TOWN of WINDHAM

FY 2016-2017 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, 2014-2015

0	50	100
●●● 87%OOOOOOOO		

- ● Completed
- O Remaining

The Council's goals for 2014-2015 were:

- 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. **DONE**
  - Complete reframing/rewrite of departmental mission statements in alignment with the town's mission, vision, and value statements by March 1, 2015. **DONE**
  - 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. **DONE**
  - Environmental scan/SWOT analysis complete by July 1, 2015. **DONE**
    - External and internal environmental assessments. **DONE**
    - Identification of strengths, weaknesses, opportunities, and threats. **DONE**
    - Strategic issue identification complete by August 1, 2015. **DONE**
    - Strategy development by October 1, 2015. **DONE**
    - Plan adoption by November 1, 2015. **DONE**
- 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. **DONE**
  - Complete installation of playground equipment at Lippman Park by September 1, 2015. **DONE**
  - Incorporate other elements of the Lippman Park master plan into the capital plan (see above). **NOT DONE**

Priority B:

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

1110 – TOWN COUNCIL

Other:

- Police chief selection process. **DONE**
- Parks and Recreation Director selection process. **DONE**
- Anglers Road MPI. **IN PROGRESS**
- Wastewater management planning. **IN PROGRESS**
- South Windham Fire Station. **IN PROGRESS**
- Public Works/Maintenance Facility schematic design update. **DONE, project not approved by voters at November 3, 2015 referendum.**
- Forest Lake public easement winter maintenance issues. **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.

The Council's goals for 2015-2016 (and progress as of March 2016) are:

Priority A:

- Comprehensive Plan
  - Maintain progress toward completion, Council action by 2Q 2017. **IN PROGRESS**
- Private Roads, Standards, and Development
  - Identify ordinance amendments to strengthen standards for development on private roads and existing private ways. **IN PROGRESS**
  - Consider and act on amendments by July 1, 2016

Priority B:

- 21st Century Downtown plan
  - Complete preliminary engineering. **IN PROGRESS**
  - Identify specific projects for funding application, incorporation into capital plans for FY 2018 and beyond

Other:

- Complete Anglers Road intersection project. **IN PROGRESS**
- Complete South Windham fire station renovation project. **IN PROGRESS**

TOWN of WINDHAM

FY 2016-2017 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 2015-2016, meetings are budgeted as follows:

Council meetings	48
Workshops (special topics, public forums, etc.)	4
Budget workshops	2
Total meetings	54
Fifty-four (54) meetings, seven council members, $35 each	$13,230

42010 Payments to legal counsel are highly variable due to the unpredictability of issues that may arise. However, based on 2015 fiscal year expenses, 2016 fiscal year-to-date expenses, and allowing for an increase in hourly rates, this account has been increased for 2017.

The Council increased this account by $20,000. See FY2016-2017 budget amendment digest, amendment C02.

42020 Independent auditor's engagement for the 2015-2016 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
Total	$43,883

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

1110 - TOWN COUNCIL

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation	3,955	7,350	2,240	13,230	13,230	13,230
42010	Legal Services	58,621	40,000	32,801	60,000	60,000	80,000
42020	Audit Fees	17,250	19,300	14,300	19,300	19,300	19,300
42090	Training/Conferences	-	500	17	500	500	500
42100	Travel/Meals	-	250	187	250	250	250
42110	Memberships	33,937	43,883	22,665	45,000	45,000	45,000
		113,763	111,283	72,210	138,280	138,280	158,280

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.

