

ICMA CODE OF ETHICS

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. We believe professional management is essential to effective, efficient, equitable, and democratic local government.
2. Affirm the dignity and worth of local government services and maintain a deep sense of social responsibility as a trusted public servant.
3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
4. Serve the best interests of all community members.
5. Submit policy proposals to elected officials; provide them with facts, and technical and professional advice about policy options; and collaborate with them in setting goals for the community and organization.
6. Recognize that elected representatives are accountable to their community for the decisions they make; members are responsible for implementing those decisions.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.
8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on local government affairs. Encourage and facilitate active engagement and constructive communication between community members and all local government officials.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Manage all personnel matters with fairness and impartiality.
12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

Adopted by the ICMA Executive Board in 1924, and most recently revised by the membership in April 2023.

City of Augusta, Maine

**Fiscal Year 2025
Budget**

City Council

Mark S. O'Brien..... Mayor
Robert Eric AustinCouncilor, Ward 1
Kevin JudkinsCouncilor, Ward 2
Michael MichaudCouncilor, Ward 3
Eric W. Lind.....Councilor, Ward 4
Courtney Gary-Allen..... Councilor, At-Large
Abigail E. St. Valle..... Councilor, At Large
William Savage.....Councilor, At-Large
Stephanie Sienkiewicz Councilor, At-Large

Susan E. Robertson.....City Manager
Jared J. Mills.....Assistant City Manager

City of Augusta, Maine

Fiscal Year 2025 Budget



Management Team

David Groder Fire Chief

Lesley Jones.....Public Works Director

Earl Kingsbury Community Services Director

Margaret Noel..... Civic Center Director

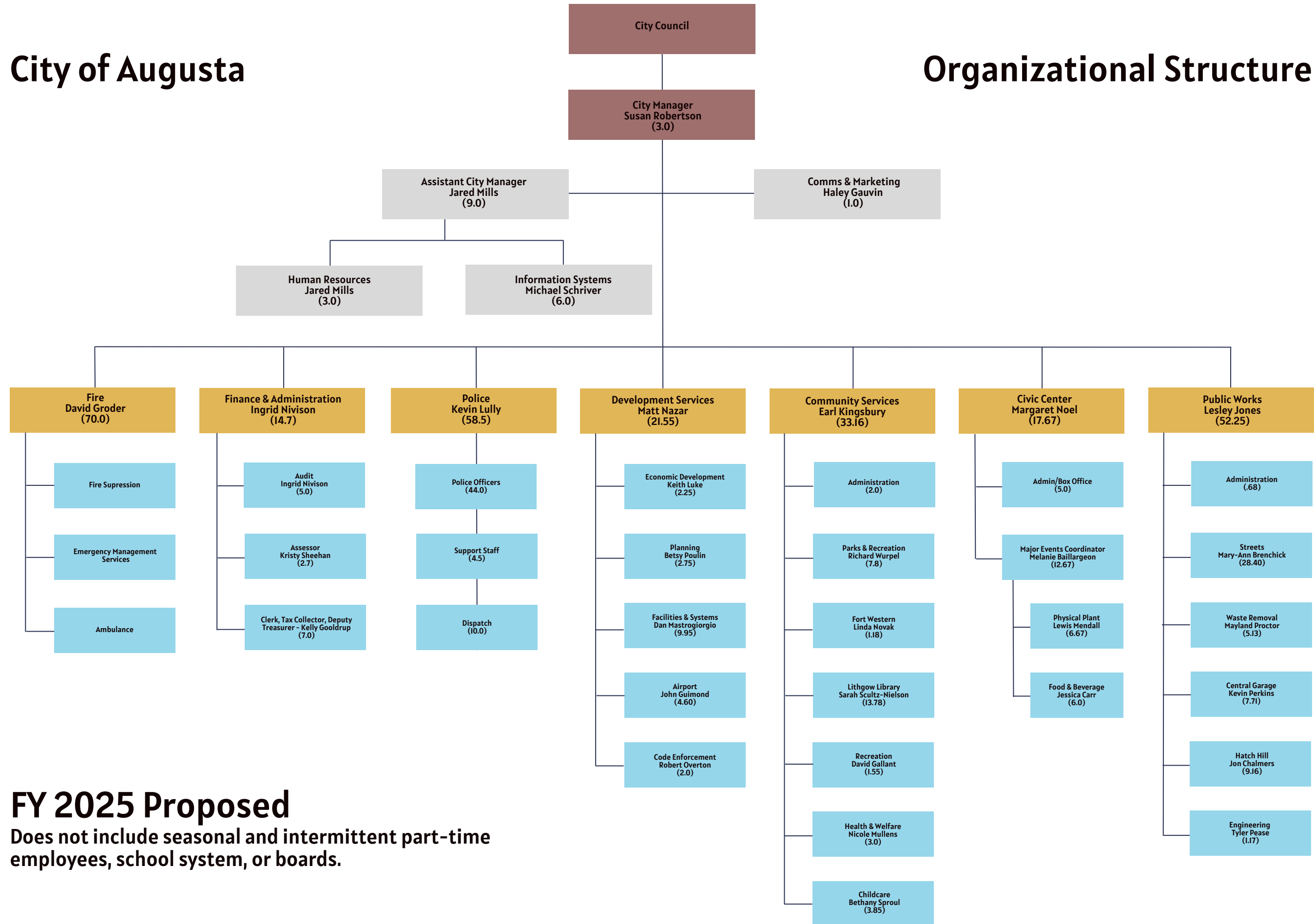
Kevin Lully..... Chief of Police

Matthew Nazar.....Development Services Director

Ingrid Nivison Finance and Administration Director

City of Augusta

Organizational Structure



FY 2025 Proposed

Does not include seasonal and intermittent part-time employees, school system, or boards.

City of Augusta
FY 2025 Budget

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THE CITY OF AUGUSTA

SUSAN E. ROBERTSON, CITY MANAGER

March 30, 2024

Corrections in Red

Mayor O'Brien and Members of the Augusta City Council,

Consistent with the provisions of the City Charter, I present to you my proposed fiscal year 2024/2025 municipal budget. Like last year, I am unable to present a maintenance budget since we are still seeing unmet needs that cannot be ignored if we want to continue to provide the level of service the public has grown accustomed to. This budget addresses a number of those needs but there are still positions that are going unfilled due to fiscal restraints, but the hope is these needs can be addressed in future budgets. The total proposed budget for 2024/2025 is \$87,655,997, which is an increase of \$7,594,807 or 9.5% over this year's budget of \$80,061,190. City spending continues to increase for several reasons including increased staffing needs that we are forced to address in this budget.

I have used a prudent amount of fund balance (while still maintaining over the City Charter-recommended level of 8.33%). Like last year, the applied fund balance and increase in other revenues are still insufficient to meet the budgetary needs while providing needed services. Therefore, I am recommending an increase in the City tax levy of \$4,964,512 (12.9%). Maine law places the burden of financing county government on the municipalities that make up each county. A significant component of our annual City budget is the amount needed to be raised in property taxes to satisfy Kennebec County's assessment upon us (calculated using a formula that produces the percentage of our total assessed valuation versus the total valuation of all the county's thirty-seven municipalities). The County tax levy for next year is expected to increase by \$871,217 or 40.6% to \$3,014,449. Although the School Department is increasing its use of fund balance by \$125,931, there is still a need for \$1,525,245 of additional tax support. The impact of the increase in the City's tax levy is mitigated by the significant increase in the City's property valuation (over \$23,000,000 in value). This large increase in value results in an overall tax decrease from \$22.96 to \$22.77 per thousand dollars of taxable property valuation, a decrease of 0.8%. A tax rate decreases of 0.8% is considerable, given the City has experienced significant tax increases the past two years. For the average residential property, this means a tax bill of \$3,023.74, which is a decrease of \$24.95.

Appendix "A" at the conclusion of this message provides a summary of this information.

Revenues

In 2024/2025, the School Department revenue needs will total \$39,119,684. Of that amount, 40% will come from property taxes (\$\$15,583,413) and about 41% (\$16,120,912) will come from General Purpose State Aid. Another primary source of revenue for the School Department is the State reimbursement of \$ 2,680,454 for Capital Area Technical Center programming. The School Department's property tax needs this year will increase by \$1,525,245 or 10.8% and the Department is proposing to use \$ 3,161,531 of its unassigned fund balance to alleviate the need for higher increase. Although the tax levy is up, the tax rate for education will actually decrease 2.7% due to the City's increased valuation.

The portion of the property tax levy allocated for the General Fund is \$24,707,468, which is an increase of \$2,568,050 or 11.6% over the previous year. The City's valuation has increased which minimizes the impact of the property tax levy on the tax rate.

While property taxes provide the largest share of General Fund revenue, the City also relies heavily on State shared revenues for the provision of municipal services. For the last three years, State shared revenues had comprised the second largest General Fund revenue source (prior to that it had been vehicle excise taxes). By law, the State is required to share a percentage of the broad-based revenues it takes in with all Maine's cities and towns. The sharing formula factors in assessed valuation and population. By statute, that level is supposed to be 5% of total State revenues and two last years ago, for the first time in many years, the State provided the required level of funding. With the State expected to continue that level of funding in the coming year, the City will receive \$4,809,971 which is an additional \$414,993 over what was budgeted for the current fiscal year.

Vehicle excise taxes continue to be a substantial revenue source at \$3,500,000. This revenue is expected to stay level in FY 2025.

Emergency Medical Services calls are the next most significant General Fund revenue source, and for next year, I'm recommending an increase of \$500,000 to \$4,600,000. We continue to see revenue gains due to the improved accuracy and turnaround time with the new billing system implemented approximately a year and a half ago. This revenue is offset by what is allowed under Medicaid which is estimated to change from -\$1,750,200 to -\$2,000,000 so the net benefit to these changes is \$249,800.

With the use of tax increment financing (TIF), the City can shelter increased taxable valuation from certain new commercial developments and direct those tax revenues to specific eligible municipal programs and activities. Without TIF, the City would lose half of all new property tax revenues from these commercial developments due to resultant reductions in State aid to education, State Revenue Sharing, and an increase in County taxes – all of which are impacted by increases in municipal valuation that is not sheltered. TIF revenue for General Fund purposes is decreasing as there is a decrease in the number of qualifying expenditures for which TIF funds can be used.

The City has a strong fund balance currently (on the order of 10% of the total budget). Aside from being available for use in challenging financial circumstances, it is also a contributing factor as to why the City enjoys a strong credit rating. As of June 30, 2023 – the end of our last fiscal year – the undesignated fund balance was \$9,777,129. This amount includes \$1,200,000 of fund balance set aside for budget stabilization. For the current budget, Council authorized the use of \$2,918,690. Revenue receipts are expected to come in about \$609,696 less than expected, however, budgeted expenditures in some departmental accounts will be lower than anticipated, so we expect to need to use \$2,496,195 less than what was authorized for **expenditures** for this year's budget. Given that, we will begin the coming fiscal year with an available undesignated fund balance of \$12,273,324. For the proposed 2024/2025 budget, I am recommending that \$4,000,000 be used. That will still leave \$8,273,324 in Fund Balance. That is 10.33% of the budget and meets the City Charter language that speaks to a mandated fund balance of 5% of budget and a recommended fund balance of 8.33% of **the previous year's appropriation**. A snapshot of this use follows.

Undesignated Fund Balance at 6/30/2023	\$ 9,777,129
Plus Amount not used in FY 2024	\$ 2,496,195
Balance as of 6/30/2024	\$12,273,324
Proposed Fund Balance for FY 2024/2025	\$ 4,000,000
Remaining Fund Balance	\$ 8,273,324

Although inflation has decreased, interest rates have not abated and we expect to earn \$1,291,720 in investment income in the coming year given that we have as much as \$20 million available at times for short-term investment.

State law provides each owner of a primary residence with an exemption of the first \$25,000 of the property's valuation if the property is assessed at 100% valuation. In the coming year, the valuation will be at 62% so the level of homestead exemption allowed will be based on \$15,500. The amount reimbursed to the municipality by the State has been at a 70% level, however, beginning in April 2023, it was to increase by 3% each year until it reaches 100%. The State has determined not to proceed with this increase and, thus, the City did not see a reimbursement in FY2024 and will not see one in FY 2025.

At this time the City receives 70% of the cost of providing State-mandated General Assistance support to qualified low-income recipients back from the State each year. It may be that adjustments being considered at the State level may lead to an increased percentage, however, that has not yet occurred and revenue has been calculated at the 70% level. With the number of qualifying applicants expected to be similar in FY 2025, revenue is expected to be like that of FY 2024. Anticipated revenue for FY 2025 has been reduced by \$1,260 to \$294,640.

Revenues that are expected to remain flat or slightly changed include cable franchise fees (\$97,161) and the transfer to the General Fund from the Hatch Hill Solid Waste Disposal Facility (\$68,848). The Augusta Civic Center, Childcare Bureau, and Central Garage will have insufficient revenue next year to provide a transfer. City rental of property decreases by \$17,261 to \$36,324 with the loss of rental income from the Augusta Housing Authority following the closure of the police station on Union Street.

General Government Expenditures

I am recommending that expenditures for the General Fund increase by \$4,215,549 (10.2%) to \$45,521,864. There are a number of factors that contribute to this increase. They include salary and wage contractual obligations (80% of our workforce is covered under a collective bargaining agreement); the increased cost of maintaining City facilities; the first year of a two year process to revalue the City's real estate parcels (\$125,000), the acquisition of body cameras for the Police Department (\$125,000); an additional \$200,000 for street paving; and an increase in principal and interest payments for borrowed funds primarily due to the new Police facility (\$474,342).

Legislative and Executive

There are several adjustments in this cost center, however, the amount budgeted for Mayor and Council accounts is essentially the same as the current fiscal year except for the rebudgeting of the Assistant City Manager position. For the last two years, the budget for this position has been covered by the Police Department budget since the Assistant City Manager also served as the Police Chief. This has now changed and it is necessary to budget the Assistant City Manager position again as was done in the past.

The City Manager account increases from \$345,112 to \$552,418 or \$207,306 (60.07%) because of that along with wage and benefit adjustments.

The budget for the Corporation Counsel account is recommended to increase from \$136,005 to \$166,500 (\$30,495). A small part of the increase – \$1,200 – is attributed to a contractual increase in legal services. The remainder reflects the use of legal services over the last several years.

The Communications and Marketing Bureau budget increase from \$123,100 to \$129,809 or \$6,709 (5.4%) is attributable to wage and benefit adjustments.

The Unclassified account provides funding for our annual audit (\$57,000), our base phone lines (\$25,924), dues and memberships to the Maine Municipal Association and Maine Service Center Coalition (\$26,420) and subsidies and contributions (\$35,250), which includes \$30,000 to KVCAAP to help fund the Kennebec Explorer public transit system). Replacement of the postage machine for the City (\$10,000) is also included in this account .

The Information Systems Bureau will see an increase of \$15,027 or 1.7% next year. Savings in personnel expenses due to staff changes are offset by increased expenses associated with security related software and security training for end users.

The Human Resources Bureau expenses are changing from \$220,045 to \$380,021 (\$159,976). The significant increase is driven by the addition of a Human Resources Director position. The City has been without a dedicated Human Resources Director since early 2019. Since that time, the responsibilities of the position have been handled by the Assistant City Manager along with, in the last two and one-half years, the City Manager. Recovery from the financial impacts of COVID-19 on the City organization necessitated that the position remains unfilled, however, the volume of the work is such that these two positions can no longer cover the work of a Human Resources Director and the time has come to fill this position.

As has been the case for a number of years, basic levels of \$20,000 and \$10,000 are recommended for Council and City Manager contingency accounts respectively. In addition, I have added \$35,000 to the Council contingency account to provide a matching grant for a bicyclist and pedestrian safety plan. It is anticipated that the Maine Department of Transportation would provide the remaining \$35,000 for the study.

Finance and Administration

The Department of Finance and Administration budget increases by \$35,883 (8.9%) from \$404,095 to \$439,978. The increase is attributable to contractual wage increases.

The City Clerk's Bureau will increase by 12.9% (\$78,998) next year from \$610,024 to \$689,022. This change includes the reclassification of a Clerk II position to that of Deputy Clerk, contractual wage increases and the increased cost of postage. Voter registration and election administration is budgeted at \$107,302 down 9.8% from this year's \$118,978. The decrease is due to there being no primary election in FY2025.

The Assessor's Bureau budget will increase by \$5,532 (1.7%) from \$326,383 to \$331,915. The repairs and maintenance of equipment line item is higher to provide for the increased cost of maintenance of the appraisal software and the website hosting of our online database. In the next year or so, it is

expected that a city-wide revaluation – a process expected to cost \$250,000 for a community with our number of real estate tax parcels (approx. 8,900) – will be necessary. The first year of that cost - \$125,000 – is included in this budget. State law requires municipal revaluations when sales prices are at variance with assessed values and we are at that point (a revaluation was last done in 2006).

Development Services

The Department of Development Services budget increases by \$180,223 (6.3%) from \$2,858,128. to \$3,038,351. Much of this increase is associated with required wage increases, a needed new position, and increased maintenance agreement requirements.

The Economic Development Bureau, which is increasing 34.2% (\$126,667), covers the Economic Development Director, a portion of the Department Director's compensation, and a Code Enforcement Officer position funded by TIF dollars. This budget also includes an Economic Development Specialist position to assist with grant writing/management, TIF details, and property inquiries to free up the Economic Development Director for bigger projects and increased effort on business attraction.

The Planning and Administration Bureau is up from \$457,261 to \$513,856 (\$56,695 or 12.4%). This covers the remainder of the Department Director's compensation, the City Planner, Assistant Planner, and the clerical support staff member including contractual increases in wages and benefits.

The Historic Preservation Commission budget increases \$4,700 this year due to increases in publication and mailing costs.

The Code Enforcement Bureau is down from \$541,506 to \$327,703, a decrease of (39.5% or \$213,803) due to the removal of staff and associated expenses for a rental inspection program. I had hoped to include an additional Code Enforcement Officer to provide enhanced attention to property maintenance issues but given other budgetary pressures have not done so.

The Facilities Maintenance budget provides the funding for custodial services, maintenance and repair and natural gas supply for City Center, Lithgow Library, Police Department building, Fire Department facilities and Buker Community Center. The Bureau's total budget is proposed to change from \$1,483,176 to \$1,686,391, an increase of \$203,215 (13.7%). Salaries and benefits for the Bureau Director, Assistant Director (who doubles as the City's master electrician), and custodial staff account for \$840,810 of the total budget. This figure includes the full year cost of the additional Custodian position for the new Police facility (budgeted for a half year in last year's budget) and contractual wage increases. There is \$559,059 for repair and maintenance, which is an increase of \$72,836 from this year. Many of the maintenance agreements are new and had significant increases.

Community Services

Overall, the Community Services budget for 2024/2025 is proposed to increase by \$451,413 (12.9%) from \$3,491,742 to \$3,943,155. The increase is driven primarily by contractual wage adjustments and the reinstatement of the Deputy Director position in the Lithgow Library.

The Community Services Administration budget decreases from \$297,839 to \$284,140 (\$13,699 or 4.6%) due to decreased salary expenses following retirement of a long-tenured employee.

The Lithgow Library budget increases by \$144,331 (14.9%) from \$970,387 to \$1,114,718 and restores the Deputy Director position eliminated during the cutbacks necessary during the COVID-19 pandemic. Wage adjustments and the increased cost of books are the other factors in the increase.

Recreation programming for the coming year is again budgeted at pre-pandemic levels. The recommended budget for Recreation changes by \$20,481 (8.4%) from \$244,291 to \$264,772 due to contractual wages increases, the increased cost of lifeguards, and the need for more recreational supplies due to more participation.

The Parks and Cemeteries Bureau is recommended to increase from \$1,116,157 to \$1,388,276 (\$272,119 or 24.4%). Contractual salary adjustments, an increase in seasonal staffing to allow increased focus on encroachments and medians, pool pump replacement, and increased holiday and event costs are major factors in the increase.

