

# 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.

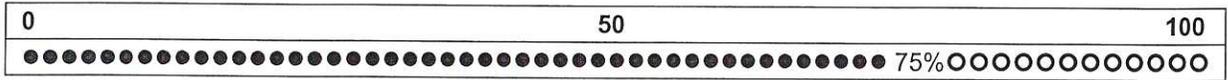
**SUCCESS:**

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:

- 21<sup>st</sup> 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

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
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
	<u>Budget workshops</u>	<u>2</u>
	Total meetings	30
	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
	<u>Portland Area Comprehensive Transportation Systems (PACTS)*</u>	<u>0</u>
	Total	\$43,883

# TOWN of WINDHAM

## FY 2015-2016 MUNICIPAL BUDGET

### 1120 – TOWN MANAGER’S OFFICE

MISSION:

The office of the town manager provides general oversight, management control, and support services to all other town departments, agencies, and offices. It serves as a resource and a focal point for both the public and the organization, and provides policy and administrative support to the Town Council.

SUCCESS:

Supporting the Town Council in its role is important to the success of the manager’s office. Effectively managing the Council’s workflow, ensuring items are prepared for and followed up on is an essential part of making sure the operation of Windham’s local government reflects the priorities of its elected decision-makers.

Key to managing the overall performance of the organization is regularly evaluating the performance of its employees. Over time this will evolve as the town identifies new strategic goals and departmental work plans and employee goals are brought into alignment, but employee performance evaluations will remain an essential part of maintaining the quality of the effort at accomplishing the town’s varied missions.

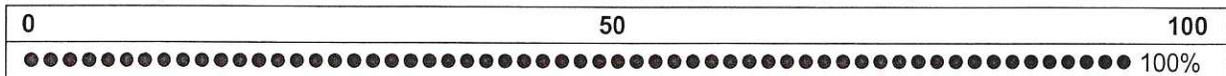
Providing a safe and healthful workplace for all employees is essential to meeting the Town’s mission and is achieved through compliance with applicable state and federal standards, i.e. conducting regular inspections of workplaces; prompt abatement of identified hazards; appropriate and on-going training for all employees; thorough incident investigations of injury accidents, near misses, and property damage accidents; and having procedures in place for meeting these requirements.

MEASUREMENT:

Council agendas will be completed and published not later than the end of the work week prior to each regularly scheduled meeting, and for all other Council meetings scheduled at least one week in advance. Completed and published is defined as uploaded to the town’s website and to councilors’ mobile devices, or, if a meeting is not intended to be televised or webcast, posted at the town offices.

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INDICATOR: AGENDAS COMPLETED AND PUBLISHED, 2014



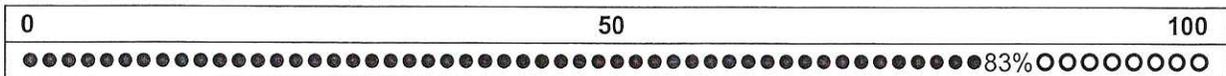
- Completed
- Remaining

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Annual performance evaluations for regular full-time and part-time employees will be conducted on time, defined as taking place within thirty days of when the evaluation was due. Seasonal, call, and per-diem employees will be evaluated according to schedules by the departments in which they work.

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INDICATOR: EVALUATIONS COMPLETED ON TIME



- Completed
- Remaining

# 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.
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- 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.

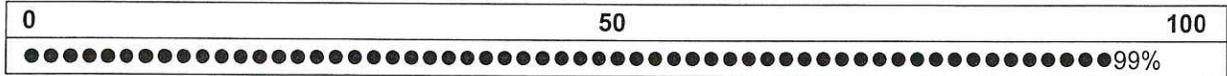
# TOWN of WINDHAM

## FY 2015-2016 MUNICIPAL BUDGET

### 1130 – COLLECTION AND REGISTRATION SERVICES

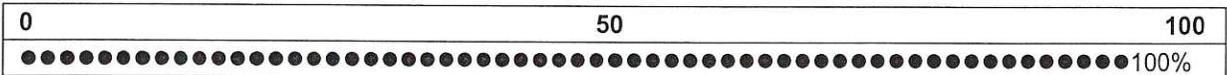
Periodic audits are conducted by the U.S. Department of State demonstrate compliance with government regulations. The last audit done by the State Department reported the office's accuracy rate at 99%.

INDICATOR: PASSPORT PROCESSING AUDIT ACCURACY RATE



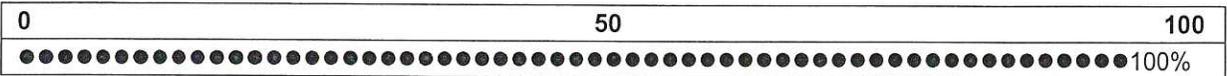
Periodic audits are conducted by the Maine Bureau of Motor Vehicles (BMV) and the Maine Department of Inland Fisheries & Wildlife (IF&W) demonstrate compliance with Maine law. Audits are done on a weekly basis by the Motor Vehicle Department, and monthly by Inland Fisheries & Wildlife. Money totals are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

<b>acct</b>	<b>description</b>	<b>FY 2014 actual</b>	<b>FY 2015 approved</b>	<b>FY 2015 ytd (2/28)</b>	<b>FY 2016 preliminary</b>	<b>FY 2016 manager</b>	<b>FY 2016 approved</b>
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	
		<b>197,906</b>	<b>215,543</b>	<b>146,608</b>	<b>281,690</b>	<b>229,809</b>	<b>-</b>

# 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

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
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**

<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>
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	
<b>TOTAL</b>	<b>\$74,900</b>	<b>\$34,972</b>	

# 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	
		<u>47,376</u>	<u>55,412</u>	<u>34,912</u>	<u>55,824</u>	<u>55,824</u>	<u>-</u>

# 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>	
	Annual hosting, support	\$ 11,815
	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 10 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

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
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

acct	description	FY 2014 actual	FY 2015 approved	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 approved
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 | 7,520             |
| <u>Total</u>              | <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	-	-