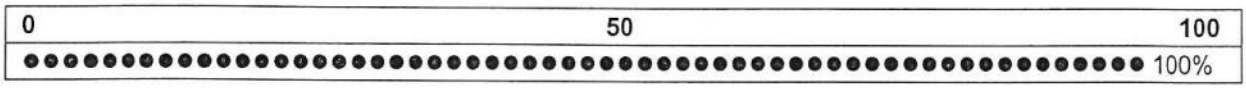
SUCCESS:
Supporting the Town Council in its role is important to the success of the manager's office. Effectively managing the Council's workflow, ensuring items are prepared for and followed up on is an essential part of making sure the operation of Windham's local government reflects the priorities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

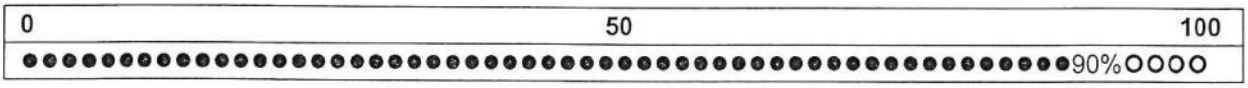
INDICATOR: AGENDAS COMPLETED AND PUBLISHED, 2015



● Completed
O Remaining

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. 2014's completion rate was 83%.

INDICATOR: EVALUATIONS COMPLETED ON TIME, 2015



● Completed
O Remaining

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 2016-2017 MUNICIPAL BUDGET

1120 – TOWN MANAGER'S OFFICE

ACCOUNT DETAIL

41010 Annual salaries and wages for positions as authorized (FTEs):

Town Manager	1.0
Assistant Town Manager/HR Director	1.0
Executive Assistant	1.0
Finance Director	1.0
Finance Administrative Assistant	0.8
Finance Administrative Assistant	0.8
Total current authorized positions	5.6
Strategic plan:	
Compliance/Safety Coordinator	1.0
Eliminated in manager's proposal	**(1.0)**
Other:	
Increase both Financial Administrative Assistant positions by 8 hours per week	0.4
Total staffing as proposed	6.0

42030 Professional services for projects and issues that arise during the year (appraisals, engineering, continued leadership development program, 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 2016-2017 MUNICIPAL BUDGET

1120 - TOWN MANAGEMENT

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation	388,402	393,806	199,349	466,668	418,181	418,181
41030	Part-Time Compensation	-	-	647	-	-	-
42030	Professional Services	24,469	19,875	5,097	25,000	25,000	25,000
42040	Print Services	-	500	-	500	500	500
42050	Equipment Maintenance	55	-	55	55	55	55
42060	Telephone	7,415	6,500	3,214	7,500	7,500	7,500
42070	Advertising	2,282	2,000	312	2,500	2,500	2,500
42080	Postage	5,006	5,000	2,293	5,500	5,500	5,500
42090	Training/Conferences	1,429	1,800	572	2,000	2,000	2,000
42100	Travel/Meals	3,559	3,500	4,088	4,500	4,500	4,500
42110	Memberships	1,713	2,000	1,240	2,000	2,000	2,000
43010	Supplies & Materials	7,152	6,000	2,408	7,250	7,250	7,250
43030	Books, Maps & Publications	3,121	3,000	1,381	3,500	3,500	3,700
43220	Other Equipment	-	-	-	-	-	-
43300	Copy Services	2,029	2,000	1,117	2,000	2,000	2,000
		446,632	445,981	221,771	528,973	480,486	480,686

TOWN of WINDHAM

FY 2016-2017 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 maintaining a higher standard of customer service.

TAX COLLECTION SERVICES:

ATV registrations, resident and non-resident

- Automobile registrations
    - Create and balance weekly reports to the State
- Balance all tax accounts on a monthly basis
- Balance credit card reports on a daily basis
- Boat registrations, resident and non-resident
    - Balance Monthly reports to Inland Fisheries

Dog Licenses

File Town Report

Hunting / Fishing licenses

Issue and accept ballots

Notary Services

Passport applications and photos

Process and balance all monies that come into the Town

Scan checks on a daily basis

Research and collect all insufficient funds checks

Sewer Collections

Create and send notices

File Sewer Liens when necessary

File Sewer Discharges

- Snowmobile, resident and non-resident
- Tax collection
    - Create and send tax bills
    - Filing and discharging tax liens
    - Mass mailings (2,000 courtesy notices; 1,500 30 day notices, and 300-500 automatic foreclosure notices).