Jointly funded by the General Fund and private fund-raising efforts of its Board of Trustees, Old Fort Western realized high visitation in FY 2024, a continued post-pandemic benefit expected to continue in FY 2025. The City's budgeted contribution covers wages and benefits of staff who are City employees and provides some funding for ongoing maintenance of the historic facility. I recommend increasing the allocation next year from \$148,182 to \$157,883. Doing so will cover routine wage and benefit adjustments, additional funding for part-time staff to help meet the increased visitation demand, and replacement of an aging computer.

The popularity of the Bicentennial Nature Park on Three Cornered Pond after its closure for a year due to the pandemic, its popularity has surged. A popular place for residents to visit, it has had some of its best attendance during the last couple of years. The budget increases from \$39,644 to \$44,445 (\$4,801 or 12.1%) to accommodate wage adjustments and heat pump installation to increase usage of the park in the winter season.

State law mandates that we provide public support to low-income individuals and families and the State reimburses the City for 70% of the cost of what we expend. As mentioned in the revenue section, there has not been much change in the number of in eligible applicants for General Assistance so expenditures are relatively stable. The total Health and Welfare budget increases from \$675,242 to \$688,946 – a \$13,704 (2.0%) change – primarily due to benefit adjustments.

Public Safety

The need for quality, high-functioning public safety services continues to be critical given the impact of opioid addiction, the unhoused, and mental health challenges confronting communities. While the City of Augusta's public safety services employees have been able to meet those demands, it continues to be a challenge.

In FY 2025, the Public Safety budget is recommended to increase by \$1,375,752 (9.7%) from \$14,232,642 to \$15,608,394. Contractual wage and benefit adjustments, purchase of body cameras for the Police Department, and the addition of a Deputy Chief position in the Fire Department (partially offset by a \$76,500) comprise most of that increase.

The Police Department budget is recommended to increase from \$6,181,812 to \$6,943,808 (\$761,996 or 12.3%). Wage and benefit adjustments account for \$613,875 of that increase. Most of the remaining

amount of the increase is attributable to the increased cost of police vehicle replacement (\$30,000) and the first-time purchase of body cameras (\$125,000). The \$125,000 represents the 50% grant match for this acquisition. A vacant patrol position not funded for the last two years is not included in this year's budget as well. I had planned to add the position back in my proposed budget, however, the difficulty with finding qualified applicants has rendered that an unnecessary allocation of resources at this time.

The Fire/EMS Department budget is recommended to increase from \$8,050,830 to \$8,664,586, an increase of \$613,756 or 7.6%. The addition of the second Deputy Chief position (net cost of \$58,373), contractual wage adjustments and benefit costs, expenses associated with training more staff, and acquiring devices to enable staff to digitize more work are the primary factors in the increase.

Public Works

The overall Public Works Department budget for next year will increase by \$948,694 or 15.4% from \$6,165,379 to \$7,114,073. An increase of \$200,000 for street paving, contractual wage adjustments, increased equipment rental costs, and the addition of \$50,000 in the Engineering budget for the Village Partnership Initiative (VPI) with MaineDOT for the study of Western Avenue are the main factors.

The Public Works Administration account provides for one-third of the cost of the Public Works Director's and Administrative Assistant's positions with the other two-thirds coming equally from the Hatch Hill enterprise fund and the Central Garage internal service fund. This account is increasing by \$7,032 (7.1%) from \$99,482 to \$107,361 with salary adjustments the contributing factor.

The Street Maintenance account is increasing from \$3,316,301 to \$3,935,867 (\$619,566 or 18.7%). The annual street paving program has typically been included in the operating budget as it is seen as a maintenance treatment rather than complete reconstruction which has a longer life span and is usually funded through bond proceeds. In FY 2025, street paving is increased by \$200,000 over the current year to \$600,000 as additional attention to the condition of the roads is needed. Increases in contractual wages and benefits, equipment usage and rental costs, and construction material costs make up the rest of it.

Snow removal costs are expected to exceed this year's budget and an increase of \$200,361 or 13.5% from \$1,479,398 to \$1,679,759 in the Snow Removal budget is recommended for the next year. The increased cost of contractual services for plowing, salting, and snow removal; equipment rental expenses; and salt are the primary contributors.

The Waste Removal budget is changing from \$1,125,243 to \$1,178,954, an increase of \$53,711 (or 4.8%). Contractual wage and benefit adjustments and equipment rental expenses are the main reasons for the increase.

The Engineering budget provides funds for the City's in-house engineer as well as some limited outside engineering assistance. The change in the budget from \$144,955 to \$212,132 (an increase of \$67,177 (or 46.3%)) is due to wage adjustments, additional temporary engineering assistance such as an intern, and \$50,000 for the Western Avenue VPI project.

Utilities

The utilities section of the budget provides funding for the General Government's basic utility costs and represents 3.6% of the total General Government budget. Large increases in water and sewer rates

from the Greater Augusta Utilities District (GAUD) as well as electricity charges from Central Maine Power (CMP) have occurred in the last couple of years. Substantial increases in water and sewer rates were expected again in FY2024 but usage ended up being lower than expected so the budget impact was not as significant as expected. GAUD has advised us that we can expect a 30% increase in our water charges for the coming year, which will bring that line item up from \$1,041,260 to \$1,220,188, an increase of \$178,928. The majority of that charge is attributable to the fee GAUD charges the City for its fire hydrant rentals. This fee is mandated by the Public Utilities Commission and common in communities that have hydrants. GAUD has also indicated that there will be a 30% increase in the City's sewer charges. The budget line item for sewer – the bulk of which is for the City-wide storm water collection system – will decrease by \$142,491, however, as the FY 2024 Budget was higher than needed.

The cost of electricity, which is provided by CMP, increased significantly in mid-2023. The budget was increased to \$353,510 in FY2024, which was a large increase. Usage has been less than expected though so this line item is decreasing in FY 2025 from \$353,310 to \$277,533.

Street lights are budgeted at \$111,328, which is the cost of electricity for the 2,000 plus lights around the City. The line item labeled "Leases" is the annual lease/purchase payments for those streetlights (which we are buying through a fifteen-year amortization schedule for fixtures with a minimum life expectancy of 25 years).

Insurance and Retiree Benefits

This Insurance and Retiree Benefits cost center, which is increasing by \$122,672 from \$2,762,591 to \$2,885,263, provides for several accounts spread across the General Fund. One of those accounts is unemployment insurance (for which we are a direct reimbursor) and that category will be stable for next year. Workers' compensation expenses have been trending upward and I recommend that the budget for this line item be adjusted by \$154,067 from \$531,238 to \$685,305 for next year.

The City is obligated to provide for health insurance for a segment of our retired workforce (primarily those employees who were hired prior to 1992). Those premium costs are provided for in this account. The cost associated with this benefit will decrease by \$33,276 from \$1,214,059 to \$1,180,783 to next year. A related benefit that the City provides our current employees who qualify is a contribution to a health reimbursement account (HRA). Based on recent usage of the HRA program, the budget of \$200,000 requires no increase next year.

Property and casualty premiums are projected to remain flat next year at \$272,000.

Principal and interest payments on certain bonds issued for unfunded pension liabilities (IUUAL) are the final items in this cost center. They will essentially be flat with a small increase of \$1,881.

Serial Bonds and Notes

Principal and interest payments on our long-term debt obligations (shown in detail in Appendix "B" to this message) will increase by \$114,342 (2.2%) from \$5,225,545 to \$5,339,887. The increase is due to increased principal and interest payments associated with the 2023 General Obligation (G.O.) bond. That bond provided \$17,100,000 for the main expense associated with the new police station project (\$3,000,000 was borrowed previously) and \$1,745,000 for fire equipment, Kennebec River east side boat landing repairs, street reconstruction and paving, and sidewalk improvements.

County Tax

By state law, every Maine community is obligated to contribute to the cost of county government operations. Those costs are apportioned according to a formula that is based on the municipality's assessed valuation. With Kennebec County's FY 2025 Proposed Budget, Augusta will contribute approximately 13% of the total County budget. The County's budget process is not yet complete and it is possible that Augusta's County tax levy for next year will change from the proposed \$3,014,449. With the levy at that level, the impact for Augusta property owners will be a tax levy increase of \$871,217 or 40.6%, however, with the City's increased valuation, the tax rate will increase 23.5%.

Enterprise Funds and Internal Service Fund

The City of Augusta operates one Department and several Bureaus as enterprise funds since they rely primarily on their own non-tax revenues for their operations. The Augusta Civic Center, Hatch Hill Solid Waste Disposal Facility, Childcare program, and Augusta State Airport serve as the City's enterprise funds. The City also operates one Internal Service Fund – the Central Garage – that functions like an enterprise fund although the services and charges are done entirely between departments in the City organization rather than with external customers. Together, these funds total over \$12 million in annual expenditures.

The Hatch Hill Solid Waste Disposal Facility is one of the largest of the City's enterprise funds. Revenues, which are mainly derived from the municipal solid waste fees charged for use of the landfill, are expected to come in at \$4,195,660, which is a decrease of \$835,810 (16.4%) from the FY 2024 Budget. The City has been avoiding taking waste from outside the City and the contract communities to help prolong the landfill's life. The impact of that has been lessened by the rate increases we have implemented in the last two years. Revenue from the Sale of Electricity has still not been realized, however, with the construction of the additional gas wells, we are optimistic that the generator will be back in operation in the second half of 2024 and able to generate some electrical savings for the City. As we do not know yet when that will be, however, we have not budgeted any revenue in that line item. Revenue from recycling fees is increasing from the prior year budget but not to the levels seen previously (\$8,800) as landfilling asphalt shingles is less expensive than recycling them.

Expenditures for the Hatch Hill Facility are expected to increase by \$207,723 or 5.4% from \$3,874,855 to \$4,151,174. Salary and benefit adjustments, equipment rental increases, increases in the cost of material for landfill cover, and increased contracted services costs for cleaning the leachate pipe are primary factors in the overall increase. Next year, \$68,848 will be transferred to the General Fund for administrative oversight services.

The Augusta Civic Center continues to show favorable signs of recovery since the pandemic. Bookings and events continue to increase and it is on the rarest of occasions that something is not happening inside the building. The Augusta Civic Center celebrated its 50th Anniversary by hosting several themed events of the past year. Revenue next year is expected to come in at \$4,189,500, which is up \$1,165,065 from what was budgeted. Expenditures are budgeted to come in higher than the expected revenue at \$4,413,597, which is an overage of \$224,097. The cost of deferred maintenance of equipment and the facility as well as wage adjustments are the chief reasons for this difference. There continues to be no transfer to the General Fund for administrative oversight expenses next year nor has there been since the operation was negatively impacted by COVID.

The City has managed the Augusta State Airport for a couple of decades on behalf of the State. The contract will need to be renewed in the coming year as it expires at the end of June 2025. This arrangement is mutually beneficial as it preserves scheduled air passenger service to our community and provides millions of dollars in federally funded infrastructure improvements to the facility. Since, 2022/2023, the amount of the contract has been \$650,000 a year and covers salaries, fringe benefits, and other routine operating costs. That amount is sufficient for the 2025 fiscal year.

The City-operated Childcare program, also an enterprise operation, delivers a very popular and important community service by operating a before and after school program during the school year and a full day program in the summer months. It is mostly sustained by its own revenues. Revenue is budgeted to be higher next year by \$27,850 (4.0%) from the previous year's budgeted amount of \$698,588. Expenditures are essentially flat decreasing \$21,000 from \$747,438 to \$726,438 and is attributable to wage adjustments being mostly offset by savings in the cost of bussing. Insufficient revenue has necessitated that no transfer to the General Fund for administrative oversight services occur in FY2025.

The Central Garage internal service fund provides an effective method to handle fleet acquisition as well as timely replacement and maintenance for all the City's vehicles and motorized equipment except for Police and Fire vehicles which have been maintained separately by the Fire Department mechanic. The budget for Central Garage is funded through rental charges for the vehicles and equipment used by City departments and through fuel charges. Increased labor and material costs as well as less use of equipment due to milder winters and limited street maintenance have resulted in the rental rates generating insufficient revenue. Rental charges have not increased since at least 2012 and next year's budget includes an overall increase in rates of 42.3% to ensure that sufficient revenue is generated to provide the necessary services. Even with that increase, the Central Garage budget will decrease from a revenue level of \$2,676,653 in last year's budget to \$2,516,807 because of lower fuel revenue.

Expenditures for the Central Garage operations are projected to decrease from \$2,635,199 to \$2,479,611, which is a decrease of \$155,588 (-5.9%). Much of the decrease is due to decreased fuel expenses – down \$150,400; a decrease of 242% – and the elimination of the transfer out \$29,237 to the General Fund for administrative oversight services.

Central Garage's five-year capital replacement schedule is provided in Appendix "C". In the coming fiscal year, the estimated equipment replacement cost will be \$490,000, which is a decrease of \$10,000 from this year's budget of \$490,000. Vehicles and equipment being replaced include a 14 year-old asphalt hot patch wagon (\$40,000), 23 year-old crew cab pickup truck, (\$40,000), a 12 year-old 4WD pickup truck with plow (\$70,000), a 13 year-old 4WD pickup truck with plow and sander (\$90,000), a 21 year-old dump truck (\$110,000), and a 35 year-old wood chipper (\$40,000). Two electric pickup trucks are also included for purchase at \$50,000 each: one a replacement for a 9 year-old vehicle and the other a new pickup truck for use by the Deputy Director

Conclusion

We continue to move away from the impact of the pandemic and this budget takes us another step down that path. There are still challenges, however, in trying to allocate the limited resources that are available. I continue to believe that with the dedication to public service and needs of the community you as elected officials display, and the efforts of our caring employees that deliver City services, the City

of Augusta is in good hands. We look forward to working with you in the coming weeks as you finalize the budget.

I want to commend Assistant City Manager Jared Mills, Director of Finance and Administration Ingrid Nivison, Executive Assistant Loretta Lathe, Human Resources Specialist Dolores Steverman Daoust, Director of Communications and Marketing Haley Gauvin, members of the senior management team and other City staff members for their invaluable assistance in developing this proposed budget together. This great team continues to be conscientious stewards of the City's operations and financial resources.

Susan E. Robertson
City Manager

TAX RATE SUMMARY
PROPOSED
FISCAL YEAR 2025
UPDATED 3/30/24

	<u>FY2024</u>	<u>FY2025</u>	<u>\$ VARIANCE</u>	<u>% VARIANCE</u>
EXPENDITURES				
MUNICIPAL	\$ 41,306,315	\$ 45,521,864	\$ 4,215,549	10.2%
EDUCATION	\$ 36,611,643	\$ 39,119,684	\$ 2,508,041	6.9%
COUNTY	\$ 2,143,232	\$ 3,014,449	\$ 871,217	40.6%
	<u>\$ 80,061,190</u>	<u>\$ 87,655,997</u>	<u>\$ 7,594,807</u>	<u>9.5%</u>
REVENUES				
MUNICIPAL	\$ 19,166,897	\$ 20,814,396	\$ 1,647,498	8.6%
EDUCATION	\$ 22,553,475	\$ 23,536,271	\$ 982,796	4.4%
	<u>\$ 41,720,372</u>	<u>\$ 44,350,667</u>	<u>\$ 2,630,294</u>	<u>6.3%</u>
NEEDS FROM TAXES				
MUNICIPAL	\$ 22,139,417	\$ 24,707,468	\$ 2,568,050	11.6%
EDUCATION	\$ 14,058,168	\$ 15,583,413	\$ 1,525,245	10.8%
COUNTY	\$ 2,143,232	\$ 3,014,449	\$ 871,217	40.6%
	<u>\$ 38,340,817</u>	<u>\$ 43,305,330</u>	<u>\$ 4,964,512</u>	<u>12.9%</u>
VALUATION/1,000	\$ 1,670,000	\$ 1,901,934	\$ 231,934	13.9%
TAX RATE				
MUNICIPAL	\$ 13.26	\$ 12.99	\$ (0.27)	-2.0%
EDUCATION	\$ 8.42	\$ 8.19	\$ (0.22)	-2.7%
COUNTY	\$ 1.28	\$ 1.58	\$ 0.30	23.5%
	<u>\$ 22.96</u>	<u>\$ 22.77</u>	<u>\$ (0.19)</u>	<u>-0.8%</u>
Average Augusta home value:				
	\$131,704	3,023.74	2,998.78	(24.95)

DEBT OBLIGATIONS

FY	MUNICIPAL			SCHOOL		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
2025	3,730,000	1,609,887	5,339,887	1,295,000	159,125	1,454,125
2026	3,495,000	1,503,535	4,998,535	1,295,000	94,375	1,389,375
2027	3,450,000	1,398,597	4,848,597	1,240,000	31,000	1,271,000
2028	3,205,000	1,300,000	4,505,000			
2029	3,050,000	1,201,661	4,251,661			
2030	2,970,000	1,076,315	4,046,315			
2031	2,865,000	1,009,119	3,874,119			
2032	2,680,000	906,846	3,586,846			
2033	2,590,000	810,275	3,400,275			
2034	2,465,000	712,675	3,177,675			
2035	2,420,000	617,894	3,037,894			
2036	2,020,000	523,531	2,543,531			
2037	1,670,000	419,838	2,089,838			
2038	1,400,000	377,350	1,777,350			
2039	1,400,000	314,500	1,714,500			
2040	1,375,000	254,800	1,629,800			
2041	1,320,000	190,000	1,510,000			
2042	1,270,000	129,000	1,399,000			
2043	920,000	69,000	989,000			
2044	920,000	23,000	943,000			
	\$45,215,000	\$14,447,822	\$59,662,822	\$3,830,000	\$284,500	\$4,114,500

FY	PENSION OBLIGATION			TOTAL GENERAL FUND		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
2025	525,000	126,397	651,397	5,550,000	1,895,409	7,445,409
2026	545,000	106,939	651,939	5,335,000	1,704,849	7,039,849
2027	565,000	85,900	650,900	5,255,000	1,515,496	6,770,496
2028	590,000	62,986	652,986	3,795,000	1,362,986	5,157,986
2029	610,000	38,446	648,446	3,660,000	1,240,107	4,900,107
2030	635,000	12,986	647,986	3,605,000	1,089,301	4,694,301
2031				2,865,000	1,009,119	3,874,119
2032				2,680,000	906,846	3,586,846
2033				2,590,000	810,275	3,400,275
2034				2,465,000	712,675	3,177,675
2035				2,420,000	617,894	3,037,894
2036				2,020,000	523,531	2,543,531
2037				1,670,000	419,838	2,089,838
2038				1,400,000	377,350	1,777,350
2039				1,400,000	314,500	1,714,500
2040				1,375,000	254,800	1,629,800
2041				1,320,000	190,000	1,510,000
2042				1,270,000	129,000	1,399,000
2043				920,000	69,000	989,000
2044				920,000	23,000	943,000
	\$3,470,000	\$433,653	\$3,903,653	\$52,515,000	\$15,165,975	\$67,680,975

