89	1,273.87	1,299.35	1,325.34	1,351.84	1,378.88	1,406.46	1,434.59
	15.305	15.611	15.923	16.242	16.567	16.898	17.236	17.581	17.932
6	33,426.24	34,094.77	34,776.66	35,472.20	36,181.64	36,905.27	37,643.38	38,396.25	39,164.17
	1,285.62	1,311.34	1,337.56	1,364.32	1,391.60	1,419.43	1,447.82	1,476.78	1,506.31
	16.070	16.392	16.720	17.054	17.395	17.743	18.098	18.460	18.829
7	35,097.55	35,799.50	36,515.49	37,245.80	37,990.71	38,750.53	39,525.54	40,316.05	41,122.37
	1,349.91	1,376.90	1,404.44	1,432.53	1,461.18	1,490.40	1,520.21	1,550.62	1,581.63
	16.874	17.211	17.556	17.907	18.265	18.630	19.003	19.383	19.770
8	36,852.86	37,589.92	38,341.72	39,108.55	39,890.72	40,688.54	41,502.31	42,332.36	43,179.00
	1,417.42	1,445.77	1,474.68	1,504.18	1,534.26	1,564.94	1,596.24	1,628.17	1,660.73
	17.718	18.072	18.434	18.802	19.178	19.562	19.953	20.352	20.759
9	38,695.06	39,468.96	40,258.34	41,063.50	41,884.77	42,722.47	43,576.92	44,448.46	45,337.43
	1,488.27	1,518.04	1,548.40	1,579.37	1,610.95	1,643.17	1,676.04	1,709.56	1,743.75
	18.603	18.975	19.355	19.742	20.137	20.540	20.950	21.369	21.797
10	40,629.78	41,442.37	42,271.22	43,116.65	43,978.98	44,858.56	45,755.73	46,670.84	47,604.26
	1,562.68	1,593.94	1,625.82	1,658.33	1,691.50	1,725.33	1,759.84	1,795.03	1,830.93
	19.534	19.924	20.323	20.729	21.144	21.567	21.998	22.438	22.887
11	42,661.29	43,514.52	44,384.81	45,272.50	46,177.95	47,101.51	48,043.54	49,004.42	49,984.50
	1,640.82	1,673.64	1,707.11	1,741.25	1,776.08	1,811.60	1,847.83	1,884.79	1,922.48
	20.510	20.920	21.339	21.766	22.201	22.645	23.098	23.560	24.031
12	44,794.40	45,690.29	46,604.09	47,536.17	48,486.90	49,456.63	50,445.77	51,454.68	52,483.78
	1,722.86	1,757.32	1,792.47	1,828.31	1,864.88	1,902.18	1,940.22	1,979.03	2,018.61
	21.536	21.966	22.406	22.854	23.311	23.777	24.253	24.738	25.233
13	47,034.09	47,974.77	48,934.27	49,912.95	50,911.21	51,929.44	52,968.03	54,027.39	55,107.93
	1,809.00	1,845.18	1,882.09	1,919.73	1,958.12	1,997.29	2,037.23	2,077.98	2,119.54
	22.613	23.065	23.526	23.997	24.477	24.966	25.465	25.975	26.494
14	49,385.78	50,373.50	51,380.97	52,408.59	53,456.76	54,525.90	55,616.41	56,728.74	57,863.32
	1,899.45	1,937.44	1,976.19	2,015.71	2,056.03	2,097.15	2,139.09	2,181.87	2,225.51
	23.743	24.218	24.702	25.196	25.700	26.214	26.739	27.273	27.819
15	51,855.10	52,892.21	53,950.05	55,029.05	56,129.63	57,252.23	58,397.27	59,565.22	60,756.52
	1,994.43	2,034.32	2,075.00	2,116.50	2,158.83	2,202.01	2,246.05	2,290.97	2,336.79
	24.930	25.429	25.938	26.456	26.985	27.525	28.076	28.637	29.210
16	54,447.86	55,536.82	56,647.55	57,780.50	58,936.11	60,114.84	61,317.13	62,543.48	63,794.35
	2,094.15	2,136.03	2,178.75	2,222.33	2,266.77	2,312.11	2,358.35	2,405.52	2,453.63
	26.177	26.700	27.234	27.779	28.335	28.901	29.479	30.069	30.670
17	57,169.18	58,312.57	59,478.82	60,668.40	61,881.76	63,119.40	64,381.79	65,669.42	66,982.81
	2,198.81	2,242.79	2,287.65	2,333.40	2,380.07	2,427.67	2,476.22	2,525.75	2,576.26
	27.485	28.035	28.596	29.167	29.751	30.346	30.953	31.572	32.203
18	60,028.77	61,229.35	62,453.94	63,703.02	64,977.08	66,276.62	67,602.15	68,954.19	70,333.28
	2,308.80	2,354.98	2,402.07	2,450.12	2,499.12	2,549.10	2,600.08	2,652.08	2,705.13
	28.860	29.437	30.026	30.626	31.239	31.864	32.501	33.151	33.814
19	63,030.21	64,290.81	65,576.63	66,888.16	68,225.92	69,590.44	70,982.25	72,401.90	73,849.93
	2,424.24	2,472.72	2,522.18	2,572.62	2,624.07	2,676.56	2,730.09	2,784.69	2,840.38
	30.303	30.909	31.527	32.158	32.801	33.457	34.126	34.809	35.505