Telephone Services

Verify Tax payments for banks, townspeople, and title companies

Give excise tax information

Verify property owners

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.
    - Passports are now accepted from 8am to 3pm. We are required to mail passports on a daily basis.
    - There are times when one of the passport agents has to bring the passports to the post office
    - On their way home.
- 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.

1130 – COLLECTION AND REGISTRATION SERVICES

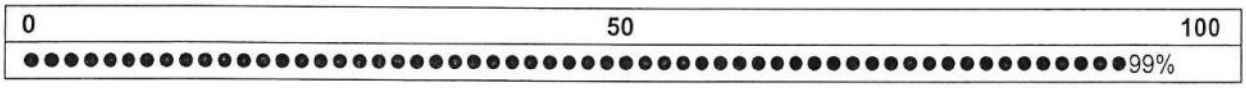
- Peak morning hours are 8:00 – 8:30 am. People want to do their business on their way to work. People would also like us to be open at 7am like we used to be.
- Mid-day peak between 11:30 am and 1:00 pm. The office averages 4-5 passports between 11:30am - 12:30 when people use their lunch hour to do 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. The Municipal supervisors in Augusta always give us high praise because of the excellent job we do!

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.

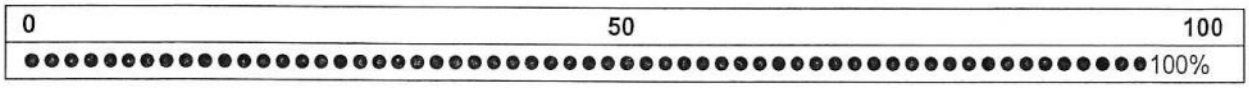
Periodic audits are conducted by the U.S. Department of State demonstrate compliance with government regulations. The last audit done by the State Department reported the office's accuracy rate at 99%.

INDICATOR: PASSPORT PROCESSING AUDIT ACCURACY RATE



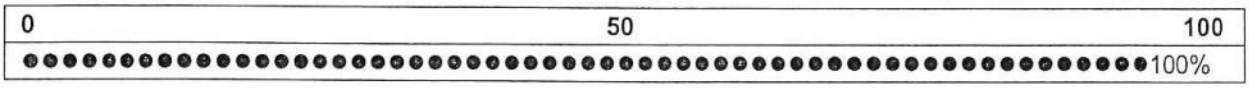
Periodic audits are conducted by the Maine Bureau of Motor Vehicles (BMV) and the Maine Department of Inland Fisheries & Wildlife (IF&W) demonstrate compliance with Maine law. Audits are done on a weekly basis by the Motor Vehicle Department, and monthly by Inland Fisheries & Wildlife. Money totals are 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
O 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. Adding a 24 hour part-time position also would improve customer service and scheduling flexibility.

TOWN of WINDHAM

FY 2016-2017 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 (1.0 FTE)
Administrative Assistant #2 (1.0 FTE)
Administrative Assistant #3 (1.0 FTE)

Total current authorized positions (4.0 FTE)

This budget proposes to:
Add a part time Administrative Assistant Position (0.6 FTE)
Removed in the manager's proposed budget

41020 There are times when the staff has to stay past their normal working hours.

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. It would also be possible to open at 7:00 if we were to add a 24 hour position. We have a lot of people that would love to be able to do their town hall business before work. There has been an increase of over 15% in daily transaction volume since 2012.

42030 Filing fees for real estate liens and for discharges. This is also the account the tax bill preparation fees are paid from. If we have to have documents shredded this is also paid from this account.

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 processing fee is charged, which resulted in $16,175 collected. Passport applications have to be sent by priority mail. This fee just increased from $5.75 to $6.45. (Other fees associated with this are the camera, paper, toner and two copiers. Approximate total fees were $3,000.)