DEBT OBLIGATIONS CONTINUED

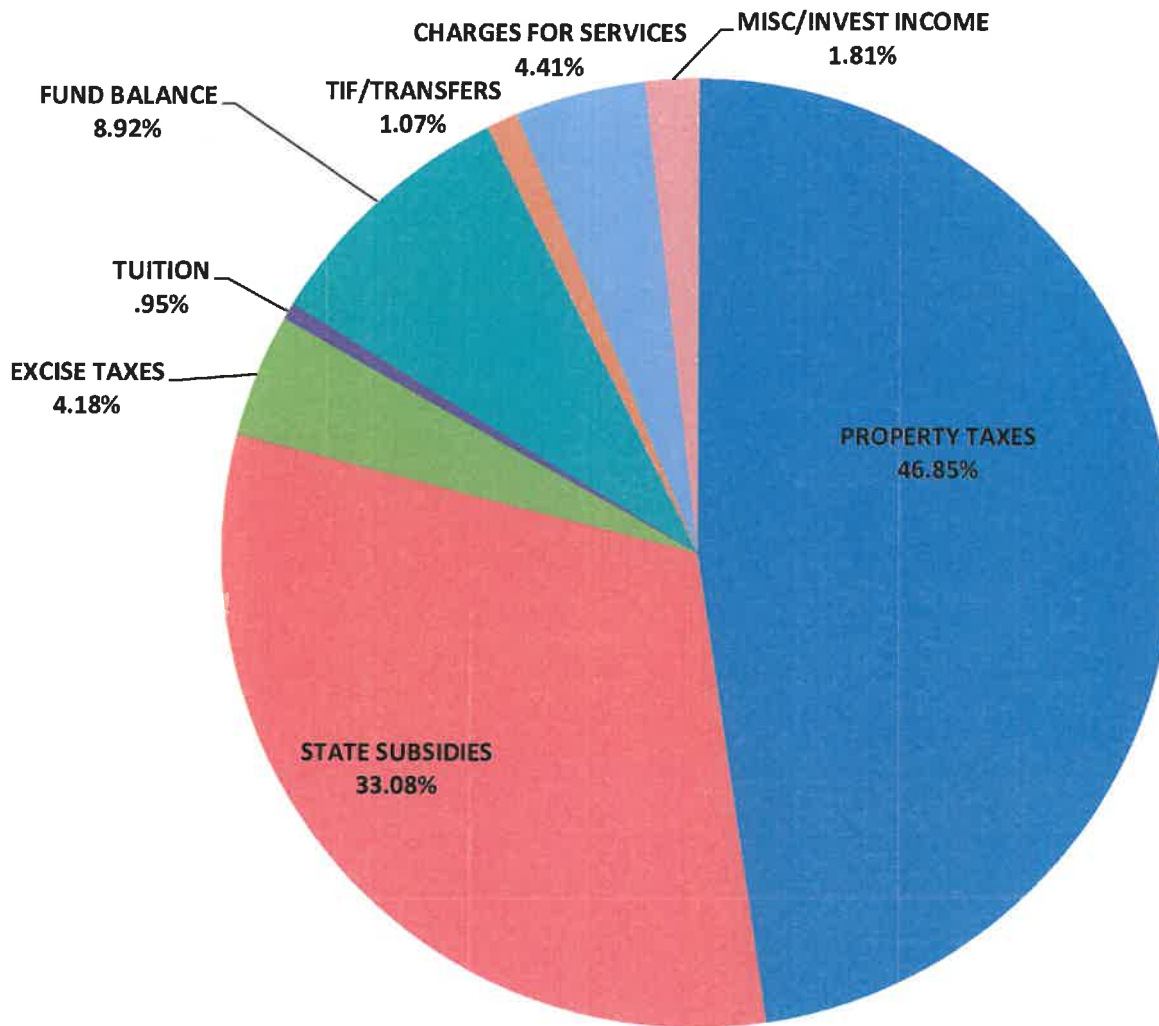
FY	HATCH HILL			CIVIC CENTER		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
2025	35,000	12,900	47,900	40,000	34,300	74,300
2026	35,000	11,500	46,500	40,000	32,700	72,700
2027	30,000	10,200	40,200	40,000	31,100	71,100
2028	30,000	9,000	39,000	40,000	29,500	69,500
2029	30,000	7,800	37,800	40,000	27,900	67,900
2030	30,000	6,600	36,600	40,000	26,300	66,300
2031	30,000	5,250	35,250	40,000	24,500	64,500
2032	30,000	3,750	33,750	40,000	22,500	62,500
2033	30,000	2,250	32,250	40,000	20,500	60,500
2034	30,000	750	30,750	40,000	18,500	58,500
2035	0	0	0	35,000	16,625	51,625
2036	0	0	0	35,000	14,875	49,875
2037	0	0	0	35,000	13,125	48,125
2038	0	0	0	35,000	11,375	46,375
2039	0	0	0	35,000	9,625	44,625
2040	0	0	0	35,000	7,875	42,875
2041	0	0	0	35,000	6,125	41,125
2042	0	0	0	35,000	4,375	39,375
2043	0	0	0	35,000	2,625	37,625
2044	0	0	0	35,000	875	35,875
	\$310,000	\$70,000	\$380,000	\$750,000	\$355,300	\$1,105,300

FY	TOTAL ENTERPRISE FUNDS			TOTAL BONDED INDEBTEDNESS		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
2025	75,000	47,200	122,200	5,625,000	1,942,609	7,567,609
2026	75,000	44,200	119,200	5,410,000	1,749,049	7,159,049
2027	70,000	41,300	111,300	5,325,000	1,556,796	6,881,796
2028	70,000	38,500	108,500	3,865,000	1,401,486	5,266,486
2029	70,000	35,700	105,700	3,730,000	1,275,807	5,005,807
2030	70,000	32,900	102,900	3,675,000	1,122,201	4,797,201
2031	70,000	29,750	99,750	2,935,000	1,038,869	3,973,869
2032	70,000	26,250	96,250	2,750,000	933,096	3,683,096
2033	70,000	22,750	92,750	2,660,000	833,025	3,493,025
2034	70,000	19,250	89,250	2,535,000	731,925	3,266,925
2035	35,000	16,625	51,625	2,455,000	634,519	3,089,519
2036	35,000	14,875	49,875	2,055,000	538,406	2,593,406
2037	35,000	13,125	48,125	1,705,000	432,963	2,137,963
2038	35,000	11,375	46,375	1,435,000	388,725	1,823,725
2039	35,000	9,625	44,625	1,435,000	324,125	1,759,125
2040	35,000	7,875	42,875	1,410,000	262,675	1,672,675
2041	35,000	6,125	41,125	1,355,000	196,125	1,551,125
2042	35,000	4,375	39,375	1,305,000	133,375	1,438,375
2043	35,000	2,625	37,625	955,000	71,625	1,026,625
2044	35,000	875	35,875	955,000	23,875	978,875
	\$1,060,000	\$425,300	\$1,485,300	\$53,575,000	\$15,591,275	\$69,166,275

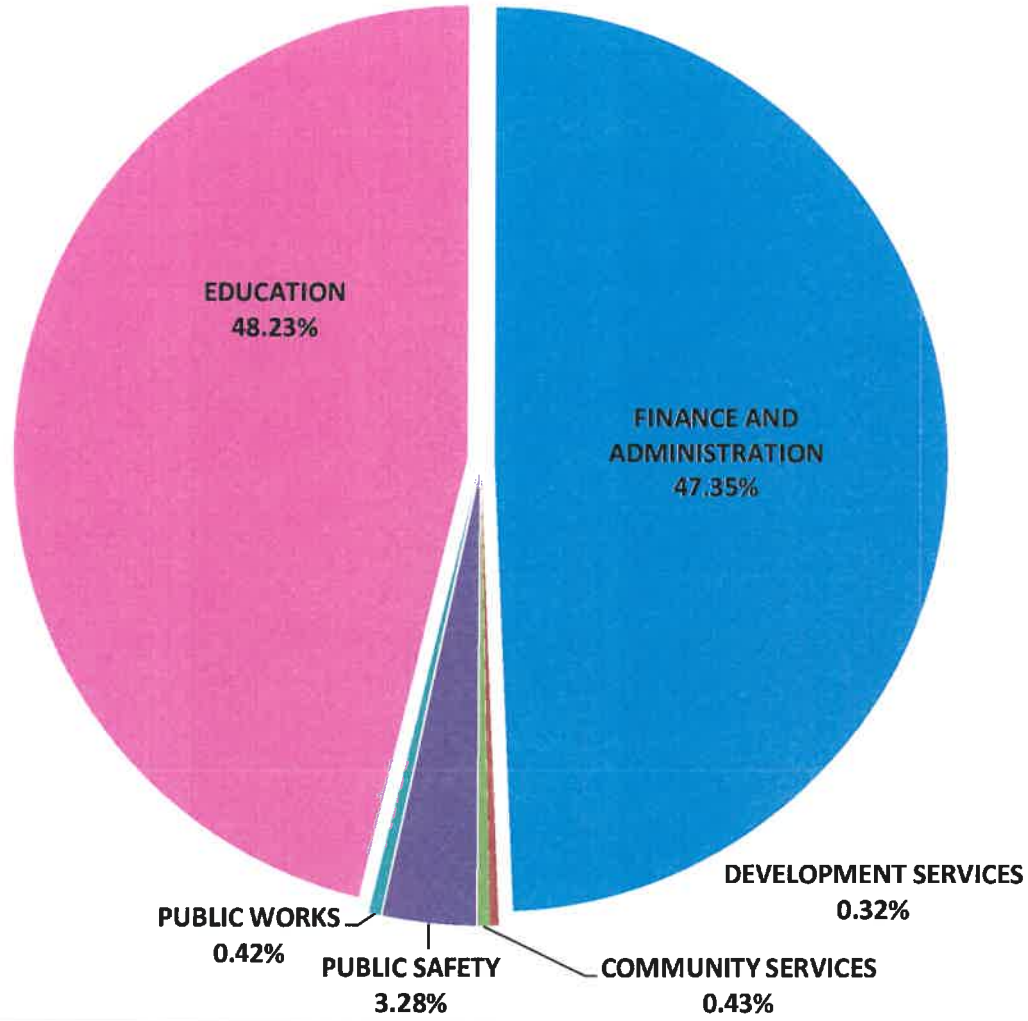
Central Garage 5-Year Replacement Schedule Appendix C

<u>UNITS TO BE PURCHASED</u>	<u>YEAR/ EST COST</u>	<u>VEH #</u>	<u>UNITS TO BE TRADED YEAR & TYPE</u>	<u>DEPT/BUREAU</u>
FY2025				
1 Asphalt Hot Patch Wagon	\$40,000	844	2011 Spaulding Recycling Asphalt Hot Patcher	Public Works
2 1/2 Ton Electric Pick-Up	\$100,000	760/New	2016 Equinox	Public Works Administration
1 3/4 Ton 2wd Crew Cab	\$40,000	773	2001 GMC 2500	Parks & Recreation
1 3/4 Ton 4wd Pickup w/ plow	\$70,000	703	2013 F150	Public Works
1 Pickup 1-Ton 4x4 w/Plow & Sander	\$90,000	767	2012 Ford F450	Snow/Streets
1 Class 6 Rack Body Dump	\$110,000	734	2004 Freightliner	Public Works & Parks
1 Wood Chipper	\$40,000	862	1990 Eager Beaver	Public Works
Total	\$490,000			
FY2026				
1 Class 8 Dump w/Plow & Sander (2 Axle)	\$240,000	722	2012 Freightliner	Snow/Streets
1 Vacuum Sweeper	\$275,000	808	2008 Johnson Sweeper	Streets
1 3/4 ton 4wd Pickup w/ Utility Body	\$70,000	708	Ford F250	Parks & Recreations
Total	\$585,000			
FY2027				
1 Class 8 Dump w/Plow & Sander (2 Axle)	\$240,000	738	2013 Freightliner	Snow/Streets
1 3/4 ton 4wd Pickup w/ v-plow	\$70,000	726	2009 F250	Public Works Sign Shop
1 Electric SUV	\$50,000	750	2015 Equinox	Public Works and Hatch Hill
1 Pickup 1-Ton 4x4 w/Plow & Sander	\$90,000	768	2012 Ford F450	Snow/Streets
1 Sub Compact Tractor	\$75,000	857	2016 New Holland Tractor	Public Works
Total	\$525,000			
FY2028				
1 Rubbish Truck	\$225,000	731	2016 Freightliner	Rubbish Collection
1 3/4 ton 4wd Pickup w/ plow	\$80,000	765	2015 GMC	Public Works
1 Class 8 Dump w/Plow & Sander (2 Axle)	\$240,000	742	2014 Western Star	Snow/Streets
Total	\$545,000			
FY2029				
1 1/2 ton Electric Pickup	\$60,000	750	2018 Equinox	Public Works
1 3/4 ton 4wd Pickup w/ plow	\$80,000	765	2015 GMC	Public Works
1 Pickup 1-Ton 4x4 w/Plow & Sander	\$100,000	706	2012 Ford F450	Snow/Streets
1 Class 8 Dump w/Plow & Sander (3 Axle)	\$300,000	735	2005 Volvo	Snow/Streets
Total	\$540,000			

REVENUES BY CATEGORY



REVENUES BY FUNCTION



	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
GENERAL FUND REVENUE							
PROPERTY TAX	19,340,184	22,281,882	23,400,000	23,060,217	24,707,468	1,647,251	7.14%
AGENT FEE BMV	44,590	68,260	64,188	55,000	65,000	10,000	18.18%
AGENT FEE IFW	5,105	4,909	5,000	5,000	5,000	0	0.00%
AIRCRAFT EXCISE TAX	7,177	8,944	30,000	8,000	28,000	20,000	250.00%
AMUSEMENT LICENSES	1,025	840	500	500	500	0	0.00%
ANIMAL CONTROL PROGRAM	9,405	7,130	8,000	8,000	8,000	0	0.00%
BIRTH CERTIFICATES	8,702	8,796	8,000	8,000	9,000	1,000	12.50%
BOAT EXCISE TAX	12,628	12,410	12,200	12,200	13,200	1,000	8.20%
BURIAL PERMITS	5,824	5,488	5,000	5,000	5,000	0	0.00%
COMM. FROM DOG LICENSES	1,594	1,504	1,500	1,500	1,500	0	0.00%
DEATH CERTIFICATES	1,434	1,421	2,000	2,000	2,000	0	0.00%
FOOD & BEVERAGE	14,125	26,565	26,000	19,000	26,000	7,000	36.84%
INVESTMENT INCOME	-534,806	774,365	1,100,000	650,000	1,291,720	641,720	98.73%
MARRIAGE CERTIFICATES	2,845	2,916	2,700	2,700	2,700	0	0.00%
MARRIAGE LICENSES	4,500	5,400	5,000	5,000	5,000	0	0.00%
MARIJUANA RETAIL STORE	9,800	12,600	14,000	14,000	14,000	0	0.00%
MARIJUANA CAREGIVER & HOME OCCUPATION	400	400	200	200	200	0	0.00%
MARIJUANA DISPENSARY	4,000	4,000	6,000	4,000	4,000	0	100.00%
MOTOR VEHICLE EXCISE TAX	3,427,525	3,547,924	3,500,000	3,500,000	3,500,000	0	0.00%
PROF & OCCUPATIONAL LICENSES	1,355	2,490	4,000	1,300	4,000	2,700	207.69%
RECORDING LEGAL INSTRUMENTS	0	295	525	100	100	0	0.00%
TAX INTEREST	69,044	57,398	75,000	75,000	75,000	0	0.00%
TAX LIEN PENALTY	2,865	4,342	3,000	3,000	3,000	0	0.00%
TAXI LICENSES	950	600	1,000	1,000	1,000	0	0.00%
TRANSIENT SELLER LICENSES	400	0	100	200	200	0	0.00%
UNCLASSIFIED	2,326	2,906	1,500	1,800	1,800	0	0.00%
CITY CLERK TREASURER TAX COLLECTOR	22,442,997	26,843,785	28,275,413	27,442,717	29,773,388	2,330,671	8.49%
BUSINESS EQUIP TAX REIMB	514,930	549,976	534,000	510,000	550,000	40,000	7.84%
HOMESTEAD REIMBURSEMENT	1,042,294	1,442,339	1,347,591	1,347,591	1,354,877	7,286	0.54%
PAYMENT IN LIEU OF TAXES	129,498	132,632	132,451	132,451	152,204	19,753	14.91%
SOLAR REIMBURSEMENT	4,398	4,408	14,000	5,000	14,300	9,300	100.00%
TREE GROWTH REIMBURSEMENT	9,972	10,393	10,200	10,000	10,000	0	0.00%
VETERAN EXEMPTION REIMB	15,488	14,138	15,300	15,300	13,000	-2,300	-15.03%
ASSESSOR	1,716,580	2,153,886	2,053,542	2,020,342	2,094,381	74,039	3.66%

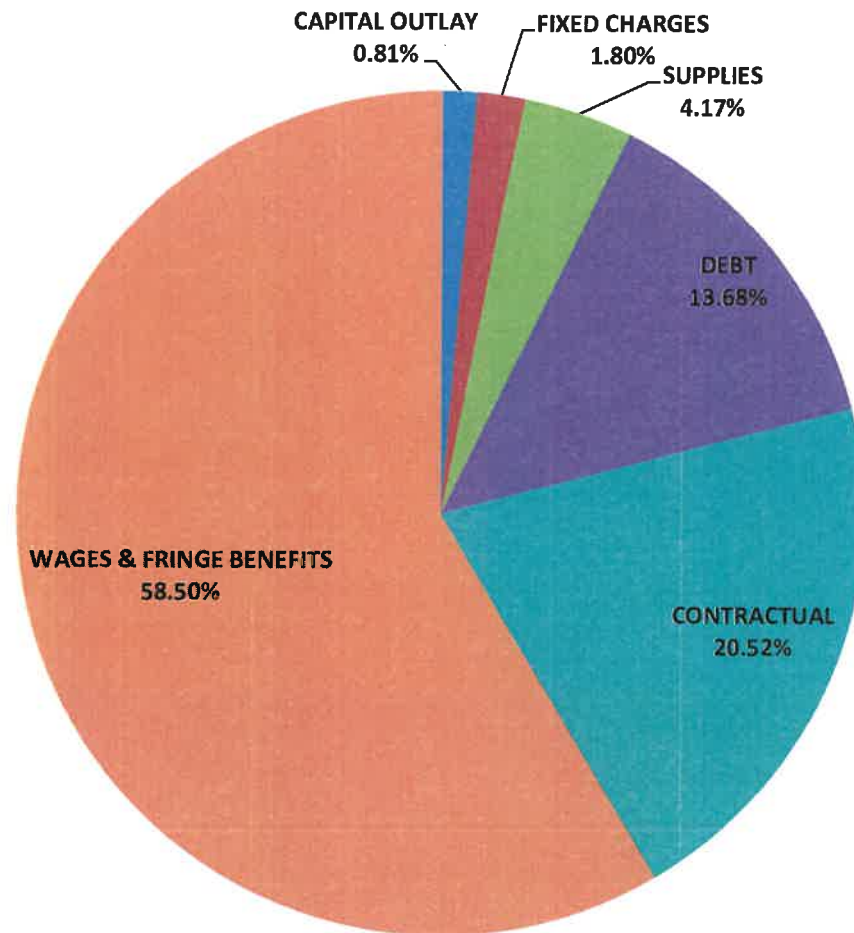
	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 BUDGET	FY 2025 PROJECTED	AMOUNT CHANGE	PCT CHANGE
GENERAL FUND REVENUE							
CABLE FRANCHISE FEE	97,161	97,161	97,161	97,161	97,161	0	0.00%
CENTRAL GARAGE TRANSFER	21,928	29,237	29,237	29,237	0	-29,237	-100.00%
CHILD CARE TRANSFER	39,375	20,956	20,956	20,956	0	-20,956	-100.00%
CIVIC CENTER TRANSFER	0	0	0	0	0	0	0.00%
BUDGET STABILIZATION FUND BALANCE	1,345,000	0	0	0	0	0	100.00%
FUND BALANCE TRANSFER	342,234	0	2,918,690	2,918,690	4,000,000	1,081,310	37.05%
AMERICAN RESCUE PLAN	900,000	0	0	0	0	0	100.00%
CHARGES FOR SERVICES	1,473	1,474	3,200	1,473	10,079	8,606	584.26%
GAUD IT SERVICES	9,163	9,163	9,163	9,163	9,163	0	0.00%
LANDFILL TRANSFER	51,636	54,702	68,848	68,848	68,848	0	0.00%
PROCUREMENT CARD %	0	0	60,000	30,000	32,000	2,000	6.67%
STATE REVENUE SHARING	4,091,572	4,735,681	4,394,978	4,394,978	4,809,971	414,993	9.44%
T.I.F. TRANSFER	2,884,914	988,250	1,494,013	1,450,813	770,684	-680,129	-46.88%
FEMA	0	0	0	0	0	0	0.00%
FINANCE AND ADMINISTRATION	9,784,456	5,936,624	9,096,246	9,021,319	9,797,906	776,587	8.61%
H/R SERVICE WATER DISTRICT	3,173	0	0	0	0	0	0.00%
H/R SERVICE SANITARY DISTRICT	210	0	0	0	0	0	0.00%
UNCLASSIFIED	67	228	71	20	20	0	0.00%
WORKERS COMPENSATION	50,498	83,968	160,000	50,000	90,000	40,000	80.00%
HUMAN RESOURCE	53,948	84,195	160,071	50,020	90,020	40,000	79.97%
HISTORIC DISTRICT	0	0	0	0	0	0	100.00%
PLANNING	0	0	0	0	0	0	100.00%
CODE ENFORCEMENT FINES	0	0	0	0	0	0	0.00%
RENTAL INSPECTION	0	0	0	253,110	0	-253,110	-100.00%
BUILDING PERMITS	238,328	163,457	200,679	140,000	170,000	30,000	21.43%
UNCLASSIFIED	835	0	0	0	0	0	0.00%
GRAVEL PIT INSPECTION	0	0	0	100	0	-100	-100.00%
PLUMBING PERMITS	16,104	16,676	16,884	15,000	16,000	1,000	6.67%
VACANT PROPERTY PERMIT	5,000	2,600	1,700	4,000	2,000	-2,000	-50.00%
ZONING PERMITS	46,032	61,800	44,800	32,000	45,000	13,000	40.63%
CODE ENFORCEMENT	306,299	244,533	264,063	444,210	233,000	-211,210	-47.55%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 BUDGET	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
GENERAL FUND REVENUE							
UNCLASSIFIED	194	1,500	102	0	0	0	0.00%
RENTS - CITY PROPERTY	93,174	43,662	43,891	53,585	36,324	-17,261	-32.21%
CITY BUILDING	93,368	45,162	43,993	53,585	36,324	-17,261	-32.21%
NON RES FEES	18,040	20,365	20,000	15,500	20,000	4,500	29.03%
OVERDUE FINES	0	0	0	1,000	0	-1,000	-100.00%
PRINTING CHARGES	4,597	5,203	5,000	3,000	6,000	3,000	100.00%
RENT	0	0	0	1,500	0	-1,500	-100.00%
UNCLASSIFIED	0	0	0	0	0	0	0.00%
PUBLIC LIBRARY	22,637	25,568	25,000	21,000	26,000	5,000	23.81%
BUKER SCHOOL	3,025	8,258	8,000	5,000	8,000	3,000	60.00%
RECREATION	3,025	8,258	8,000	5,000	8,000	3,000	60.00%
CEMETERIES	25,300	26,894	28,000	21,000	28,000	7,000	33.33%
PARKS & CEMETERY REIMBURSEMENT	4,100	5,800	4,000	4,000	4,000	0	0.00%
DONATION	0	0	0	0	0	0	0.00%
UNCLASSIFIED	1,200	1,785	1,500	250	250	0	0.00%
PARKS AND CEMETERY	30,600	34,479	33,500	25,250	32,250	7,000	27.72%
BICENTENNIAL PARK 6975	3,118	3,137	4,200	3,000	4,500	1,500	50.00%
BICENTENNIAL PARK 6975	3,118	3,137	4,200	3,000	4,500	1,500	50.00%
GENERAL ASSISTANCE REIMB	171,399	218,332	252,000	289,800	288,540	-1,260	-0.43%
G A REIMBURSEMENT DHS/SSI	748	7,945	6,000	6,000	6,000	0	0.00%
GENERAL ASSISTANCE REIMB	823	10	100	100	100	0	0.00%
HEALTH AND WELFARE	172,970	226,287	258,100	295,900	294,640	-1,260	-0.43%