**Town of Windham
Classification Plan
Management Positions**

Grade	Position Title
M3	Assessor Assistant Town Manager Code Enforcement and Zoning Administration Director Economic Development Director Finance Director Fire/Rescue Chief Planning Director Police Chief Public Works Director
M2	Fire/Rescue Deputy Chief Library Director Parks & Rec Director Planner Police Lieutenant Systems Administrator
M1	Deputy Tax Collector/Office Manager

Town of Windham
Management Pay Scales

2015-2016

Years in Each Step	1	1	1	1	2	2	2	3	3
Step	A	B	C	D	E	F	G	H	I
Grade									
M3	67,870.27	70,245.73	72,704.33	75,248.98	77,882.70	80,608.59	83,429.89	86,349.94	89,372.18
M2	58,733.89	60,789.57	62,917.21	65,119.31	67,398.49	69,757.43	72,198.94	74,725.91	77,341.31
M1	49,597.50	51,581.41	53,644.66	55,790.45	58,022.07	60,342.95	62,756.67	65,266.93	67,877.61

Town of Windham

Public Works Contract 7/1/2012 to 6/30/2015
3/31/2015 13:22

FINAL - AS RATIFIED AND SIGNED

Years in Step →	0% COLA, no steps, first year of wage freeze, plus 2% one-time lump-sum on base (not included)											
	1	1	1	1	1	2	2	2	2	3	I	
Base Year (Final Year of Preceding Contract)	7/1/2011 - 6/30/2012	1	1	1	1	1	2	2	2	2	3	I
Pay Scales	7/1/2011 - 6/30/2012	A	B	C	D	E	F	G	H	I		
Truck Driver	annual biweekly hourly	30,580.87 1,176.19 14.70	31,192.49 1,199.71 15.00	31,816.34 1,223.71 15.30	32,452.66 1,248.18 15.60	33,101.72 1,273.14 15.91	33,763.75 1,298.61 16.23	34,439.03 1,324.58 16.56	35,127.81 1,351.07 16.89	35,830.36 1,378.09 17.23		
Service Writer/Parts Manager	annual biweekly hourly	33,715.80 1,296.76 16.21	34,390.12 1,322.70 16.53	35,077.92 1,349.15 16.86	35,779.48 1,376.13 17.20	36,495.07 1,403.66 17.55	37,224.97 1,431.73 17.90	37,969.47 1,460.36 18.25	38,728.86 1,489.57 18.62	39,503.44 1,519.36 18.99		
Equipment Operator Mechanic	annual biweekly hourly	35,401.18 1,361.58 17.02	36,109.21 1,388.82 17.36	36,831.39 1,416.59 17.71	37,568.02 1,444.92 18.06	38,319.38 1,473.82 18.42	39,085.76 1,503.30 18.79	39,867.48 1,533.36 19.17	40,664.83 1,564.03 19.55	41,478.13 1,595.31 19.94		
Vehicle Maintenance Supervisor Highway Maintenance Supervisor	annual biweekly hourly	40,981.32 1,576.20 19.70	41,800.95 1,607.73 20.10	42,636.97 1,639.88 20.50	43,489.71 1,672.68 20.91	44,359.50 1,706.13 21.33	45,246.69 1,740.26 21.75	46,151.62 1,775.06 22.19	47,074.66 1,810.56 22.63	48,016.15 1,846.77 23.08		
Market Adjustment (Effective 7/1/2012)												
Truck Driver	annual biweekly hourly	31,200.00 1,200.00 15.00	31,824.00 1,224.00 15.30	32,460.48 1,248.48 15.61	33,109.69 1,273.45 15.92	33,771.88 1,298.92 16.24	34,447.32 1,324.90 16.56	35,136.27 1,351.39 16.89	35,838.99 1,378.42 17.23	36,555.77 1,405.99 17.57		
Service Writer/Parts Manager	annual biweekly hourly	33,716.80 1,286.80 16.21	34,382.40 1,322.40 16.53	35,068.80 1,348.80 16.86	35,776.00 1,376.00 17.20	36,504.00 1,404.00 17.55	37,242.00 1,432.00 17.90	37,980.00 1,460.00 18.25	38,729.60 1,489.60 18.62	39,499.20 1,519.20 18.99		
Equipment Operator Mechanic	annual biweekly hourly	36,182.00 1,392.00 17.40	36,915.84 1,419.84 17.75	37,654.16 1,448.24 18.10	38,407.24 1,477.20 18.47	39,175.38 1,506.75 18.83	39,959.89 1,536.88 19.21	40,758.07 1,567.62 19.60	41,573.23 1,598.97 19.99	42,404.70 1,630.95 20.39		
Vehicle Maintenance Supervisor Highway Maintenance Supervisor	annual biweekly hourly	41,600.00 1,600.00 20.00	42,432.00 1,632.00 20.40	43,280.64 1,664.64 20.81	44,146.25 1,697.93 21.22	45,029.18 1,731.89 21.65	45,929.76 1,766.53 22.08	46,848.36 1,801.86 22.52	47,785.32 1,837.90 22.97	48,741.03 1,874.66 23.43		

FINAL - AS RATIFIED AND SIGNED

Town of Windham
Public Works Contract 7/1/2012 to 6/30/2015
3/31/2015 13:22

Years in Step →

Contract Year 3	COLA TBD (lesser of 3% or CPI-U Northeast for preceding calendar year)									
	1 A	1 B	1 C	1 D	2 E	2 F	2 G	3 H	3 I	
Pay Scales	7/1/2014 - 6/30/2015									
Truck Driver	39,881.71 1,301.22 16.27	34,508.34 1,327.24 16.59	35,198.51 1,353.79 16.92	35,972.48 1,380.86 17.26	36,520.53 1,408.48 17.61	37,352.94 1,436.05 17.96	38,100.00 1,465.38 18.32	38,862.00 1,494.69 18.68	39,639.24 1,524.59 19.06	
Service Writer/Parts Manager (provisional)	36,580.80 1,496.18 17.58	37,282.55 1,433.94 17.92	38,026.84 1,462.57 18.28	38,793.69 1,492.07 18.65	39,583.10 1,522.43 19.03	40,372.51 1,552.79 19.41	41,161.91 1,583.15 19.79	41,996.43 1,615.25 20.19	42,830.95 1,647.34 20.59	
Equipment Operator Mechanic	39,244.78 1,539.41 18.87	40,029.68 1,539.60 19.25	40,830.27 1,570.40 19.63	41,646.88 1,601.80 20.02	42,479.82 1,633.84 20.42	43,323.41 1,665.52 20.83	44,196.00 1,699.85 21.25	45,075.92 1,733.84 21.67	45,981.52 1,768.52 22.11	
Vehicle Maintenance Supervisor Highway Maintenance Supervisor	45,108.95 1,734.96 21.69	46,011.13 1,759.66 22.12	46,931.35 1,805.95 22.56	47,869.98 1,841.15 23.01	48,827.38 1,877.98 23.47	49,803.92 1,915.54 23.94	50,800.00 1,953.85 24.42	51,816.00 1,992.92 24.91	52,852.32 2,032.78 25.41	