From July through February of fiscal 2016 the office has already processed 415 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.

TOWN of WINDHAM

FY 2016-2017 MUNICIPAL BUDGET

1130 – COLLECTION AND REGISTRATION SERVICES

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

43010 Operating supplies such as paper goods, printer and calculator ribbons, photo paper, ink cartridges, 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. We wouldn't be in compliance if we didn't keep these books current.

The Finance Committee increased this account by $200. See FY2016-2017 budget amendment digest, amendment F02.

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. We have two color copiers, one for copying driver's licenses for passports and one for printing the passport photos. 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. The Bureau of Motor Vehicles is changing the registration forms. Because of this change we have to order three new printers.

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

1130 - COLLECTION AND REGISTRATION SERVICES

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation	180,158	192,167	97,593	197,967	197,967	197,967
41020	Overtime Compensation	-	-	-	150	150	150
41030	Part-time Compensation	-	-	412	24,722	-	-
42030	Professional Services	15,260	20,000	12,356	22,500	22,500	22,500
42050	Equipment Maintenance	203	200	-	300	300	300
42060	Telephone	150	800	50	300	300	300
42070	Advertising	147	250	-	300	300	300
42080	Postage	11,519	18,000	10,188	18,500	18,500	18,500
42090	Training/Conferences	-	250	-	250	250	250
42100	Travel/Meals	840	800	316	900	900	900
43010	Supplies & Materials	3,096	3,500	2,265	3,750	3,750	3,750
43030	Books, Maps & Publications	489	700	491	800	800	800
43220	Other Equipment	729	800	708	1,200	1,200	1,200
		212,591	237,467	124,379	271,639	246,917	246,917

TOWN of WINDHAM

FY 2016-2017 MUNICIPAL BUDGET

1140 – INFORMATION SERVICES

MISSION:

Information Services provides stable software and hardware platforms for town employees, meeting various needs in all departments through user support, hardware and software support, installation, troubleshooting, maintenance, and repair for about 20 physical and virtual servers, 150 clients and devices, 10 wireless networks, 50 printers, and 6 firewalls with network infrastructure at eight fixed locations plus multiple mobile clients.

SUCCESS:

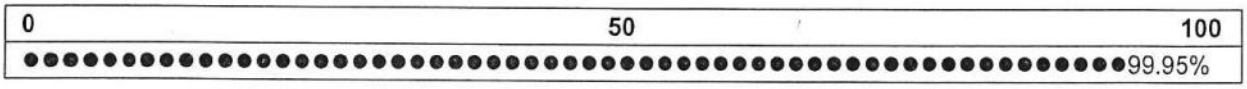
Information Services success can be defined by maximizing server role uptime and resolving opened user service tickets.

MEASUREMENT:

Providing stable hardware platforms means keeping servers up and running as much as possible. One indicator of success would be maintaining server role uptime at 99.9%, allowing 0.1% (8.76 hours) downtime annually for hardware and software maintenance. Downtime will be tracked using the Information Services ticketing system to determine total downtime. The two categories to be tracked as downtime events will be server maintenance and server failure.

This past year all Information Services servers met the goal for success.

INDICATOR: SERVER UPTIME



- ● Uptime
- O Downtime

Server role uptime calculation includes downtime for basic updates in addition to non-scheduled outages and failures.

MISSION TREND:

In the future, software will be more something the town licenses on an ongoing month-to-month or year-to-year basis instead of buying it.

The expanding range of uses and the town's dependence on technology show no signs of abating in the near future. This expansion is predicated on the increase in productivity obtained from the use of new software and/or hardware. The rapid development of new technologies in the coming fiscal year will afford Information Services the opportunity to fill needs and raise the quality of service.