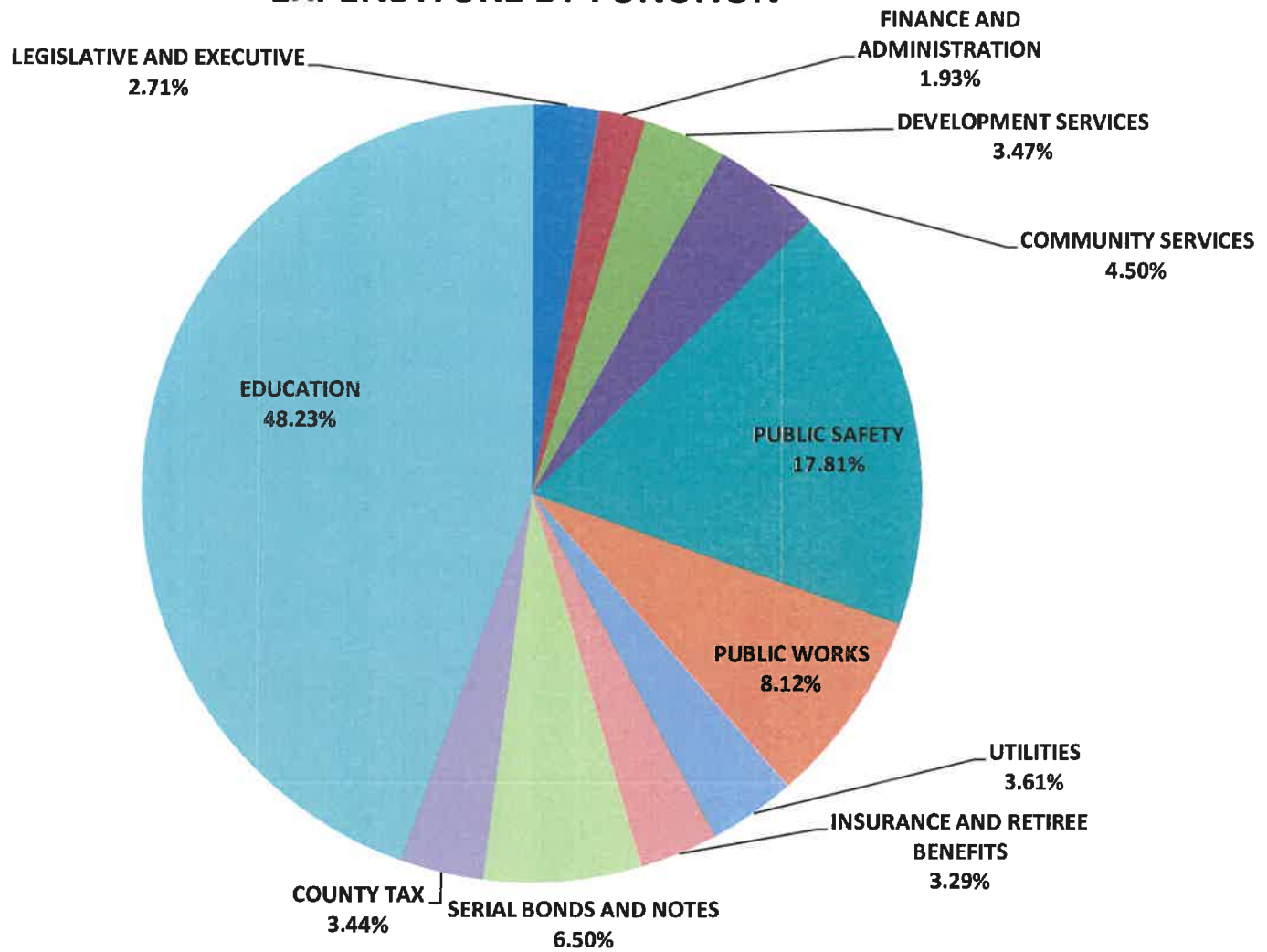
	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 BUDGET	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
GENERAL FUND REVENUE							
ACCIDENT REPORTS	18,150	19,135	20,000	15,000	18,000	3,000	20.00%
ANIMAL CONTROL PROGRAM	1,352	1,955	500	2,700	200	-2,500	-92.59%
AUGUSTA PARKING DIST.-W	0	0	0	0	0	0	0.00%
AUGUSTA PARKING DISTRICT	4,185	1,378	3,429	0	2,625	2,625	0.00%
COURT FEES & FINES	11,237	7,817	8,100	8,000	8,000	0	0.00%
DISPATCH SERVICE	34,036	35,057	35,057	35,057	37,737	2,680	7.64%
FALSE ALARM CHARGES	3,525	1,925	3,375	3,500	3,200	-300	-8.57%
FINGERPRINTS	80	150	150	200	200	0	0.00%
GUN PERMITS	251	380	250	250	250	0	0.00%
INCIDENT REPORTS	1,015	710	1,000	1,500	500	-1,000	-66.67%
POLICE MISC. REVENUE	6,199	13,846	5,000	5,000	5,000	0	0.00%
RECOVERED PROPERTY	327	0	0	300	0	-300	-100.00%
TRAFFIC TICKETS	0	0	0	2,690	0	-2,690	-100.00%
POLICE	80,357	82,353	76,861	74,197	75,712	1,515	2.04%
AMBULANCE REVENUE MISC.	8,140	6,074	5,959	7,250	7,250	0	0.00%
CONT ALLOW EMS	-1,812,840	-1,520,404	-1,273,196	-1,750,200	-2,000,000	-249,800	14.27%
EMS CALLS	3,729,054	4,301,513	3,418,963	4,100,000	4,600,000	500,000	12.20%
FEDERAL PASS THROUGH	0	0	0	0	0	0	0.00%
DONATIONS	0	0	1,000	0	0	0	0.00%
MISCELLANEOUS REVENUE	7,319	6,855	6,500	3,000	6,000	3,000	100.00%
PER CAPITA FEES	35,905	67,698	67,698	50,774	86,503	35,730	70.37%
FIRE	1,967,578	2,861,736	2,226,924	2,410,824	2,699,753	288,930	11.98%
CURB CUTS/CULVERTS/ST OPNGNS	2,940	4,511	1,000	1,000	1,000	0	0.00%
DEPARTMENTAL MISC. REVENUE	214	321,806	2	11	50	39	354.55%
GRAVEL	2,466	1,760	1,200	4,000	4,000	0	0.00%
HOUSEHOLD HAZARD WASTE	0	3,437	2,852	6,000	4,000	-2,000	-33.33%
PW INHOUSE SERVICE TRANS	0	0	0	0	0	0	100.00%
RECYCLING	0	0	0	3,500	0	-3,500	-100.00%
STREET OPENING PERMITS	46,855	35,875	25,000	30,000	30,000	0	0.00%
URBAN RURAL INITIATIVE PAYMENT	316,580	314,240	362,388	314,240	314,240	0	0.00%
PUBLIC WORKS	369,055	681,629	392,442	358,751	353,290	-5,461	-1.52%
REIMBURSEMENT	321	2,743	2,700	1,000	2,700	1,700	170.00%
UTILITIES	321	2,743	2,700	1,000	2,700	1,700	170.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 PROPOSED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
GENERAL FUND REVENUE							
PROPERTY TAXES	14,268,164	13,261,671	14,058,168	14,058,168	15,583,413	1,525,245	10.85%
GENERAL PURPOSE AID STATE	14,303,502	15,541,530	15,737,114	15,737,114	16,120,912	383,798	2.44%
ADULT EDUCATION FUND BALANCE	-	-	-	-	80,000	80,000	100.00%
ADULT EDUCATION REGISTRATION FEES	5,500	1,725	105	13,000	13,000	0	0.00%
ADULT EDUCATION STATE	228,804	234,798	224,415	224,570	245,091	20,521	9.14%
ADULT EDUCATION TEXTBOOKS	3,000	180	149	6,000	6,000	0	0.00%
CTE STATE SUBSIDY	2,416,541	2,515,993	2,651,180	2,651,180	2,680,454	29,274	1.10%
CTE FUND BALANCE	147,730	43,938	141,011	141,011	386,984	245,973	174.44%
EFFICENCY	0	0	0	0	0	0	0.00%
E-RATE REIMBURSEMENT	275,000	223,584	8,608	212,000	10,000	-202,000	-95.28%
FACILITY USE	15,000	9,904	30,515	15,000	20,000	5,000	33.33%
MEDICAID REIMBURSEMENT	-	47,852	63,845	65,000	40,000	-25,000	-38.46%
MISCELLANEOUS	15,000	1,506	-	15,000	203,500	188,500	1256.67%
NBPTS SALARY SUPPLEMENT	12,800	22,000	15,000	16,000	20,000	4,000	25.00%
PROPERTY SOLD	0	2,364	2,671	0	0	0	0.00%
RECEIPTS - HIGH SCHOOL	2,000	499	311	2,000	500	-1,500	-75.00%
REGULAR TUITION	310,000	459,943	415,970	275,000	400,000	125,000	45.45%
SALES & REFUNDS	-	42,067	1,682	0	2,000	2,000	0.00%
SCHOOL FUND BALANCE	1,308,574	0	3,035,600	3,035,600	3,161,531	125,931	4.15%
SECONDARY CO & EXTRA CURRICULAR	-	6,420	9,784	0	0	0	0.00%
SECONDARY REVENUE	2,000	-	798	0	0	0	0.00%
TRANSFER FROM ADULT ED	40,000	0	40,000	60,000	66,299	6,299	10.50%
TRANSPORTATION	-	1,000	6,215	0	0	0	0.00%
TUITION - STATE AGENCY	60,000	48,972	7,060	60,000	30,000	-30,000	-50.00%
TUITION SPECIAL EDUCATION SERVICE	16,000	72,820	80,239	25,000	50,000	25,000	100.00%
EDUCATION	33,429,615	32,538,766	36,530,440	36,611,643	39,119,684	2,508,041	6.85%
TOTAL GENERAL FUND REVENUE	70,476,924	71,773,139	79,451,494	78,838,757	84,641,548	5,802,790	7.36%

EXPENDITURES BY CATEGORY



EXPENDITURE BY FUNCTION



	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
GENERAL FUND EXPENDITURES							
LEGISLATIVE AND EXECUTIVE	1,582,809	1,787,029	2,074,919	1,934,292	2,376,414	442,122	22.86%
FINANCE AND ADMINISTRATION	1,201,065	1,191,987	1,482,012	1,459,480	1,693,217	233,737	16.02%
DEVELOPMENT SERVICES	2,005,603	2,048,666	2,589,636	2,858,128	3,038,351	180,223	6.31%
COMMUNITY SERVICES	3,073,410	3,286,011	3,490,588	3,491,742	3,943,155	451,413	12.93%
PUBLIC SAFETY	11,854,541	12,836,244	13,828,724	14,232,642	15,608,394	1,375,752	9.67%
PUBLIC WORKS	3,897,758	5,045,297	5,627,066	6,165,379	7,114,073	948,694	15.39%
UTILITIES	2,335,612	2,514,446	2,585,024	3,176,514	3,163,109	-13,405	-0.42%
INSURANCE AND RETIREE BENEFITS	2,651,382	2,688,825	2,696,142	2,762,591	2,885,263	122,672	4.44%
SERIAL BONDS AND NOTES	3,403,477	3,880,892	4,020,370	5,225,545	5,699,887	474,342	9.08%
COUNTY TAX	1,861,861	2,002,854	2,143,232	2,143,232	3,014,449	871,217	40.65%
EDUCATION	31,610,014	31,599,707	35,417,587	36,611,643	39,119,684	2,508,041	6.85%
TOTAL GENERAL FUND EXPENDITURES	65,477,532	68,881,956	75,955,299	80,061,188	87,655,997	7,594,809	9.49%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
LEGISLATIVE AND EXECUTIVE							
MAYOR AND COUNCIL	28,661	28,796	30,716	30,560	30,669	109	0.36%
CITY MANAGER	417,821	344,178	449,540	345,112	552,418	207,306	60.07%
CORPORATION COUNSEL	186,104	149,653	190,642	136,005	166,500	30,495	22.42%
UNCLASSIFIED	147,538	144,248	167,793	158,276	160,776	2,500	1.58%
CONTINGENCY	50,626	12,778	57,278	55,000	65,000	10,000	18.18%
COMMUNICATION & MARKETING	0	110,287	123,100	123,100	129,809	6,709	5%
INFORMATION SYSTEMS	606,780	833,280	839,937	866,194	881,221	15,027	1.73%
HUMAN RESOURCE	145,280	163,809	215,913	220,045	380,021	159,976	72.70%
TOTAL LEGISLATIVE AND EXECUTIVE	1,582,809	1,787,029	2,074,919	1,934,292	2,366,414	432,122	22.34%

Purpose/Mission Statement

Per City Charter, the mayor is recognized as the official head of the City and presides at all meetings of the City Council. The mayor provides leadership at all Council meetings, represents the City before other governmental agencies, appoints such committees as may be required to aid the Council in effectively governing the City and coordinates Council activities to provide direction in the public interest. The mayor appoints all Council committees and represents the City at numerous civic events and private/public occasions throughout the year. The mayor may also establish special committees of Council as necessary.

The Augusta City Council is composed of nine elected citizens, including the mayor, who oversee all City government activities. The City Council establishes the legislative policies of the City, adopts and amends ordinances and local laws as necessary for proper management of the city government, provides for the exercise of all powers of local government vested in the City by Charter or State law, appropriates municipal resources and sets the tax rate for the provision of public services, and confirms appointments of qualified persons to vacancies on City Boards and Commissions. The Council deals with legislative matters as a body and its policy decisions are implemented through the City Manager's Office.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
MAYOR AND COUNCIL							
SALARIES - REG. EMPL.	22,200	22,200	22,200	22,200	22,200	0	0.00%
FRINGE BENEFITS	1,826	1,883	1,881	1,775	1,884	109	6.14%
	24,026	24,083	24,081	23,975	24,084	109	0.45%
PRNT.,BNDG., STATIONERY	385	317	250	250	250	0	0.00%
POSTAGE	67	7	20	20	20	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	45	111	2,205	2,205	2,205	0	0.00%
SUB., TXTB., PERIODICALS	0	0	100	100	100	0	0.00%
CONTRACTED SERVICES	2,356	3,358	3,060	3,060	3,060	0	0.00%
	2,853	3,793	5,635	5,635	5,635	0	0.00%
OFFICE SUPPLIES	555	533	500	450	450	0	0.00%
PRINTING & REPRODUCTION	334	387	500	500	500	0	0.00%
	889	920	1,000	950	950	0	0.00%
COMPUTER EQUIPMENT	893	0	0	0	0	0	0.00%
	893	0	0	0	0	0	0.00%
TOTAL MAYOR AND COUNCIL	28,661	28,796	30,716	30,560	30,669	109	0.36%

Purpose/Mission Statement

The City Manager is appointed by and responsible to the City Council, is the Chief Executive Officer and Purchasing Agent of the City and is responsible for implementing/executing all policies established by the City Council, keeping the Council advised on administrative and fiscal matters, and for the general administration of City operations. For purposes of oversight and administration of and to access information at the Police and Fire Bureaus, the City Manager also serves as the Public Safety Director without additional compensation.

The Assistant City Manager oversees the Bureau of Information Systems and Human Resources. These two bureaus as well as the Communications and Marketing Bureau are part of the City Manager's office and budgeted in the executive line.