Town of Windham
Police Contracts 7/1/2012 to 6/30/2016
3/31/2015 13:20

Step ->	1	2	3	4	5	6	7	8	9	
From Employment, if Hired at Step 1	Date of Hire to									
	1 year complete	2 years complete	3 years complete	4 years complete	5 years complete	7 years complete	10 years complete	15 years complete	> 15 years service complete	
Yrs in Step if Hired at Other than Step 1										
Base Year (Current Contract as of 6/30/2012)										
Patrol Officer	38,521.60 annual 1,481.60 biweekly 18,520 hourly	39,873.80 annual 1,533.80 biweekly 19,170 hourly	41,240.16 annual 1,586.16 biweekly 19,827 hourly	43,690.40 annual 1,680.40 biweekly 21,005 hourly	45,450.08 annual 1,748.08 biweekly 21,851 hourly	46,671.04 annual 1,795.04 biweekly 22,438 hourly	48,056.32 annual 1,848.32 biweekly 23,104 hourly	48,056.32 annual 1,848.32 biweekly 23,104 hourly	48,056.32 annual 1,848.32 biweekly 23,104 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly
Sergeant	49,487.36 annual 1,903.36 biweekly 23,792 hourly	50,304.80 annual 1,934.80 biweekly 24,185 hourly	51,143.04 annual 1,967.04 biweekly 24,588 hourly	51,958.40 annual 1,998.40 biweekly 24,980 hourly	52,796.64 annual 2,030.64 biweekly 25,383 hourly	53,612.00 annual 2,062.00 biweekly 25,775 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly
Market Adjustment (as of 7/1/2013)										
Patrol Officer	39,000.00 annual 1,500.00 biweekly 18,750 hourly	40,560.00 annual 1,600.00 biweekly 19,500 hourly	41,600.00 annual 1,600.00 biweekly 20,000 hourly	43,690.40 annual 1,680.40 biweekly 21,005 hourly	45,450.08 annual 1,748.08 biweekly 21,851 hourly	46,671.04 annual 1,795.04 biweekly 22,438 hourly	48,056.32 annual 1,848.32 biweekly 23,104 hourly	48,056.32 annual 1,848.32 biweekly 23,104 hourly	48,056.32 annual 1,848.32 biweekly 23,104 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly
Sergeant	49,487.36 annual 1,903.36 biweekly 23,792 hourly	50,304.80 annual 1,934.80 biweekly 24,185 hourly	51,143.04 annual 1,967.04 biweekly 24,588 hourly	51,958.40 annual 1,998.40 biweekly 24,980 hourly	52,796.64 annual 2,030.64 biweekly 25,383 hourly	53,612.00 annual 2,062.00 biweekly 25,775 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly	54,315.04 annual 2,089.04 biweekly 26,113 hourly
Contract Period End Adjustment										
Effective 7/1/2013										
Patrol Officer	39,390.00 annual 1,515.00 biweekly 18,938 hourly	40,965.60 annual 1,575.60 biweekly 19,695 hourly	42,016.00 annual 1,616.00 biweekly 20,200 hourly	44,127.30 annual 1,697.30 biweekly 21,215 hourly	45,904.58 annual 1,755.58 biweekly 22,079 hourly	47,137.75 annual 1,812.99 biweekly 22,662 hourly	48,536.88 annual 1,866.80 biweekly 23,335 hourly	48,536.88 annual 1,866.80 biweekly 23,335 hourly	48,536.88 annual 1,866.80 biweekly 23,335 hourly	54,858.19 annual 2,109.93 biweekly 26,374 hourly