Information Services is continuing to consolidate devices in a capital replacement schedule while still realizing as much use and value out of existing hardware. Currently, the shift in software modeling suggests that software such as Microsoft Office will no longer be a purchasing option and will become an operating expense. Additionally, the massive investments in the data storage industry will likely also compel Information Services to consider moving some server needs to the "cloud" which again shifts largely towards operating expenses rather than capital purchases.

TOWN of WINDHAM

FY 2016-2017 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.

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, tapes, and other supplies for centralized computer operations.

43030 Technical books, technical support subscriptions.

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

1140 - INFORMATION SERVICES

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation	96,114	101,760	50,401	106,788	106,788	106,788
41020	Overtime Compensation	936	2,500	744	2,000	2,000	2,000
42030	Professional Services	100	1,000	-	1,000	1,000	1,000
42050	Equipment Maintenance	31,368	36,000	20,397	40,000	40,000	40,000
42060	Telephone/Data Lines	19,019	18,920	8,561	19,776	19,776	19,776
42090	Training/Conferences	1,250	1,400	999	500	500	500
42100	Travel/Meals	340	300	110	300	300	300
42110	Memberships	249	300	23	300	300	300
43010	Supplies & Materials	717	1,000	13	1,000	1,000	1,000
43030	Books/Maps/Publications	195	200	-	200	200	200
44190	Capital Equipment	-	-	-	-	-	-
		150,287	163,380	81,247	171,864	171,864	171,864

TOWN of WINDHAM

FY 2016-2017 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 2016-2017 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 FY2016	PROPOSED FY2017	COUNCIL APPROVED
Memorial Day Parade	$ 1,500	$1,500	$1,500
Holiday Lights & Banners	32,000	5,000	25,000
Windham Drifters Snowmobile Club	6,172	6,818	6,818
Volunteer Recognition Event	3,500	5,000	5,000
Memorial Day Flags/Markers	1,200	1,200	1,200
Additional/Miscellaneous	0	0	0
Watershed Protection	10,000	10,000	10,000
Windham Community Garden	0	0	0
Windham Senior Meals	600	600	600
Windham Historical Society	10,000	10,000	10,000
TOTAL	$64,972	$40,118	$60,118

Council increased the amount for holiday lights by $20,000. See FY2016-2017 budget amendment digest, amendment C03.

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

1150 - COMMUNITY PARTICIPATION

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41010	Compensation				6,370	6,370	6,370
42090	Training/Conferences	-	200	0	200	200	200
42100	Travel/Meals	87	500	0	500	500	500
42110	Memberships	-	-	0	-	-	-
43010	Supplies & Materials	-	1,500	44	1,500	1,500	1,500
43030	Books, Maps & Publications	-	500	-35	500	500	500
44070	Contributions to Agencies	65,057	64,972	44,234	34,972	40,118	60,118
		65,144	67,672	44,243	44,042	49,188	69,188

TOWN of WINDHAM

FY 2016-2017 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 2016-2017 MUNICIPAL BUDGET

1160 – COMMUNITY TV & E-GOVERNMENT

ACCOUNT DETAIL

41030	Compensation:	
	Part-time station coverage	$ 10,843
42030	Professional Services	
	Granicus	
	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
	Open Platform managed hardware	3,300
	Total, Granicus services	28,000
	Web site	
	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 2016-2017 MUNICIPAL BUDGET

1160 - COMMUNITY TV & E-GOVERNMENT

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41030	Part-time Compensation	8,672	10,609	4,228	10,843	10,843	10,843
42030	Professional Services	31,885	39,815	29,185	39,815	39,815	39,815
42060	Telephone	120	600	40	600	600	600
42070	Advertising	-		-			
42100	Travel/Meals	-		-			
42110	Memberships	-	-	-	-	-	-
42210	Electrical Equipment Maintenan	1,394	1,500	7	1,500	1,500	1,500
43010	Supplies & Materials	50	300	20	300	300	300
43220	Other Equipment	-	-	-	-	-	-
44190	Capital Equipment	2,968	3,000	-	3,000	3,000	3,000
		45,089	55,824	33,479	56,058	56,058	56,058

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 2016-2017 MUNICIPAL BUDGET

1180 – ECONOMIC DEVELOPMENT

44070	Allocation of TIF funding for WEDC operations and projects:	$186,468

Note: This request is also subject to WEDC board approval, expected in April.