Goals and Objectives

Supporting the corresponding efforts of various City departments, the City Manager and Assistant City Manager intend to emphasize the following:

- Redevelopment of the former Statler Tissue Mill site
- Personnel recruitment activities designed to provide for thoughtful succession planning for key administrative positions
- Enhanced public/community relations efforts including an upgraded City web presence
- Achieve 2024 Council Goals: economic development, Civic Center improvements, street maintenance, housing initiatives, and adoption of the comprehensive plan

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CITY MANAGER							
SALARIES - REG. EMPL.	302,137	238,262	326,670	247,262	407,178	159,916	64.67%
SALARIES-PARTTIME/TEMP	0	0	0	0	0	0	0.00%
HEALTH BENEFITS	46,461	31,339	45,363	35,515	62,688	27,173	76.51%
FRINGE BENEFITS	48,760	39,419	51,196	42,357	62,054	19,697	46.50%
	397,358	309,020	423,229	325,134	531,920	206,786	63.60%
PRNT.,BNDG., STATIONERY	84	0	691	691	691	0	0.00%
ADVERTISING SERVICES	151	0	55	55	55	0	0.00%
POSTAGE	122	34	500	500	500	0	0.00%
TELEPHONE	1,086	1,354	1,104	1,104	1,104	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	6,105	5,156	7,200	7,200	7,200	0	0.00%
TRAINING	225	0	1,550	300	300	0	0.00%
SUB., TXTB., PERIODICALS	429	418	435	402	402	0	0.00%
MOTOR POOL	2,298	0	0	0	0	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	2,218	2,554	2,212	2,212	2,212	0	0.00%
CONTRACTED SERVICES	1,706	23,170	8,280	3,230	3,750	520	16.10%
	14,424	32,686	22,027	15,694	16,214	520	3.31%
OFFICE SUPPLIES	4,487	937	1,000	1,000	1,000	0	0.00%
PRINTING & REPRODUCTION	4	17	500	500	500	0	0.00%
GASOLINE,OIL & LUBRICANT	134	0	0	0	0	0	0.00%
	4,625	954	1,500	1,500	1,500	0	0.00%
DUES & MEMBERSHIPS	1,414	1,518	2,784	2,784	2,784	0	0.00%
	1,414	1,518	2,784	2,784	2,784	0	0.00%
TOTAL CITY MANAGER	417,821	344,178	449,540	345,112	552,418	207,306	60.07%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CORPORATION COUNSEL							
BASE RETAINER	44,867	51,635	52,800	52,800	54,000	1,200	2.27%
GENERAL SERVICES	141,238	98,018	137,842	83,205	112,500	29,295	35.21%
	186,104	149,653	190,642	136,005	166,500	30,495	22.42%
TOTAL CORPORATION COUNSEL	186,104	149,653	190,642	136,005	166,500	30,495	22.42%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
UNCLASSIFIED							
REPORTS AND AUDITS	55,000	54,000	57,000	56,000	57,000	1,000	1.79%
POSTAGE	8	0	10	10	10	0	0.00%
TELECOMMUNICATION	25,882	25,942	25,924	25,924	25,924	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	1,588	1,544	3,752	3,752	3,752	0	0.00%
CONTRACTED SERVICES	5,715	3,413	6,573	4,220	5,720	1,500	35.55%
	88,194	84,899	93,259	89,906	92,406	2,500	2.78%
OFFICE SUPPLIES	170	297	700	700	700	0	0.00%
	170	297	700	700	700	0	0.00%
DUES & MEMBERSHIPS	22,718	23,357	26,420	26,420	26,420	0	0.00%
SUBSIDIES/CONTRIBUTIONS	34,500	34,500	35,250	35,250	35,250	0	0.00%
OTHER FIXED CHARGES	1,956	1,195	12,164	6,000	6,000	0	0.00%
	59,174	59,052	73,834	67,670	67,670	0	0.00%
TOTAL UNCLASSIFIED	147,538	144,248	167,793	158,276	160,776	2,500	1.58%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CONTINGENCY							
CONTRACTED SERVICES	15,416	5,641	47,278	45,000	55,000	10,000	22.22%
	15,416	5,641	47,278	45,000	55,000	10,000	22.22%
CONTRACTED SERVICES - MANAGER	15,210	7,137	10,000	10,000	10,000	0	0.00%
	15,210	7,137	10,000	10,000	10,000	0	0.00%
CONTRACTED SERVICES - BICENTENNIAL	20,000	0	0	0	0	0	0.00%
	20,000	0	0	0	0	0	0.00%
TOTAL CONTINGENCY	50,626	12,778	57,278	55,000	65,000	10,000	18.18%

Purpose and Mission Statement

The Bureau of Communications and Marketing's principal responsibility is to support, guide, and manage communication functions in the City organization. The mission of the Bureau is to foster and support a high level of trust in Augusta's City government among residents, business owners, visitors, and other key stakeholders via communication mediums.

Goals and Objectives

Lead strategic communications efforts.

- Work directly with stakeholders, department directors, and bureau heads to ensure that communication and outreach efforts, objectives, and outcomes align with the strategic goals of the organization and promote community understanding.

Create opportunity for stakeholder participation and collaboration.

- Encourage engagement through audience appropriate, two-way communication with an opportunity for constructive feedback.

Provide open and timely communications.

- Share timely, accurate, non-biased information through a variety of communication channels.

Reconstruction of web services (e.g. website, alert system, and newsletter)

- Continuation of work with JesseJames Creative (hired vendor) on design, content collection, and implementation of the new website.

Reinforce our brand identify "A Capital Opportunity."

- Develop consistent messaging that builds, solidifies, and unifies the City's brand strategies. This entails consolidation of social media pages, creation of website and social media posting policy and procedure, and identifying primary and complimentary colors, and universal font for all materials.

Provide measurements of progress and success

- Track metrics to evaluate communication efforts and effectiveness in order to guide future communications initiatives. Specifically improving tracking analytics of our city website and press creation, inquires, etc.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
COMMUNICATION & MARKETING							
SALARIES - REG. EMPL.	0	79,522	81,744	81,744	86,217	4,473	5.47%
HEALTH BENEFITS	0	20,206	22,333	22,333	24,157	1,824	8.17%
FRINGE BENEFITS	0	9,161	9,523	9,523	9,935	412	4.33%
	0	108,889	113,600	113,600	120,309	6,709	5.91%
ADVERTISING SERVICES	0	800	6,800	6,800	6,800	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	0	198	750	750	750	0	0.00%
TRAINING	0		250	250	250	0	0.00%
	0	998	7,800	7,800	7,800	0	0.00%
OFFICE SUPPLIES	0	0	100	100	100	0	0.00%
	0	0	100	100	100	0	0.00%
DUES & MEMBERSHIPS	0	400	500	500	500	0	0.00%
	0	400	500	500	500	0	0.00%
COMPUTER SOFTWARE	0	0	1,100	1,100	1,100	0	0.00%
	0	0	1,100	1,100	1,100	0	0.00%
TOTAL COMMUNICATION & MARKETING	0	110,287	123,100	123,100	129,809	6,709	5.45%

Purpose/Mission Statement

The Purpose of the Information Systems Bureau is to provide services and infrastructure support to all departments in City Government and the School Department with the effective use of technology. A large portion of our time is spent planning, designing, purchasing and installing critical systems. That, combined with daily end user support keeps our six-member team busy. We have also been stressing both infrastructure and end user security in an effort to address outside intrusions.

Goals and Objectives

The main goal is to provide client services to all City Bureaus.

- Ensure cyber security through technology and training.
- Support all end user computer equipment (City & Schools 2800+ computers).
- Support all computer infrastructure tying our 18 + buildings together.
- Support all City radio communication systems.
- Support all City/School phone systems.
- Continue long-range planning necessary to maintain/replace network systems.
- Provide 24/7 support to mission-critical equipment and end users such as dispatch, police, fire and public works staff.
- Maintain, patch, and upgrade all hardware devices and software solutions.
- Follow procurement procedures to acquire new equipment.
- Train end users on safe and unsafe practices on the network.
- Support and facilitate Council Goals that clearly fall into I.T. functions.
- Continue to make sure the department is remaining compliant with all software copyrights and regulations.

Identify areas where technology can be used to improve performance.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
INFORMATION SYSTEMS							
SALARIES - REG. EMPL.	285,116	316,857	310,110	363,095	337,816	-25,279	-6.96%
SALARIES-PARTTIME/TEMP	1,900	0	0	0	0	0	0.00%
OVERTIME	3,891	2,276	2,500	2,500	2,500	0	0.00%
HEALTH BENEFITS	67,559	81,835	80,598	80,598	101,708	21,110	26.19%
FRINGE BENEFITS	31,983	38,357	36,249	36,249	35,893	-356	-0.98%
	390,449	439,325	429,457	482,442	477,917	-4,525	-0.94%
POSTAGE	0	46	35	35	35	0	0.00%
TELEPHONE	4,861	4,623	2,200	1,680	1,680	0	0.00%
WEB SITE DEVELOPMENT	10,707	4,346	7,800	7,800	7,800	0	0.00%
TRAINING	2,730	2,205	6,000	9,000	6,000	-3,000	-33.33%
MILEAGE REIMBURSEMENT	1,313	1,539	1,500	2,500	2,500	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	163,342	160,075	203,049	203,049	204,009	960	0.47%
CONTRACTED SERVICES	619	590	4,250	4,250	8,450	4,200	98.82%
	183,572	173,424	224,834	228,314	230,474	2,160	0.95%
OFFICE SUPPLIES	7,345	5,077	6,950	6,950	6,950	0	0.00%
PRINTING & REPRODUCTION	101	41	35	35	35	0	0.00%
	7,446	5,118	6,985	6,985	6,985	0	0.00%
LEASE	5,423	5,423	5,423	5,423	0	-5,423	-100.00%
	5,423	5,423	5,423	5,423	0	-5,423	-100.00%
COMPUTER SOFTWARE	6,758	98,506	109,000	79,030	101,845	22,815	28.87%
COMPUTER HARDWARE	13,132	111,484	64,238	64,000	64,000	0	0.00%
	19,889	209,990	173,238	143,030	165,845	22,815	15.95%
TOTAL INFORMATION SYSTEMS	606,780	833,280	839,937	866,194	881,221	15,027	1.73%

Program/Service Description

The City of Augusta Human Resources Bureau is responsible for employee recruitment, compensation and benefits, employee training and development, and records management. In addition to these services, we provide the following to the City of Augusta: supervisory counseling, employee relations, labor relations and collective bargaining, and employee health and safety.

Mission

We are dedicated to exemplary customer service to our employees, managers and the community in support of the public service mission of the City of Augusta. We strive to continuously enhance the strategies and programs that will attract, retain and motivate a work force of the best-qualified people whose diversity and skills contribute to and sustain the City.

Goals

- Establish trusting relationships and maintain open communication with employees in all levels of the City organization by being approachable so that employees are comfortable discussing and resolving work-related issues informally whenever possible.
- Assist managers in their efforts to attract, recruit, and retain staff by utilizing hiring and staff development strategies that produce skilled, motivated and dedicated City employees and retention strategies to offer career progression opportunities whenever possible.
- Continue to research and implement ways to control the cost of benefits and remain informed regarding new regulations while maintaining strong benefits coverage for employees.
- Provide information to employees about their available benefit options as well as the total value of the employee's benefits and compensation.
- Leverage technology as a resource to provide training, access to records, benefits, and policies as applicable.
- Maximize resources by looking for opportunities to work with other communities to provide skills training for management staff in order to develop the City's future leaders.
- Ensure compliance with all applicable labor laws and provide a work environment that is conducive to professionalism and high-quality performance.
- Focus on employee engagement by providing educational resources to improve health and safety resulting in a safer and healthier workforce, maintaining low workers compensation costs and verify that mandated compliance standards are being met.
- Resume the Safety Program for the City of Augusta.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
HUMAN RESOURCES							
SALARIES - REG. EMPL.	91,747	114,115	123,603	121,535	232,299	110,764	91.14%
SALARIES - PARTTIME/TEMP	0	0	0	0	0	0	0.00%
OVERTIME	11	0	0	800	500	-300	-37.50%
HEALTH BENEFITS	19,191	20,005	21,816	21,816	59,615	37,799	173.26%
FRINGE BENEFITS	10,531	13,242	14,101	14,101	26,511	12,410	88.01%
	121,480	147,362	159,520	158,252	318,925	160,673	101.53%
PRNT.,BNDG., STATIONERY	227	504	700	950	950	0	0.00%
ADVERTISING SERVICES	8,013	584	7,700	11,000	11,000	0	0.00%
POSTAGE	408	498	400	750	750	0	0.00%
TELEPHONE	166	0	840	840	840	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	508	1,933	2,270	2,270	2,270	0	0.00%
TRAINING	3,888	963	4,000	5,000	5,000	0	0.00%
SUB., TXTB., PERIODICALS	0	0	50	250	250	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	946	994	900	1,000	1,000	0	0.00%
CONTRACTED SERVICES	7,675	4,021	35,345	35,345	34,648	-697	-1.97%
	21,831	9,498	52,205	57,405	56,708	-697	-1.21%
OFFICE SUPPLIES	1,414	5,696	1,100	1,100	1,100	0	0.00%
PRINTING & REPRODUCTION	18	654	500	700	700	0	0.00%
	1,432	6,350	1,600	1,800	1,800	0	0.00%
DUES & MEMBERSHIPS	537	599	2,588	2,588	2,588	0	0.00%
	537	599	2,588	2,588	2,588	0	0.00%
TOTAL HUMAN RESOURCES	145,280	163,809	215,913	220,045	380,021	159,976	72.70%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
FINANCE AND ADMINISTRATION							
ADMINISTRATION AND AUDIT	364,992	324,093	407,281	404,095	439,978	35,883	8.88%
CTY CLERK TREASURY TAX COLLECTOR	519,053	551,660	613,112	610,024	689,022	78,998	12.95%
REGISTRATION AND ELECTIONS	76,679	47,733	118,056	118,978	107,302	-11,677	-9.81%
ASSESSOR	240,341	268,501	343,563	326,383	331,915	5,532	1.69%
TOTAL FINANCE AND ADMINISTRATION	1,201,065	1,191,987	1,482,012	1,459,480	1,568,217	108,737	7.45%

Purpose/Mission Statement

The Director of Finance and Administration is the chief financial and administrative officer of the City and is responsible for directing accounting, budgeting, collection, treasury management and assessing. The Director also plays a key role in the development of the annual budget.

The primary function of the Audit Bureau is to maintain proper internal controls on all City transactions. The Bureau processes all municipal purchase orders, accounts payables, payroll and non-tax account receivables. In addition, the Bureau is responsible for fixed assets, reconciling bank accounts, bonds, tax increment financing payments, electronic payments, preparation of the budget, monthly, quarterly and yearly financial reporting and year-end preparation for the annual independent financial audit.

Goals and Objectives

- Continue to receive clean audits.
- Support and facilitate Council Goals for 2024 that clearly fall into our functions.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
ADMINISTRATION AND AUDIT							
SALARIES - REG. EMPL.	283,797	232,061	312,056	309,798	336,961	27,163	8.77%
SALARIES - PARTTIME/TEMP	4,421	0	0	0	0	0	0.00%
OVERTIME	0	172	0	0	0	0	0.00%
HEALTH BENEFITS	35,409	33,059	45,866	45,866	51,696	5,830	12.71%
FRINGE BENEFITS	32,066	26,816	36,900	36,091	38,762	2,671	7.40%
	355,692	292,108	394,822	391,755	427,419	35,664	9.10%
ADVERTISING SERVICES	0	0	0	0	0	0	100.00%
POSTAGE	1,909	2,072	2,392	2,392	2,392	0	0.00%
TELEPHONE	0	0	0	420	0	-420	-100.00%
TRAVEL EXPENSE AND CONFERENCES	0	1,906	2,200	1,530	2,000	470	30.72%
TRAINING	2,325	1,844	2,540	2,540	2,540	0	0.00%
MILEAGE REIMBURSEMENT	52	68	80	80	80	0	0.00%
SUB, TXTB, PERIODICALS	0	0	0	100	100	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	2,251	2,255	2,282	2,113	2,282	169	8.00%
CONTRACTED SERVICES	204	21,280	245	245	245	0	0.00%
	6,741	29,425	9,739	9,420	9,639	219	2.32%
OFFICE SUPPLIES	728	922	830	830	830	0	0.00%
PRINTING & REPRODUCTION	1,052	1,005	1,250	1,250	1,250	0	0.00%
BOOKS & SUBSCRIPTIONS	179	0	0	200	200	0	0.00%
	1,959	1,927	2,080	2,280	2,280	0	0.00%
DUES & MEMBERSHIPS	600	633	640	640	640	0	0.00%
	600	633	640	640	640	0	0.00%
TOTAL ADMINISTRATION AND AUDIT	364,992	324,093	407,281	404,095	439,978	35,883	8.88%

Purpose/Mission Statement

The office of the City Clerk is the official keeper of city records. The clerk's position is required by state statutes and by City Charter and Code of Ordinance. The office of the Tax Collector receives all payments for taxes and other various revenues for the city. The City Clerk and Tax Collector's offices are merged to provide stream-lined customer service and cost savings to the citizens of Augusta.

This Bureau collects revenues and provides services for the following: vehicle registrations, excise, notarize documents, land fill permits, general billing, real estate and personal property taxes, the collection of all past due taxes and fees owed to the City. This Bureau issues business permits/licenses for such activities as food services, liquor licenses, entertainment, taxi drivers, pawn shops, and sole proprietors. As an agent for the State Department of Inland Fisheries and Wildlife, we issue hunting, fishing, snow sled, ATV and boat licenses; Animal Welfare, issuing dog licenses; Vital Statistics issuing birth, marriage and death certificates along with marriage licenses and burial permits. This Bureau is responsible for the preparation and conduction of all elections, in accordance with state, federal, county and city laws, rules and regulations.

As keeper of the records, this office archives and cares for these vital records, which date back to the late 1700's. The City Clerk's Office is also the conduit to the public's elected officials. City Council Business Meeting agendas and minutes, Council orders, ordinances and journals are prepared, distributed, filed and archived by the office. We act as the research center to the City whereby staff and the public can conduct public records research dating to the late 1700s, including voting records for all elections and genealogy research.

Goals and Objectives

The Bureau has a full staff, consisting of the City Clerk/Tax Collector, two Clerk II's, and four Clerk I's. All of whom have one goal to provide excellent customer service. We will continue ongoing cross training all office staff. We will review services to be certain all cost reduction processes are in place and to maintain the integrity of City's records and revenues in the most profitable and secure means available.

The Bureau will conduct two elections in FY2025. The first on November 5, 2024, a presidential primary, city candidate election and possibly city referendum; the second on June 10, 2025, a school budget validation referendum, possibly a city referendum and a potential state referendum election.

FINANCE

CLERK AND TREASURER'S OFFICE

This Bureau currently uses the MUNIS software system for all services. We will be looking into changing the software to include the TRIO software system for transactions like motor vehicle registrations and dog licensing as it is a more streamline and efficient system. The two systems can bridge information required by Audit for financial reconciliation. The Bureau of Motor Vehicles does not offer support with issues that arise with transactions done in MUNIS. They do offer support with TRIO.

This Bureau currently processes and mails out two tax billing notices. One billing in August showing the annual amount with the first installment due in September and one billing in January showing the second installment due in March. With the increase in supply costs and service fees, we are researching a new billing process of one tax billing cycle in August showing the annual amount and two tear-offs at the bottom of the page showing the first and second installments due. This is comparable to many other municipalities. This would save the City approximately \$10,000 per year.