Sergeant	49,982.23 annual 1,922.39 biweekly 24,030 hourly	50,807.85 annual 1,954.15 biweekly 24,427 hourly	51,654.47 annual 1,986.71 biweekly 24,834 hourly	52,477.98 annual 2,018.38 biweekly 25,230 hourly	53,324.61 annual 2,050.95 biweekly 25,637 hourly	54,148.12 annual 2,082.62 biweekly 26,033 hourly	54,858.19 annual 2,109.93 biweekly 26,374 hourly	54,858.19 annual 2,109.93 biweekly 26,374 hourly	54,858.19 annual 2,109.93 biweekly 26,374 hourly	54,858.19 annual 2,109.93 biweekly 26,374 hourly
Contract Year 1										
Pay Scales 7/1/2013 - 6/30/2014										
3% COLA										
Patrol Officer	40,571.70 annual 1,560.45 biweekly 19,506 hourly	42,194.67 annual 1,622.87 biweekly 20,288 hourly	43,276.45 annual 1,664.48 biweekly 20,806 hourly	45,451.12 annual 1,748.12 biweekly 21,952 hourly	47,281.72 annual 1,818.33 biweekly 22,782 hourly	48,551.88 annual 1,867.38 biweekly 23,342 hourly	49,992.99 annual 1,922.81 biweekly 24,035 hourly	49,992.99 annual 1,922.81 biweekly 24,035 hourly	49,992.99 annual 1,922.81 biweekly 24,035 hourly	57,541.54 annual 2,205.44 biweekly 27,165 hourly
Sergeant	51,481.70 annual 1,980.07 biweekly 24,751 hourly	52,332.08 annual 2,012.77 biweekly 25,160 hourly	53,204.10 annual 2,046.31 biweekly 25,575 hourly	54,032.32 annual 2,078.94 biweekly 25,987 hourly	54,924.94 annual 2,112.87 biweekly 26,406 hourly	55,772.96 annual 2,145.16 biweekly 26,814 hourly	56,593.94 annual 2,173.23 biweekly 27,165 hourly	56,593.94 annual 2,173.23 biweekly 27,165 hourly	56,593.94 annual 2,173.23 biweekly 27,165 hourly	56,593.94 annual 2,173.23 biweekly 27,165 hourly
Contract Year 2										
Pay Scales 7/1/2014 - 6/30/2015										
2.5% COLA										
Patrol Officer	41,585.99 annual 1,598.46 biweekly 19,993 hourly	43,249.43 annual 1,663.44 biweekly 20,783 hourly	44,358.39 annual 1,705.09 biweekly 21,326 hourly	46,587.40 annual 1,781.82 biweekly 22,598 hourly	48,463.78 annual 1,853.66 biweekly 23,500 hourly	48,765.68 annual 1,814.08 biweekly 23,926 hourly	51,242.61 annual 1,970.68 biweekly 24,636 hourly	51,242.61 annual 1,970.68 biweekly 24,636 hourly	51,242.61 annual 1,970.68 biweekly 24,636 hourly	51,242.61 annual 1,970.68 biweekly 24,636 hourly
Sergeant	52,788.74 annual 2,025.57 biweekly 25,370 hourly	53,440.39 annual 2,063.09 biweekly 25,789 hourly	54,534.21 annual 2,097.47 biweekly 26,218 hourly	55,403.63 annual 2,130.91 biweekly 26,636 hourly	56,207.45 annual 2,165.29 biweekly 27,066 hourly	57,168.88 annual 2,198.73 biweekly 27,484 hourly	57,916.53 annual 2,227.56 biweekly 27,844 hourly	57,916.53 annual 2,227.56 biweekly 27,844 hourly	57,916.53 annual 2,227.56 biweekly 27,844 hourly	57,916.53 annual 2,227.56 biweekly 27,844 hourly