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

1180 - ECONOMIC DEVELOPMENT

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
44070	Contributions to Agencies	150,000	160,893	162,393	186,468	186,468	186,468
		150,000	160,893	162,393	186,468	186,468	186,468

TOWN of WINDHAM

FY 2016-2017 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 2016-2017 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	$ 55,500
42620	Property, General and Employee Liability Boiler Coverage Umbrella Policy	$ 40,800
42630	Professional Liability [Fire/Rescue included in General Liability policy) Public Officials Liability Police Liability Bonds	$ 30,020
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 2016-2017 MUNICIPAL BUDGET

1210 - MUNICIPAL INSURANCES

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
42610	Vehicle Insurance	46,980	44,982	51,343	55,500	55,500	55,500
42620	Property & General Liability	39,195	- 52,920	38,797	40,800	40,800	40,800
42630	Professional Liability	24,786	- 26,460	26,915	30,020	30,020	30,020
44080	Safety Committee	490	- 5,000	2,199	5,000	5,000	5,000
		111,451	129,362	119,254	131,320	131,320	131,320

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.

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 8% premium increase in calendar 2017, which will affect the last six months of the budget year.

Health & dental insurance	$ 893,247
HRA funding	30,000
Third party administrator	6,385
Total	$ 929,632

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, 7.7% 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. The Town pays the premium necessary for the employee to receive a benefit of $1,000 per month.

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

42600 Worker's compensation expense insurance premiums. Premiums for Recreations 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 5% increase over FY16.

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

Benefits are modified in the manager's budget proposal based on positions in that proposal to the extent they differ from the preliminary budget, which includes all positions in the strategic plan approved in October 2015 and other requests as other needs were identified.

The adjustments made to Social Security (41060), Health & Dental (41070) and Workers Compensation (42600) are related to approved amendments to the addition and removal of requested positions and adjustments to staffing hours. See FY2016-2017 budget amendment digest, amendments F04, F05, and C01.

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

1220 - EMPLOYEE BENEFITS

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
41060	Social Security	468,514	477,448	246,431	550,831	516,266	522,843
41070	Health & Dental	775,299	788,434	396,138	929,632	853,089	856,231
41080	Deferred Compensation	126,418	138,691	70,424	140,000	137,000	137,000
41090	Tuition Reimbursement	-	5,000	-	5,000	5,000	5,000
41110	Classification Plan	-	-	-	-	-	-
41120	MPERS Contributions	157,620	177,000	69,030	182,000	186,740	186,740
41140	Income Protection	4,427	6,800	2,974	7,200	7,200	7,200
41150	Long Term Disability	6,666	7,500	3,145	6,500	6,500	6,500
42600	Workers Compensation	241,883	260,500	150,445	271,698	260,536	261,098
42650	Unemployment Compensation	6,074	5,000	0	5,000	5,000	5,000
		1,786,900	1,866,373	938,588	2,097,861	1,977,331	1,987,612

1230 – BANKING & INVESTMENT SERVICES

This account was incorporated into the Town Manager's Office (budget account 1120) for fiscal 2016. This is the last year it will appear in the budget workbook because it had recorded expenditures in fiscal 2015.

TOWN of WINDHAM
FY 2016-2017 MUNICIPAL BUDGET

1230 - BANKING & INVESTMENT SERVICES

acct	description	FY 2015 actual	FY 2016 approved	FY 2016 ytd (12/31)	FY 2017 preliminary	FY 2017 manager	FY 2017 council
42030	Professional Services	242	-	-	-	-	-
		242	-	-	-	-	-