We are suggesting a reclassification to the Clerk II title and job description to be one Deputy City Clerk and one Deputy Tax Collector. The City Clerk & Tax Collector also serves as the Bureau Head which can be time consuming. The benefit of a Deputy City Clerk and a Deputy Tax Collector would be a more efficiency and the division of some of the duties as well as experience in the office to complete tasks and address issues related to the position. Many larger Municipalities similar to Augusta as well as some smaller, have two separate Departments, one for the Tax Office and one for the City Clerk's Office.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CITY CLERK/TREASURY/TAX COLLECTOR							
SALARIES - REG. EMPL.	326,740	358,952	387,801	386,393	427,546	41,153	10.65%
SALARIES - PARTTIME/TEMP	0	0	0	0	0	0	0.00%
OVERTIME	1,070	555	4,000	4,000	4,000	0	0.00%
HEALTH BENEFITS	108,662	103,911	116,148	116,946	130,464	13,518	11.56%
FRINGE BENEFITS	38,143	41,575	45,481	45,481	49,869	4,388	9.65%
	474,615	504,993	553,430	552,820	611,879	59,059	10.68%
PRNT.,BNDG., STATIONERY	5,897	4,795	7,500	6,625	8,450	1,825	27.55%
ADVERTISING SERVICES	807	0	2,400	2,400	2,400	0	0.00%
POSTAGE	16,186	17,076	16,000	14,925	29,985	15,060	100.90%
TRAVEL EXPENSE AND CONFERENCES	0	100	500	500	500	0	0.00%
TRAINING	689	365	1,250	1,250	1,770	520	41.60%
MILEAGE REIMBURSEMENT	0	45	500	200	400	200	100.00%
SUB., TXTB., PERIODICALS	362	395	417	595	630	35	5.88%
SERVICE FEES	6,466	9,114	9,840	9,840	10,904	1,064	10.81%
REPAIRS AND MAINT. OF EQUIPMENT	1,631	1,801	2,300	1,878	1,878	0	0.00%
LIEN RECORDING/DISCHARGE	10,032	9,766	15,200	15,200	15,200	0	0.00%
CONTRACTED SERVICES	485	225	400	516	516	0	0.00%
	42,555	43,682	56,307	53,929	72,633	18,704	34.68%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CITY CLERK/TREASURY/TAX COLLECTOR							
OFFICE SUPPLIES	1,107	1,675	1,900	1,900	2,050	150	7.89%
PRINTING & REPRODUCTION	464	96	200	100	150	50	50.00%
	1,571	1,771	2,100	2,000	2,200	200	10.00%
DUES & MEMBERSHIPS	312	255	275	275	310	35	12.73%
	312	255	275	275	310	35	12.73%
OFFICE EQUIPMENT	0	959	1,000	1,000	2,000	1,000	100.00%
	0	959	1,000	1,000	2,000	1,000	100.00%
TOTAL CITY CLERK TREASURY TAX COLLECTOR	519,053	551,660	613,112	610,024	689,022	78,998	12.95%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
REGISTRATION AND ELECTIONS							
SALARIES - REG. EMPL.	933	2,645	2,910	2,200	0	-2,200	-100.00%
SALARIES-PARTTIME/TEMP	33,352	18,426	58,449	58,449	43,072	-15,377	-26.31%
OVERTIME	6,252	3,571	5,000	3,500	3,500	0	0.00%
HEALTH BENEFITS	0	0	0	0	0	0	0.00%
FRINGE BENEFITS	1,062	1,147	1,000	5,019	3,693	-1,326	-26.42%
	41,599	25,789	67,359	69,168	50,265	-18,903	-27.33%
PRNT.,BNDG., STATIONERY	7,821	5,283	11,504	10,000	15,050	5,050	50.50%
ADVERTISING SERVICES	5,473	2,052	3,000	3,000	2,000	-1,000	-33.33%
POSTAGE	1,165	1,796	8,000	12,350	16,250	3,900	31.58%
TRAINING	360	520	820	820	900	80	9.76%
MOTOR POOL	69	28	1,470	1,470	2,092	622	42.31%
REPAIRS AND MAINT. OF EQUIPMENT	8,579	3,979	8,733	7,000	8,000	1,000	14.29%
CONTRACTED SERVICES	2,864	2,913	6,820	6,820	6,720	-100	-1.47%
	26,331	16,571	40,347	41,460	51,012	9,552	23.04%
OFFICE SUPPLIES	250	1,010	1,500	1,500	1,200	-300	-20.00%
PRINTING & REPRODUCTION	2,080	1,290	3,500	1,500	1,000	-500	-33.33%
GASOLINE,OIL & LUBRICANT	19	73	450	450	425	-26	-5.67%
	2,349	2,373	5,450	3,450	2,625	-826	-23.93%
EQUIPMENT RENTAL & STORAGE	6,400	3,000	4,900	4,900	3,400	-1,500	-30.61%
	6,400	3,000	4,900	4,900	3,400	-1,500	-30.61%
TOTAL REGISTRATION AND ELECTIONS	76,679	47,733	118,056	118,978	107,302	-11,677	-9.81%

Purpose/Mission Statement

The Bureau of Assessing is responsible for general property tax administration in Augusta. The property tax is the major source of revenue for Maine municipalities and in Augusta, a large percentage of the revenue needed to fund services comes from the property tax. In Fiscal year 2024, 48% of the budget came from taxes levied on real estate and personal property.

Program/Service Descriptions

Specific administrative responsibilities carried out by the two full time and one part time staff include the ongoing task of identifying property subject to taxation, determining the assessed value of real estate and business personal property, records maintenance including property ownership and personal exemptions and generating tax bills. In the last commitment, 8,429 real estate and 1,032 personal property tax bills were mailed to Augusta taxpayers.

A key objective of this office is to properly allocate the tax burden and to see that no one ends up paying more than their fair share. One way we monitor for equity and uniformity within the tax system is through sales ratio analysis. Since the property tax is a market value tax, the constant comparison of sale prices to assessed values allows us to measure changes in value within and between groups and different classes of properties.

Local governments derive their authority to levy property taxes from the State, which is responsible for establishing tax policy. The State requires municipal assessing units to meet certain minimum standards that are meant to achieve equitable assessments. Since 1979, municipalities have been subject to assessing standards requiring a 70% minimum assessment ratio and a maximum quality rating of 20 (36 M.R.S. § 327). Assessment ratios and quality ratings are the focal points of residential ratio studies conducted annually by the Property Tax Division in conjunction with the annual state valuation.

Goals and Objectives

An assessment ratio measures the average relationship between the market value of properties as measured by sales price and the local assessment for those properties. The assessment ratio for an entire municipality, determined by the state, takes into consideration all arms-length sales of residential property in that municipality. The ratio of a municipality's total taxable value to its state valuation (the state-equalized measure of the total taxable value of the municipality) is the measure used for computing the assessment ratio for purposes of assessing standards.

The City last updated the assessments of all taxable property in 2006 to more accurately reflect current market value at that time. The current assessments, based on the last sales analysis conducted by Maine Revenue Services, are averaging around 62% of recent sale prices, and we will need to perform a revaluation soon to meet the state's standards.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
ASSESSOR							
SALARIES - REG. EMPL.	170,266	188,125	252,163	228,305	226,985	-1,320	-0.58%
HEALTH BENEFITS	26,465	28,406	34,000	36,532	37,907	1,375	3.76%
FRINGE BENEFITS	18,555	20,147	26,123	24,805	26,322	1,517	6.12%
	215,286	236,678	312,286	289,642	291,214	1,572	0.54%
PRNT.,BNDG., STATIONERY	0	0	100	75	100	25	33.33%
POSTAGE	1,228	1,307	1,400	1,600	1,550	-50	-3.13%
TELEPHONE	191	848	305	305	305	0	0.00%
TRAINING	320	25	1,400	1,400	2,000	600	42.86%
MILEAGE REIMBURSEMENT	479	466	500	1,000	850	-150	-15.00%
SUB., TXTB., PERIODICALS	210	1,255	1,265	1,400	1,400	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	12,844	14,440	16,209	16,261	18,446	2,185	13.44%
CONTRACTED SERVICES	8,002	12,074	8,143	12,900	14,000	1,100	8.53%
	23,274	30,415	29,322	34,941	38,651	3,710	10.62%
OFFICE SUPPLIES	932	374	900	1,000	900	-100	-10.00%
PRINTING & REPRODUCTION	259	414	225	200	250	50	25.00%
	1,191	788	1,125	1,200	1,150	-50	-4.17%
DUES & MEMBERSHIPS	590	620	830	600	900	300	50.00%
	590	620	830	600	900	300	50.00%
TOTAL ASSESSOR	240,341	268,501	343,563	326,383	331,915	5,532	1.69%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 APPROVED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
DEVELOPMENT SERVICES							
ECONOMIC DEVELOPMENT	284,744	326,049	367,309	370,370	497,037	126,667	34.20%
PLANNING AND ADMINISTRATION	318,604	339,106	418,132	457,261	513,956	56,695	12.40%
HISTORICAL PRESERVATION	1,415	1,181	5,915	5,815	10,515	4,700	80.83%
CODE ENFORCEMENT	217,786	247,281	319,797	541,506	320,203	-221,303	-40.87%
FACILITIES MAINTENANCE	1,183,054	1,135,049	1,478,483	1,483,176	1,696,639	213,463	14.39%
TOTAL DEVELOPMENT SERVICES	2,005,603	2,048,666	2,589,636	2,858,128	3,038,351	180,223	6.31%

Purpose/Mission Statement

The Purpose of the Office of Economic Development is to provide services and programs that attract investment which enhances the city as a place to live and conduct business for its citizens.

Goals and Objectives

1. Continued availability to Augusta businesses to assess their needs and assist whenever possible.
2. Manage the City's business incentive program, including the administration of municipal tax increment financing (TIF), participation in the Community Development Block Grant program and state and federal grant opportunities.
3. Continue to promote the redevelopment of the downtown business district, as prioritized by the City Council.
4. Manage the dispensation of the City's tax acquired property and support the development of new housing in the community.
5. Identify opportunities and investors for the construction of new housing in the city.
6. Promote the redevelopment of the Kennebec Locke site.

Major Accomplishments

- Successfully initiated and extended funding for the Project Recovery program
- Sale/transfer of 25 Paterson Street property.
- Partnered with IF&W on cleanup of tax-acquired 1210 South Belfast Ave property.
- \$4M Front Street Resiliency Project grant applications selected for funding by congressional delegation.
- Quimby Business Park TIF approved by Council and DECD.
- Awarded \$500K EPA Brownfield Phase I grant.
- Malta Street Affordable Housing TIF and JS McCarthy VI Economic Development TIF both approved.
- Opening of Sand Hill Bagel Company.
- Ground-breaking at 99 Western Avenue – 38 units of designated-affordable, rental housing.
- Augusta was the first city in the state to join Efficiency Maine's C-PACE program.
- Hosted MaineBiz reception at Augusta Teen Center with over 100 attendees.
- High profile appearance on MaineLife Media discussing economic development opportunities in Augusta.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
ECONOMIC DEVELOPMENT							
SALARIES - REG. EMPL.	196,068	207,941	222,000	220,255	311,767	91,512	41.55%
OVERTIME	0	0	0	0	0	0	0.00%
HEALTH BENEFITS	26,403	28,347	25,325	31,087	56,250	25,163	80.94%
FRINGE BENEFITS	22,574	23,950	25,492	30,418	35,411	4,993	16.41%
	245,045	260,238	272,817	281,760	403,427	121,667	43.18%
PRNT.,BNDG., STATIONERY	204	0	200	200	200	0	0.00%
TECHNICAL SERVICES	0	0	2,500	2,500	2,500	0	0.00%
ADVERTISING SERVICES	4,067	3,707	5,000	5,000	5,000	0	0.00%
POSTAGE	357	57	450	450	450	0	0.00%
TELEPHONE	1397	582	216	0	0	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	2,085	3,395	5,000	5,000	5,000	0	0.00%
TRAINING	80	135	1,500	1,000	1,000	0	0.00%
MILEAGE REIMBURSEMENT	0	0	660	660	660	0	0.00%
MARKETING	1,275	4,766	9,000	9,000	9,000	0	0.00%
SUB., TXTB., PERIODICALS	250	828	700	700	700	0	0.00%
CONTRACTED SERVICES	28,461	50,930	67,166	62,000	62,000	0	0.00%
	38,176	64,400	92,392	86,510	86,510	0	0.00%
OFFICE SUPPLIES	608	960	800	800	800	0	0.00%
PRINTING & REPRODUCTION	175	221	300	300	300	0	0.00%
	783	1,181	1,100	1,100	1,100	0	0.00%
DUES & MEMBERSHIPS	230	0	1,000	1,000	1,000	0	0.00%
	230	0	1,000	1,000	1,000	0	0.00%
OFFICE EQUIPMENT	0	230	0	0	3,500	3,500	0.00%
COMPUTER HARDWARE	510	0	0	0	1,500	1,500	100.00%
	510	230	0	0	5,000	5,000	100.00%
TOTAL ECONOMIC DEVELOPMENT	284,744	326,049	367,309	370,370	497,037	126,667	34.20%

Purpose/Mission Statement

The purpose of the Administrative and Planning Bureaus are twofold:

- 1) To provide administrative and clerical services for the Bureaus of Planning, Code Enforcement, Facilities and Buildings, and Economic Development.
- 2) To provide professional land-use and strategic planning services to Augusta residents, taxpayers, City Council, Planning Board and City staff so that physical changes in the built environment reflect, to the largest degree possible, Augusta's aspirations and economic capacity.

Goals and Objectives

- Begin an in-depth analysis of the Land Use Ordinance for updates relating to the 2023 Comprehensive Plan and create an implementation schedule.
- Work on Council Goals for 2024 that clearly fall into the Planning Bureau's functions.
- Provide uniquely available expertise to other departments and Boards including site design, landscape architecture, transportation planning, cartographic needs, and project analyses that would otherwise require outside consultants.
- Provide services and coordination for applicants to appear before the Planning Board for project review including collaboration with Code Enforcement, Engineering, Police, Fire and the Greater Augusta Utility District.
- Work with city staff, developers, and state agencies on major planning efforts occurring in the city, including the Sand Hill revitalization plan, and other efforts that arise.
- Continue to work with Engineering on urban street projects to help improve the public spaces as street and sidewalk reconstruction happens.
- Review of concerns, questions and projects before the Traffic Calming Committee.
- Continue to digitize hard-copy maps, plans, building permits and older Planning Board projects to create an all-digital filing system.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PLANNING AND ADMINISTRATION							
SALARIES - REG. EMPL.	241,413	253,136	301,607	330,321	363,666	33,345	10.09%
HEALTH BENEFITS	35,830	43,258	60,000	65,511	80,755	15,244	23.27%
FRINGE BENEFITS	27,590	28,521	30,000	36,764	41,120	4,356	11.85%
	304,833	324,915	391,607	432,596	485,541	52,945	12.24%
PRNT.,BNDG., STATIONERY	659	160	800	1,000	1,000	0	0.00%
ADVERTISING SERVICES	7,587	8,063	7,000	7,000	7,000	0	0.00%
POSTAGE	454	759	1,000	1,000	1,000	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	952	372	5,000	5,000	5,000	0	0.00%
TRAINING	1,099	130	1,275	1,275	1,275	0	0.00%
MILEAGE REIMBURSEMENT	292	188	600	515	515	0	0.00%
SUB., TXTB., PERIODICALS	180	50	250	500	500	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	0	0	1100	1,100	1,100	0	0.00%
	11,223	9,722	17,025	17,390	17,390	0	0.00%
OFFICE SUPPLIES	1,117	1,669	1,700	1,900	1,900	0	0.00%
PRINTING & REPRODUCTION	0	72	0	500	500	0	0.00%
	1,117	1,741	1,700	2,400	2,400	0	0.00%
DUES & MEMBERSHIPS	1,118	1,447	1,500	1,500	2,250	750	50.00%
	1,118	1,447	1,500	1,500	2,250	750	50.00%
OFFICE EQUIPMENT	25	1,281	300	375	375	0	0.00%
COMPUTER HARDWARE	288	0	3,000	3,000	3,000	0	0.00%
COMPUTER SOFTWARE	0	0	3,000	0	3,000	3,000	0.00%
	313	1,281	6,300	3,375	6,375	3,000	88.89%
TOTAL PLANNING	318,604	339,106	418,132	457,261	513,956	56,695	12.40%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
HISTORICAL PRESERVATION							
PRNT.,BNDG., STATIONERY	0	0	200	200	200	0	0.00%
ADVERTISING SERVICES	415	99	200	200	3,000	2,800	1400.00%
POSTAGE	250	0	200	100	2,000	1,900	1900.00%
TRAVEL EXPENSE AND CONFERENCES	0	0	200	200	200	0	0.00%
TRAINING	50	0	50	50	50	0	0.00%
MILEAGE REIMBURSEMENT	0	0	50	50	50	0	0.00%
SUB., TXTB., PERIODICALS	0	0	0	0	0	0	0.00%
CONTRACTED SERVICES	700	1,082	4,575	4,575	4,575	0	0.00%
	<u>1,415</u>	<u>1,181</u>	<u>5,475</u>	<u>5,375</u>	<u>10,075</u>	<u>4,700</u>	<u>87.44%</u>
DUES & MEMBERSHIPS	0	0	440	440	440	0	0.00%
	<u>0</u>	<u>0</u>	<u>440</u>	<u>440</u>	<u>440</u>	<u>0</u>	<u>0.00%</u>
TOTAL HISTORICAL PRESERVATION	<u>1,415</u>	<u>1,181</u>	<u>5,915</u>	<u>5,815</u>	<u>10,515</u>	<u>4,700</u>	<u>80.83%</u>

Purpose/Mission Statement

The purpose of the Bureau of Code Enforcement is to manage the growth and improve the conditions of the built environment within the City of Augusta through the application of standards adopted for the safety and welfare of its citizens and businesses.

Goals and Objectives

- Existing staffing levels require careful prioritization of duties with Life Safety issues, then permit reviews and inspections, then property maintenance managed in that order. An additional staff member would enable more focus on property maintenance, an area of frequent concern by residents and Councilors.
- Maintain and improve a safe and sanitary housing stock through the application of state and municipal standards applicable to various housing types. The Code Enforcement Bureau has worked diligently to pursue violations of the City's Life Safety code. Verifying complaints and contacting owners with notices of deficiencies to affect timely and appropriate responses is a continuing effort. This effort is ongoing and is expected to ensure that the existing building conditions are safe for residents and first responders. Improvements to these efforts are anticipated.
- Continue to refine the construction permit process, which coordinates the application of standards adopted by the City Council and state and federal regulations applicable to the City of Augusta. Annually, the Code Enforcement staff receives and processes building and plumbing permit applications for projects totaling tens of million in value. These projects generate continual value for the taxpayers and provide locations where our residents will live, shop and work.
- Continue to enforce the Property Maintenance Ordinance and reduce the number of dilapidated, vacant, and dangerous buildings in an effort to beautify and improve the conditions of the City's neighborhoods and gateways.
- Maintain a technically proficient staff. The Code Enforcement staff completed routine training and maintained their familiarity with local, state and federal codes applicable to the City. During 2025, each code enforcement officer will become more proficient in all codes, rules, and laws they for which they are responsible by attending routine and advanced training classes and seminars as they become available.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CODE ENFORCEMENT							
SALARIES - REG. EMPL.	148,438	160,769	176,280	332,058	180,973	-151,085	-45.50%
HEALTH BENEFITS	39,170	41,831	47,360	96,085	53,687	-42,398	-44.13%
CONTRACTED BENEFITS	845	875	2,000	2,000	2,000	0	0.00%
FRINGE BENEFITS	17,327	18,603	20,042	37,248	25,932	-11,316	-30.38%
	205,780	222,078	245,682	467,391	262,592	-204,799	-43.82%
PRNT.,BNDG., STATIONERY	0	0	1,600	1,600	1,600	0	0.00%
ADVERTISING SERVICES	2,296	479	2,100	2,100	2,100	0	0.00%
POSTAGE	1,176	927	5,000	5,000	5,000	0	0.00%
TELEPHONE	1,428	1,619	2,500	2,500	2,000	-500	-20.00%
TRAVEL EXPENSE AND CONFERENCES	0	286	2,000	2,000	1,600	-400	-20.00%
TRAINING	1,225	1,355	2,500	2,500	2,000	-500	-20.00%
MILEAGE REIMBURSEMENT	2,112	2,410	6,190	6,190	3,590	-2,600	-42.00%
SUB., TXTB., PERIODICALS	136	895	5,125	5,125	5,350	225	4.39%
MOTOR POOL	2,667	0	2,000	2,000	5,371	3,371	168.56%
REPAIRS AND MAINT OF EQUIPMENT	213	14,500	1,200	1,200	1,000	-200	-16.67%
LAND USE VIOLATIONS	0	0	600	600	600	0	0.00%
CONTRACTED SERVICES	97	1,191	26,400	26,400	21,400	-5,000	-18.94%
	11,350	23,662	57,215	57,215	51,611	-5,604	-9.79%
OFFICE SUPPLIES	186	132	300	300	300	0	0.00%
	186	132	300	300	300	0	0.00%
DUES & MEMBERSHIPS	370	319	1,000	1,000	800	-200	-20.00%
	370	319	1,000	1,000	800	-200	-20.00%
OFFICE EQUIPMENT	100	1,090	15,600	15,600	4,900	-10,700	-68.59%
	100	1,090	15,600	15,600	4,900	-10,700	-68.59%
TOTAL CODE ENFORCEMENT	217,786	247,281	319,797	541,506	320,203	-221,303	-40.87%

This Bureau's purpose is to establish consistent, safe, and quality maintenance practices to and for the facilities and infrastructure systems overseen by this Bureau; to keep the facilities and systems in a good state of repair; to maintain a healthy clean environment, within the facilities, in which to work; to maintain fully functional systems; and to establish quality maintenance programs to accomplish these tasks.