Town of Windham
 Police Contracts 7/1/2012 to 6/30/2016
 3/31/2015 13:20

Step ->	1	2	3	4	5	6	7	8	9
Date of Hire to	> 1 year to	> 2 years to	> 3 years to	> 4 years to	> 5 years to	> 7 years to	> 10 years to	> 15 years to	
From Employment if Hired at Step 1	1 year complete	2 years complete	3 years complete	4 years complete	5 years complete	7 years complete	10 years complete	15 years complete	service complete
Contract Year 3	7/1/2015 - 6/30/2016	COLA TEB, average CPI-U No-Hheat for preceding calendar year from 2% to 3% (2% determined January 2015)							
Pay Scales									
Patrol Officer	42,417.71	44,112.42	45,245.66	47,519.15	49,433.64	50,760.98	52,267.67	52,267.67	52,267.67
annual	1,631.45	1,698.71	1,740.21	1,827.66	1,891.27	1,952.35	2,010.30	2,010.30	2,010.30
biweekly	20,393	21,209	21,753	22,846	23,768	24,404	25,125	25,125	25,125
hourly	53,624.12	54,713.19	55,624.89	56,511.70	57,426.40	58,310.22	59,074.67	59,074.67	59,074.67
Sergeant	2,070.16	2,104.35	2,139.42	2,173.53	2,206.59	2,242.70	2,272.11	2,272.11	2,305.78
annual	25,877	26,304	26,743	27,169	27,667	28,034	28,401	28,401	28,822
biweekly									
hourly									