The Facilities Bureau is responsible for the maintenance and upkeep of the facilities' Life Safety systems, the buildings heating/cooling mechanical systems, electrical equipment, plumbing systems, roof and structure, elevator equipment, emergency equipment, and general maintenance, as well as the street lighting, traffic signal systems, and the traffic signal communication infrastructure throughout the city. Through the efforts of this Bureau, the building occupants and the public benefit greatly from well-maintained facilities and systems. Additionally, the public benefits from the efforts of this bureau by reducing the need for replacement of the facilities and systems prematurely. This Bureau continues to strive for more consistently maintained facilities and systems through the use of combined efforts, pooled resources, and quality maintenance programs.

Goals and Objectives:

- Continue to revise existing contractual services to best provide the services necessary to maintain all new and existing equipment within all city facilities.
- Continue updating all on-going five-year repair and maintenance plans for each facility inclusive of routine maintenance work and capital improvement projects.
- Continue updating all on-going five-year repair and maintenance plans for each facility inclusive of routine maintenance work and capital improvement projects.
- Continue to provide guidance for the new Police Department Project to make sure we are using cost effective materials and mechanicals for maintenance purposes.
- Continue to work with MDOT on the upgrade to the traffic signal equipment at all intersections. Project will be ongoing throughout 2024.
- Continue to deliver projects on time and on budget.
- Invest additional funds into streetlight and Rectangular Rapid Flashing Beacon light maintenance to provide the best service possible for the City of Augusta.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
FACILITIES MAINTENANCE							
SALARIES - REG. EMPL.	454,560	474,839	518,500	560,916	636,382	75,466	13.45%
SALARIES-PARTTIME/TEMP	0	0	100	100	100	0	0.00%
OVERTIME	7,081	6,496	8,000	8,000	8,000	0	0.00%
HEALTH BENEFITS	83,611	70,666	79,000	79,780	121,964	42,184	52.87%
CONTRACT BENEFITS	0	2,000	1,400	0	6,400	6,400	0.00%
FRINGE BENEFITS	50,565	49,860	63,000	64,035	67,965	3,930	6.14%
	595,817	603,861	670,000	712,831	840,810	127,979	17.95%
ADVERTISING SERVICES	698	1,707	850	1,395	1,395	0	0.00%
POSTAGE	29	29	75	75	75	0	0.00%
TELEPHONE	26,687	26,250	16,815	16,815	16,815	0	0.00%
TRAFFIC SIGNALS	78,909	27,863	85,000	51,500	90,000	38,500	74.76%
TRAINING	693	120	850	5,000	5,000	0	0.00%
MILEAGE REIMBURSEMENT	1,511	731	800	1,188	1,188	0	0.00%
CITY CENTER EQUIP MAINT	19,340	34,223	46,000	48,575	48,067	-508	-1.05%
LIBRARY REPAIR/MAINT. EQUIP	18,563	11,733	34,132	33,848	35,389	1,541	4.55%
MOTOR POOL	24,694	22,636	24,702	24,702	35,151	10,449	42.30%
POLICE REPAIR/MAINT. EQUIP	19,485	16,448	24,294	23,935	24,720	785	3.28%
REPAIRS AND MAINT. OF EQUIPMENT - BUKER	15,541	11,460	23,000	23,300	26,198	2,898	12.44%
FIRE REPAIR/MAINT. OF EQUIPMENT	19,667	24,058	44,000	51,020	45,390	-5,630	-11.03%
CONTRACTED SERVICES	14,120	16,249	15,120	15,120	16,620	1,500	9.92%
PARKING GARAGE REPAIR/MAINT	2,957	3,497	30,000	32,100	36,100	4,000	12.46%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
FACILITIES MAINTENANCE							
CITY CENTER REPAIR BUILDING	38,711	16,649	52,600	52,600	61,000	8,400	15.97%
LIBRARY REPAIR/MAINT. BLD	13,502	13,632	32,000	29,600	34,800	5,200	17.57%
POLICE REPAIR/MAINT. BLDG	18,789	16,865	25,000	24,400	14,600	-9,800	-40.16%
FIRE REPAIR/MAINT. BLDG	22,207	24,844	32,000	23,000	37,500	14,500	63.04%
BUKER REPAIR/MAINT BLDG	8,987	11,941	36,000	28,050	39,500	11,450	40.82%
	<u>345,090</u>	<u>280,935</u>	<u>523,238</u>	<u>486,223</u>	<u>569,508</u>	<u>83,285</u>	<u>17.13%</u>
OFFICE SUPPLIES	576	734	500	500	500	0	0.00%
NATURAL GAS	98,190	104,366	126,028	126,028	126,028	0	0.00%
PROPANE	161	165	0	0	0	0	0.00%
GASOLINE,OIL & LUBRICANT	1,352	1,577	2,042	2,042	1,841	-201	-9.84%
WEARING APPAREL	2,515	3,428	3,800	3,800	0	-3,800	-100.00%
SMALL TOOLS & IMPLEMENTS	1,559	2,891	4,000	2,800	4,000	1,200	42.86%
CLEAN. & DISINFECT. SUP.	14,319	13,480	21,100	21,100	26,000	4,900	23.22%
CONSTRUCTION MATERIALS	0	0	1,000	1,000	1,100	100	10.00%
	<u>118,672</u>	<u>126,641</u>	<u>158,470</u>	<u>157,270</u>	<u>159,469</u>	<u>2,199</u>	<u>1.40%</u>
GENERAL REIMBURSEMENT	0	0	0	0	0	0	0.00%
LEASES	123,475	123,475	123,475	123,552	123,552	0	0.00%
	<u>123,475</u>	<u>123,475</u>	<u>123,475</u>	<u>123,552</u>	<u>123,552</u>	<u>0</u>	<u>0.00%</u>
EQUIPMENT	0	137	3,300	3,300	3,300	0	0.00%
	<u>0</u>	<u>137</u>	<u>3,300</u>	<u>3,300</u>	<u>3,300</u>	<u>0</u>	<u>0.00%</u>
TOTAL FACILITIES MAINTENANCE	<u>1,183,054</u>	<u>1,135,049</u>	<u>1,478,483</u>	<u>1,483,176</u>	<u>1,696,639</u>	<u>213,463</u>	<u>14.39%</u>

	FY 2022 ACTUAL	FY 2032 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
COMMUNITY SERVICES							
COMMUNITY SERVICE ADMINISTRATION	239,489	251,150	298,190	297,839	284,140	-13,699	-4.60%
PUBLIC LIBRARY	827,106	896,471	980,989	970,387	1,114,718	144,331	14.87%
RECREATION	184,947	221,517	254,487	244,291	264,772	20,481	8.38%
PARKS AND CEMETERY	1,185,682	1,171,052	1,177,266	1,116,157	1,388,276	272,119	24.38%
FORT WESTERN	166,082	133,504	149,932	148,182	157,883	9,701	6.55%
BICENTENNIAL NATURE PARK	23,945	32,131	40,396	39,644	44,420	4,776	12.05%
HEALTH AND WELFARE ADMINISTRATION	201,721	265,227	259,028	261,242	276,546	15,304	5.86%
GENERAL ASSISTANCE	244,439	314,959	330,300	414,000	412,400	-1,600	-0.39%
TOTAL COMMUNITY SERVICES	3,073,410	3,286,011	3,490,588	3,491,742	3,943,155	451,413	12.93%

Purpose/Mission Statement

Augusta Community Services Department employees believe recreational, educational, childcare, historical, health and welfare, cultural, and leisure time activities enhance the quality of life for citizens of Augusta. We are dedicated to protecting, preserving, and enhancing our park system and natural resources. We meet the demands of the community through effective use of financial and human resource tools. Our professional staff and volunteers design and deliver quality activities and services to all people. We are committed to sound fiscal policies.

Goals

1. Create and implement a park and staff fee schedule and application for outside groups.
2. Completion and implementation of the City's Parks & Recreation Open Space Masterplan currently being prepared by Terrence J. DeWan & Associates Landscape Architects and Planners.
3. Continue with the operation and management of Bicentennial Nature Park for Augusta's residents and their guests, install new floats.
4. Continue work on the various capital projects approved by City Council, including Melendy tennis court repair, East side boat landing repair, New West side dock system.
5. Continue working with the Farmers' Market at Mill Park.
6. Assist and continue working with the ADA (Augusta Downtown Alliance).
7. As a member of the Board of Directors, continue work with the Augusta Trails organization and Kennebec Land Trust.
8. Continue being one of the two representatives on the Kennebec River Rail Trail Board of Supervisors.
9. Continue being a Board member of the (CARA) Capital Area Recreation Association.
10. Ensure the continuance of the annual 4th of July festivities as well as other special events the City may host and or assist other organizations.
11. Work closely with the six bureaus of the Community Services Department to ensure the best possible customer service while meeting the needs of each bureau.
12. Begin inventory for emerald ash borer and develop a plan to minimize the damage to trees in the city.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
COMMUNITY SERVICE ADMINISTRATION							
SALARIES - REG. EMPL.	177,003	189,610	221,873	221,873	213,227	-8,646	-3.90%
OVERTIME	6,595	5,097	4,951	4,950	4,951	1	0.02%
HEALTH BENEFITS	31,603	32,014	42,674	42,674	37,738	-4,936	-11.57%
FRINGE BENEFITS	20,360	21,821	24,412	24,412	24,294	-118	-0.48%
	<u>235,561</u>	<u>248,541</u>	<u>293,910</u>	<u>293,909</u>	<u>280,210</u>	<u>-13,699</u>	<u>-4.66%</u>
PRNT.,BNDG., STATIONERY	109	0	200	200	200	0	0.00%
ADVERTISING SERVICES	0	0	150	150	150	0	0.00%
POSTAGE	81	79	100	100	100	0	0.00%
TELEPHONE	947	568	400	400	400	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	270	140	450	450	450	0	0.00%
TRAINING	0	0	750	500	500	0	0.00%
MILEAGE REIMBURSEMENT	725	756	750	750	750	0	0.00%
SUB., TXTB., PERIODICALS	702	373	450	350	350	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	360	372	400	400	400	0	0.00%
	<u>3,194</u>	<u>2,289</u>	<u>3,650</u>	<u>3,300</u>	<u>3,300</u>	<u>0</u>	<u>0.00%</u>
OFFICE SUPPLIES	452	10	300	300	300	0	0.00%
PRINTING & REPRODUCTION	18	0	30	30	30	0	0.00%
OTHER OPER. & MTN. SUP.	0	0	100	100	100	0	0.00%
	<u>470</u>	<u>10</u>	<u>430</u>	<u>430</u>	<u>430</u>	<u>0</u>	<u>0.00%</u>
DUES & MEMBERSHIPS	264	310	200	200	200	0	0.00%
	<u>264</u>	<u>310</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>0</u>	<u>0.00%</u>
COMMUNITY SERVICE ADMINISTRATION	<u>239,489</u>	<u>251,150</u>	<u>298,190</u>	<u>297,839</u>	<u>284,140</u>	<u>-13,699</u>	<u>-4.60%</u>

Purpose/Mission Statement

The Lithgow Public Library provides materials and services to help community residents of all ages meet their educational, recreational and professional needs. Our services go beyond the library facility, helping make connections and inspire imaginations. The library serves as a lifelong learning center for all members of the community.

Goals and Objectives

1. Reinstate a full-time Deputy Director position that was cut during the financial uncertainty due to Covid in the spring of 2020. Reinstating will ensure that there is a backup plan and a person in charge in the event of vacation, illness or off for unforeseen circumstances. This position would allow the Library Director to be more present to handle situations like increased issues caused by vulnerable visitors, and address facility issues. It will also allow the Director, Trustees and staff to work on a strategic plan, which has not been updated since before the expansion and reopening at 45 Winthrop Street in 2016.
2. Work with local agencies to provide support and homeless resource services to our unhoused visitors.
3. Develop and promote our Library of Things collection, which is a collection of objects including snowshoes and poles, sewing machines, energy meters, a DVD player, a turntable, and a ukulele so far. A Library of Things promotes sustainability through sharing and the ability to try before you buy.
4. Continue to offer community engagement through **A Capital Read**, our community reading program for adults.
5. Continue to support teen users through programming, popular materials and outreach.
6. Identify high demand areas of our collection to ensure that they are adequately funded.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PUBLIC LIBRARY							
SALARIES - REG. EMPL.	575,534	634,125	665,084	665,084	783,199	118,115	17.76%
SALARIES-PARTTIME/TEMP	14,007	8,974	12,000	15,000	7,500	-7,500	-50.00%
HEALTH BENEFITS	61,630	61,287	65,510	65,510	81,674	16,164	24.67%
FRINGE BENEFITS	64,779	69,972	75,760	75,760	87,412	11,652	15.38%
	715,950	774,358	818,354	821,354	959,785	138,431	16.85%
PRNT.,BNDG., STATIONERY	1,393	1,353	1,400	1,400	1,400	0	0.00%
ADVERTISING SERVICES	600	650	650	650	650	0	0.00%
POSTAGE	2,792	4,436	7,000	6,000	6,900	900	15.00%
TELEPHONE	1,713	1,882	1,500	1,500	1,500	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	551	1,653	2,000	2,000	2,000	0	0.00%
TRAINING	343	1,286	1,210	1,210	1,210	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	17,517	21,728	23,973	23,973	23,973	0	0.00%
CONTRACTED SERVICES	9,433	10,512	13,200	13,200	13,200	0	0.00%
	34,342	43,500	50,933	49,933	50,833	900	1.80%
OFFICE SUPPLIES	1,186	1,691	1,700	1,700	1,700	0	0.00%
PRINTING & REPRODUCTION	1,660	2,156	3,793	3,000	3,000	0	0.00%
HOUSEHOLD, INST. & REF.	691	913	900	900	900	0	0.00%
EDUCATIONAL SUPPLIES	3,208	4,527	5,250	5,250	5,250	0	0.00%
RECREATIONAL SUPPLIES	999	1,373	1,500	1,500	1,500	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PUBLIC LIBRARY							
BOOKS,PER.,SUBS.,LIBRARY	40,694	41,111	44,500	40,500	45,500	5,000	12.35%
LIBRARY SUPPLIES	8,005	8,641	9,500	9,500	9,500	0	0.00%
AUDIO VISUAL SUP. LIBR.	12,602	13,886	28,000	24,250	24,250	0	0.00%
OTHER OPER. & MTN. SUP.	2,209	2,800	2,600	2,600	2,600	0	0.00%
	71,254	77,096	97,743	89,200	94,200	5,000	5.61%
DUES & MEMBERSHIPS	568	576	700	700	700	0	0.00%
	568	576	700	700	700	0	0.00%
COMPUTER HARDWARE	4,991	941	13,259	9,200	9,200	0	0.00%
	4,991	941	13,259	9,200	9,200	0	0.00%
TOTAL PUBLIC LIBRARY	827,106	896,471	980,989	970,387	1,114,718	144,331	14.87%

Purpose/Mission Statement

The City of Augusta Parks and Recreation Bureau mission is to provide diverse year-round leisure opportunities through the care of open space, park settings, recreational facilities and programs for the citizens of Augusta. Leisure services are especially designed to meet the physical, mental, cultural, and social needs of our residents and visitors to our community while enhancing the overall quality of life in Augusta.

Goals and Objectives

During the 2024/2025 fiscal year, the Bureaus of Parks and Recreation will provide services and programs that will enhance the quality of life for its citizens.

1. Finalize and implement the Parks and Recreation Master Plan.
2. Development of more walking trails at Bicentennial Nature Park (BNP).
3. Continue the development of ice rinks to include one at Buker.
4. Development of more outdoor Pickleball Courts in the city.
5. Through Winter Kids and IF&W, offer more winter outdoor recreational opportunities at BNP.
6. Work closely with the Maine Principals Association on programming of Fuller Field for regional and state high school events.
7. Work with the Augusta Downtown Alliance and Kennebec Valley Chamber of Commerce in the coordination of several special events and activities including July 4th, Waterfront Concerts, Brew Fest, Halloween, Ironman, holiday events, winter carnival, etc.
8. Hire (2) part time staff to do nothing but cut back encroachments on sidewalks and keep medians clear of weeds. Work on city beautification.
9. Train and certify parks staff to teach ice fishing.
10. With two employees certified and licensed to spread pesticides the Parks bureau will spray for grubs instead of contracting the work out.

Properties Managed and Maintained by the Bureau

Parks and Green Spaces:

Armory area
Bangor Street islands
Bicentennial Nature Park
Bond Brook Recreation area

Buker Community Center
Bus stop and Bond Street Mini Park
Capitol Park (City-owned side)
City Center
Civic Center complex
Commercial Street parking areas
East Side Boat Landing

COMMUNITY SERVICES

East Side Rotary, Stone Street
Mill Park
Calumet Bridge area
Front Street Park
Gage Street Park
Kennebec Valley Garden Club Park
Gingras Park
Haymarket/Market Square Park
Howard Hill Historical Park
IF&W/Kennebec River Rail Trail Parking Lot
Margaritas' turnaround area
Memorial Park
Mill Street Pocket Park
New England Road
Northern Avenue Mini Park and pumping station
Old Belgrade Road triangle
Old Fort Western area
Old Winthrop Road triangle underpass
Peachey lot
Rines Hill Park by "Welcome to Augusta"
Savage Park
Turnpike Mall - site area across the road
Waldo Park
West Side Rotary and islands
Youth Memorial Park
Water Street
All the City-Owned facilities at these locations

Cemeteries:

Bien Venue – Winthrop Street
Bolton Hill – off North Belfast Avenue
Brackett – Old Belgrade Road

PARKS AND RECREATION

Coombs Mills – Oakland/Mt. Vernon Roads
Cottles – New Belgrade Road
Cummings – Eight Rod Road
Doe Cemetery
Forest Grove – Winthrop Street/Green Street
Fuller Extension – Winthrop Street
Kling – West River Road
Knight – Outer Hospital Street
Mt. Hope – Winthrop Street
Mt. Pleasant – Winthrop Street
Mt. Vernon – Winthrop Street
Mud Mill – Mud Mill Road
Riverside – Bangor Street
Townsend – Townsend Road
Wall – Riverside Drive

Schools (by contract):

Cony Campus
Farrington
Gilbert
Hussey
Lincoln

Other areas (by contract):

Old St. Mary's Cemetery

Athletic Fields

Fuller Field
Hodgkins Field
Mt. Vernon Field
Capital Park Field
CARA Soccer Fields