Town of Windham, Maine

Gorham/Windham Professional Firefighters - IAFF Local 4095

SCHEDULE A - 7/1/2013 thru 6/30/2016

Year	Step -> From Employment if Hired at Step 1	1	2	3	4	5	6	7	8	9	
	Date of Hire to 1 year complete	> 1 year to 2 years complete	> 2 years to 3 years complete	> 3 years to 4 years complete	> 4 years to 5 years complete	> 5 years to 7 years complete	> 7 years to 10 years complete	> 10 years to 15 years complete	> 15 years to 20 years complete	> 20 years to 25 years complete	
1	Yrs In Step, if Hired at Other than Step 1	1	1	1	1	1	2	3	5	-	
	July 1, 2013 - June 30, 2014	hourly	\$ 17,678	\$ 18,032	\$ 18,392	\$ 18,760	\$ 19,138	\$ 19,518	\$ 19,908	\$ 20,307	
	weekly	\$ 742.48	\$ 757.34	\$ 772.46	\$ 787.92	\$ 803.71	\$ 819.76	\$ 836.14	\$ 852.89	\$ 869.90	
2	July 1, 2013 - June 30, 2014	bi-weekly	\$ 1,484.95	\$ 1,514.69	\$ 1,544.93	\$ 1,575.84	\$ 1,607.42	\$ 1,639.51	\$ 1,672.27	\$ 1,705.79	
	annual	\$ 38,608.75	\$ 39,381.89	\$ 40,188.13	\$ 40,971.84	\$ 41,793.02	\$ 42,627.31	\$ 43,479.07	\$ 44,350.49	\$ 45,235.01	
	July 1, 2014 - June 30, 2015	hourly	\$ 18,032	\$ 18,393	\$ 18,760	\$ 19,135	\$ 19,519	\$ 19,908	\$ 20,306	\$ 20,713	\$ 21,126
3	July 1, 2014 - June 30, 2015	weekly	\$ 757.33	\$ 772.49	\$ 787.91	\$ 803.68	\$ 819.79	\$ 836.15	\$ 852.86	\$ 869.95	\$ 887.30
	bi-weekly	\$ 1,514.65	\$ 1,544.98	\$ 1,575.63	\$ 1,607.36	\$ 1,639.57	\$ 1,672.30	\$ 1,705.72	\$ 1,739.90	\$ 1,774.60	
	annual	\$ 39,380.93	\$ 40,189.53	\$ 40,971.49	\$ 41,791.28	\$ 42,628.88	\$ 43,479.86	\$ 44,348.65	\$ 45,237.50	\$ 46,139.71	
3	July 1, 2015 - June 30, 2016	hourly	\$ 18,392	\$ 18,760	\$ 19,135	\$ 19,518	\$ 19,909	\$ 20,307	\$ 20,712	\$ 21,127	\$ 21,549
	weekly	\$ 772.47	\$ 787.94	\$ 803.67	\$ 819.75	\$ 836.18	\$ 852.87	\$ 869.92	\$ 887.35	\$ 905.05	
	bi-weekly	\$ 1,544.94	\$ 1,575.88	\$ 1,607.34	\$ 1,639.50	\$ 1,672.36	\$ 1,705.75	\$ 1,739.83	\$ 1,774.70	\$ 1,810.10	
	annual	\$ 40,188.55	\$ 40,972.92	\$ 41,790.92	\$ 42,627.10	\$ 43,481.46	\$ 44,349.46	\$ 45,235.63	\$ 46,142.25	\$ 47,082.50	

Index rate for 2014-2015
Index rate for 2015-2016

2.000%
2.000%

To be determined per Article 7 of the contract in January 2014
To be determined per Article 7 of the contract in January 2015