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
RECREATION							
SALARIES - REG. EMPL.	84,739	93,331	93,506	93,506	106,415	12,909	13.81%
SALARIES-PARTTIME/TEMP	8,513	26,103	30,000	30,000	32,000	2,000	6.67%
OVERTIME	2,718	6,885	3,500	3,500	3,500	0	0.00%
HEALTH BENEFITS	25,023	33,035	44,394	44,394	42,363	-2,031	-4.57%
FRINGE BENEFITS	10,850	13,891	14,925	14,925	15,052	127	0.85%
	131,843	173,245	186,325	186,325	199,330	13,005	6.98%
PRNT.,BNDG., STATIONERY	86	1,477	0	0	0	0	0.00%
ADVERTISING SERVICES	800	2,228	1,500	1,500	1,500	0	0.00%
POSTAGE	89	63	220	125	200	75	60.00%
TELEPHONE	834	189	250	1,200	500	-700	-58.33%
TRAVEL EXPENSE AND CONFERENCES	503	594	600	500	600	100	20.00%
TRAINING	0	79	600	350	600	250	71.43%
MILEAGE REIMBURSEMENT	81	1,120	1,000	1,000	1,000	0	0.00%
MOTOR POOL	0	0	0	0	0	0	0.00%
SERVICE FEES	43,749	32,396	49,000	45,000	50,000	5,000	11.11%
REPAIRS AND MAINT. OF EQUIPMENT	2,074	2,632	2,200	2,000	2,750	750	37.50%
CONTRACTED SERVICES	1,736	1,019	6,000	1,000	1,500	500	50.00%
	49,952	41,797	61,370	52,675	58,650	5,975	11.34%
OFFICE SUPPLIES	441	889	800	800	800	0	0.00%
PRINTING & REPRODUCTION	0	166	0	0	0	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
RECREATION							
GASOLINE,OIL & LUBRICANT	202	0	291	291	291	0	0.00%
MED., SURG., & LAB. SUPP.	0	398	400	400	400	0	0.00%
CLEAN. & DISINFECT. SUP.	0	0	100	100	100	0	0.00%
RECREATIONAL SUPPLIES	2,422	4,942	5,000	3,500	5,000	1,500	42.86%
BOOKS,PER.,SUBS.,LIBRARY	0	0	100	100	100	0	0.00%
	3,065	6,395	6,691	5,191	6,691	1,500	28.90%
DUES & MEMBERSHIPS	88	80	101	100	101	1	1.00%
	88	80	101	100	101	1	1.00%
COMPUTER HARDWARE	0	0	0	0	0	0	0.00%
	0	0	0	0	0	0	0.00%
RECREATION	184,947	221,517	254,487	244,291	264,772	20,481	8.38%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PARKS AND CEMETARIES							
SALARIES - REG. EMPL.	396,730	381,000	421,569	421,569	476,889	55,320	13.12%
SALARIES-PARTTIME/TEMP	203,641	195,404	140,000	135,000	170,000	35,000	25.93%
OVERTIME	52,994	43,117	35,000	30,000	35,000	5,000	16.67%
HEALTH BENEFITS	84,598	86,061	80,218	80,218	138,757	58,539	72.97%
CONTRACT BENEFITS	0	2,400	1,800	0	2,600	2,600	100.00%
FRINGE BENEFITS	70,593	67,762	68,000	39,841	72,481	32,640	81.93%
	808,556	775,745	746,587	706,628	895,727	189,099	26.76%
ADVERTISING SERVICES	4,051	98	500	500	500	0	0.00%
POSTAGE	73	47	50	50	50	0	0.00%
TELEPHONE	1,457	9,221	1,600	1,600	2,600	1,000	62.50%
TRAVEL EXPENSE AND CONFERENCES	1,580	1,805	1,600	1,200	1,600	400	33.33%
TRAINING	1,288	-350	500	500	500	0	0.00%
MILEAGE REIMBURSEMENT	139	2,243	1,500	1,500	1,500	0	0.00%
POOL REPAIR AND MAINTENANCE	9,824	10,653	12,000	12,000	17,000	5,000	41.67%
RENTAL OF EQUIP/VEHICLES	630	8,966	6,500	6,500	6,500	0	0.00%
MOTOR POOL	127,721	114,721	125,000	120,650	178,800	58,150	48.20%
REPAIRS AND MAINT. OF EQUIPMENT	31,603	28,619	30,000	30,000	30,000	0	0.00%
CONTRACTED SERVICES	71,302	82,435	70,000	60,100	70,100	10,000	16.64%
	249,668	258,460	249,250	234,600	309,150	74,550	31.78%
PRINTING & REPRODUCTION	0	0	100	100	100	0	0.00%
NATURAL GAS	2,032	3,130	2,001	2,001	2,001	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PARKS AND CEMETARIES							
GASOLINE,OIL & LUBRICANT	18,630	35,500	30,571	30,571	29,041	-1,530	-5.00%
WEARING APPAREL	4,050	4,231	4,800	4,000	5,500	1,500	37.50%
SMALL TOOLS & IMPLEMENTS	5,087	3,468	4,000	4,000	4,000	0	0.00%
CLEAN. & DISINFECT. SUP.	201	2,307	1,000	1,000	1,000	0	0.00%
AGRIC., BOTAN. & ANIMAL	19,686	1,754	23,000	23,000	28,000	5,000	21.74%
CONSTRUCTION MATERIALS	6,630	2,759	10,000	10,000	10,000	0	0.00%
FLAGS	1,401	4,509	2,000	2,000	2,000	0	0.00%
LANDSCAPE MATERIAL	1,429	4,552	4,000	4,000	4,000	0	0.00%
ROUTINE PRUNING/MAINT.	40,788	41,881	50,000	45,000	45,000	0	0.00%
OTHER OPERATING & MAINT SUPPLIES	18,973	21,980	30,000	30,000	33,500	3,500	11.67%
	118,907	126,071	161,472	155,672	164,142	8,470	5.44%
DUES & MEMBERSHIPS	90	110	500	500	500	0	0.00%
LEASES	1,457	1,457	1,457	1,457	1,457	0	0.00%
	1,547	1,567	1,957	1,957	1,957	0	0.00%
CAPITAL OUTLAY	0	0	0	0	0	0	0.00%
LAND	400	1,200	1,000	300	300	0	0.00%
RESURFACING	0	0	4,000	4,000	4,000	0	0.00%
EQUIPMENT	2,797	4,231	6,000	6,000	6,000	0	0.00%
PUBLIC SAFETY EQUIPMENT	2,096	3,779	2,500	2,500	2,500	0	0.00%
RECREATIONAL EQUIPMENT	1,711	0	4,500	4,500	4,500	0	0.00%
	7,004	9,209	18,000	17,300	17,300	0	0.00%
TOTAL PARKS AND CEMETARIES	1,185,682	1,171,052	1,177,266	1,116,157	1,388,276	272,119	24.38%

Purpose/Mission Statement

Old Fort Western's mission is to protect, preserve, and interpret the site and structures of the Fort, the birthplace of Augusta, and to relate that interpretation, through collections, education, research, and civic engagement, to the history of the Kennebec Valley, Maine, and New England.

A 9-member Board of Trustees, appointed by the City Council, oversees those aspects of the Fort's operations that receive City general fund support. The Board of Trustees also serves on the Board of Directors of the Old Fort Western Fund. The Fund is a Maine-chartered, not-for-profit, 501(c)(3) corporation that raises private money to supplement the City appropriation and uses that money to achieve those parts of the mission that do not receive direct financial support from the City.

Goals and Objectives

The Trustees/OFW Fund Directors rely on long-range planning to set and monitor progress on the goals and objectives necessary to better fulfill the mission statement. Old Fort Western subcommittees have begun the process of creating new short and long-range goals:

Administrative

- Continue the search for high-quality, flexible staff dedicated to promoting the history of Fort Western.
- Continue researching and procuring Maine/USA-made products for the gift shop that reflects the Fort's timeline.
- Work on recreating objects for sale based on archaeological examples:

Building and Grounds

- Maintain the National Historic Landmark garrison to the highest possible preservation state.
- Create a plan to address structural insufficiencies of the garrison as addressed by the structural survey done by Resurgence Engineering in Portland.
- Preserve the western and southern views of the Fort.
- Enhance the interpretive footprint of the Fort by adding a second story to the northern watch box.
- Reconstruct a post-in-beam structure to represent the Trading Post at Cushnoc using the archaeological evidence.

Collections

- Implement the approved collection acquisition policy.
- Create a 1st-floor exhibit in City Hall entitled "Four Forts, One Story".
- Create a 2nd floor exhibit in City Hall entitled "The Pilgrims at Cushnoc".
- Create a photo gallery comparing pictures of rooms taken in 1921 before renovations with images taken in 2022 entitled "Fort Western Then and Now".

Education

- Be sure the Fort has adequate professional staff to accomplish the following education goals effectively and efficiently.
- Continue the interpretive timeline to reflect the importance of the garrison and the grounds surrounding it so that it covers the 17th-century Cushnoc trading post through the "tenement" of the early 20th-century.
- Develop and deliver programs and services dealing with the Pilgrim Trading Post at Cushnoc, the archaeology of the four forts on the Kennebec (Fort Richmond, Fort Shirley, Fort Western, and Fort Halifax), the lives of Martha & Ephraim Ballard, the S & W Howard Store, and the tenement era of the Fort Western garrison until 1919.

Membership, Development, and Public Relations

- Based on the events held in the past, create an event calendar that promotes the history of the Central Kennebec River Valley and showcases the Fort.
- Promote more outreach through enhanced social media, internet access, and special events. Continue filming and posting lectures on www.vimeo.com/showcase/oldfortwestern covering the history of the Kennebec Valley.
- Plan special events based on the success of the events from the past year, including Martha Ballard's World in August 2023 and Tavern Night at the S & W Howard Store and Tavern in October 2023.
- Promote more outreach business through enhanced social media, internet access, and special events.
- Establish stronger collaborative/cooperative relationships with other historical sites, libraries, museums, colleges, universities, and similar cultural institutions in Maine.
- Investigate, identify, and implement all appropriate strategies to diversify and strengthen the Fort's non-City sources of financial support.
- Plan the relaunch of the winter lecture series for the winter of 2025.

Conclusion

The combined FY 2023 budget of the City of Augusta and the Old Fort Western Fund was \$268,663.33. The City of Augusta spent \$133,503.54 on the Fort's behalf, predominantly in salaries and benefits. The Old Fort Western Fund raised \$135,159.79 in funds for the operation of the Fort. The ratio of City funds to Old Fort Western funds was 50:50. For every \$1 expended by the City, \$1 was raised and spent by the Old Fort Western Fund. With the increased activity of the Fort, the Administrative Assistant position must be filled and raised to a full-time position. We plan to work with the City to fill this position.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
FORT WESTERN							
SALARIES - REG. EMPL.	112,552	85,601	96,329	96,329	97,654	1,325	1.38%
SALARIES-PARTTIME/TEMP	21,784	24,402	24,000	22,000	24,000	2,000	9.09%
OVERTIME	0	0	0	250	250	0	0.00%
HEALTH BENEFITS	13,130	8,226	9,145	9,145	11,800	2,655	29.03%
FRINGE BENEFITS	14,766	11,681	11,408	11,408	12,629	1,221	10.71%
	162,232	129,911	140,882	139,132	146,333	7,201	5.18%
REPAIRS AND MAINT. OF EQUIPMENT	1,362	1,803	1,500	1,500	1,500	0	0.00%
REPAIRS AND MAINT. OF BLDGS	2,488	1,762	6,100	6,100	6,100	0	0.00%
CONTRACTED SERVICES	0	28	0	0	0	0	0.00%
	3,850	3,593	7,600	7,600	7,600	0	0.00%
OTHER FIXED CHARGES	0	0	1,450	1,450	1,450	0	0.00%
	0	0	1,450	1,450	1,450	0	0.00%
COMPUTER HARDWARE	0	0	0	0	2,500	2,500	0.00%
	0	0	0	0	2,500	2,500	0.00%
TOTAL FORT WESTERN	166,082	133,504	149,932	148,182	157,883	9,701	6.55%

Purpose/Mission Statement

Bicentennial Nature Park (BNP) staff is dedicated to improving the quality of life for Augusta residents by providing enjoyable and educational outdoor recreational experiences. They use the park, surrounding forest environment and Three Cornered Pond as a means to providing accessible educational and recreational services.

Goals and Objectives

Provide four seasons of year-round activity. We also plan to continue our efforts to increase the awareness of the park and all it has to offer to Augusta residents. We will also provide new youth recreational program activities at the park. The allocation of resources provided for in the Bicentennial Nature Park budget allows us to provide safe, enjoyable opportunities to Augusta residents and their guests. We will strive to continue to provide a natural resource based recreational facility that has earned the respect of many lake residents.

Encompassed within the goals is the desire to allow citizens a unique environmental experience centered on both passive and active recreation pursuits. By providing opportunities for people to swim, fish, hike, picnic, canoe/kayak or just relax six miles from the center of the Capital of Maine, citizens lives will be enriched, and residency deemed more desirable.

1. Provide park amenities and enjoyment.
2. Provide new youth/adult recreation programming activities at the park that will include, Fishing Lessons, Archery, Nature Walks, and outdoor educational programs.
3. Continue to provide swimming, hiking, picnicking and other outdoor pursuits.
4. Provide group use opportunities.
5. Partner with IF&W to provide winter outdoor activities including, ice fishing, snowshoeing, and x-country skiing, etc.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
BICENTENNIAL NATURE PARK							
SALARIES-PARTTIME/TEMP	18,290	24,377	25,000	25,000	27,500	2,500	10.00%
OVERTIME	573	203	400	400	400	0	0.00%
FRINGE BENEFITS	1,861	2,705	2,100	1,348	2,149	801	59.42%
	20,724	27,285	27,500	26,748	30,049	3,301	12.34%
PRNT.,BNDG., STATIONERY	0	0	50	50	50	0	0.00%
POSTAGE	2	2	0	0	0	0	0.00%
TELEPHONE	0	0	0	0	0	0	0.00%
MILEAGE REIMBURSEMENT	0	0	50	50	50	0	0.00%
CLEANING & SANITARY SUPPLIES	559	243	300	300	300	0	0.00%
MOTOR POOL	0	0	100	100	142	42	42.00%
CONTRACTED SERVICES	1,543	3,730	3,000	3,000	3,000	0	0.00%
	2,104	3,974	3,500	3,500	3,542	42	1.20%
GASOLINE,OIL & LUBRICANT	0	0	396	396	329	-67	-16.92%
WEARING APPAREL	552	232	500	500	500	0	0.00%
SMALL TOOLS & IMPLEMENTS	0	0	0	0	0	0	0.00%
AGRIC., BOTAN. & ANIMAL	0	280	2,000	2,000	2,000	0	0.00%
RECREATIONAL SUPPLIES	0	232	500	500	500	0	0.00%
OTHER OPER. & MTN. SUPPLIES	565	128	6,000	6,000	7,500	1,500	25.00%
	1,117	872	9,396	9,396	10,829	1,433	15.25%
DUES & MEMBERSHIPS	0	0	0	0	0	0	100.00%
	0	0	0	0	0	0	100.00%
TOTAL BICENTENNIAL NATURE PARK	23,945	32,131	40,396	39,644	44,420	4,776	12.05%

Purpose/Mission Statement

The Bureau of Health and Welfare is established by legislation contained in M.R.S.A. Title 22, Part 5, Chapter 1161, §4301-4325, entitled Municipal General Assistance. The legislation requires each municipality to administer a service known as the General Assistance Program for the immediate aid of persons who are unable to provide the basic necessities essential to maintain themselves or their families.

Our MISSION is therefore to administer a program of general assistance available to all persons who are eligible to receive assistance in accordance with the City of Augusta General Assistance Ordinance and in compliance with the State Statute 22 M.R.S.A., Title 22, §4301.

Goals and Objectives

- Continue to monitor, and meet the demands requested upon the Bureau.
- Be sensitive, understanding, and responsive to the needs of those who seek General Assistance.
- Always be respectful and sensitive to the applicant and maintain confidentiality.
- Network with local agencies to become resources for folks using General Assistance.
- To encourage and assist applicants in becoming self-reliant and reduce or eliminate their need for general assistance.
- Continue to be part of the Affordable Housing Task Force for Kennebec County.
- Connect with Navigation Services to fill the gap that General Assistance is not able to fulfill, which is working with folks in locating housing, medical, mental health, and substance use services that are needed.

Strategies to Achieve Goals

Evaluate Augusta's General Assistance program, and municipal guidelines. Continue to deliver resources, and services to City of Augusta residence in need.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
HEALTH AND WELFARE ADMINISTRATION							
SALARIES - REG. EMPL.	140,298	188,070	190,846	190,846	180,245	-10,601	-5.55%
SALARIES-PARTTIME/TEMP	0	0	0	0	0	0	0.00%
OVERTIME	41	0	1,200	2,500	2,500	0	0.00%
HEALTH BENEFITS	41,708	49,721	37,084	37,084	63,979	26,895	72.52%
FRINGE BENEFITS	15,728	20,969	21,538	21,538	20,682	-856	-3.98%
	197,775	258,760	250,668	251,968	267,406	15,438	6.13%
POSTAGE	33	35	50	50	80	30	60.00%
TELEPHONE	72	250	400	250	400	150	60.00%
TRAVEL EXPENSE AND CONFERENCES	0	167	2,500	2,500	2,500	0	0.00%
TRAINING	0	432	500	0	500	500	0.00%
MILEAGE REIMBURSEMENT	0	0	500	100	500	400	400.00%
BOOKS,PER.,SUBS.,LIBRARY	0	0	0	0	0	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	845	866	900	1,514	900	-614	-40.55%
INTERPRETER	280	460	500	500	500	0	0.00%
CONTRACTED SERVICES	0	261	260	260	260	0	0.00%
	1,230	2,471	5,610	5,174	5,640	466	9.01%
OFFICE SUPPLIES	916	2,367	850	1,200	1,200	0	0.00%
PRINTING & REPRODUCTION	5	10	50	50	50	0	0.00%
	921	2,377	900	1,250	1,250	0	0.00%
DUES & MEMBERSHIPS	295	120	150	150	150	0	0.00%
	295	120	150	150	150	0	0.00%
OFFICE EQUIPMENT	0	0	200	1,200	600	-600	-50.00%
COMPUTER SOFTWARE	1,500	1,500	1,500	1,500	1,500	0	0.00%
	1,500	1,500	1,700	2,700	2,100	-600	-22.22%
TOTAL HEALTH & WELFARE ADMINISTRATION	201,721	265,227	259,028	261,242	276,546	15,304	5.86%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
GENERAL ASSISTANCE							
ELECTRICITY	1,400	2,762	5,000	4,000	6,000	2,000	50.00%
TRANSPORTATION	572	-62	100	1,000	500	-500	-50.00%
MEDICAL & SURGICAL SERVICES	0	0	300	300	300	0	0.00%
DENTAL SERVICES	0	0	500	500	500	0	0.00%
HOUSING	45,506	67,970	96,000	125,000	125,000	0	0.00%
ROOMS	181,031	219,613	205,000	250,000	250,000	0	0.00%
EMERGENCY SHELTERS	0	0	0	1,000	0	-1,000	-100.00%
CONTRACTED SERVICES	0	919	200	0	3,000	3,000	100.00%
BURIALS	6,100	10,250	10,000	13,000	10,000	-3,000	-23.08%
	234,609	301,453	317,100	394,800	395,300	500	0.13%
FUEL OIL	2,216	3,327	2,000	100	3,000	2,900	2900.00%
BOTTLED GAS	0	0	100	100	100	0	0.00%
FOOD & GROCERIES	3,646	5,644	6,000	8,000	8,000	0	0.00%
WEARING APPAREL	0	0	200	200	200	0	0.00%
RX	96	0	0	3,000	500	-2,500	-83.33%
HOUSEHOLD, INST. & REF.	3,872	4,515	4,600	7,500	5,000	-2,500	-33.33%
DIAPERS	0	20	200	200	200	0	0.00%
NONPRESCRIPTION DRUGS	0	0	100	100	100	0	0.00%
	9,830	13,506	13,200	19,200	17,100	-2,100	-10.94%
TOTAL GENERAL ASSISTANCE	244,439	314,959	330,300	414,000	412,400	-1,600	-0.39%
TOTAL HEALTH AND WELFARE	446,160	580,187	589,328	675,242	688,946	13,704	2.03%

	FY 2022 ACTUAL	FY 2022 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PUBLIC SAFETY							
POLICE	5,795,610	5,797,890	6,064,782	6,181,812	6,943,808	761,996	12.33%
FIRE	6,058,931	7,038,354	7,763,942	8,050,830	8,664,586	613,756	7.62%
TOTAL PUBLIC SAFETY	11,854,541	12,836,244	13,828,724	14,232,642	15,608,394	1,375,752	9.67%

Purpose

The purpose of the Augusta Police Department is to provide, without prejudice, the highest degree of service and commitment to the citizens and visitors of Augusta. Foremost in this mission, is the protection of life and property. Specifically, officers are responsible for the maintenance of peace; enforcement of laws and ordinances; the detection, identification and apprehension of criminals; the prevention and investigation of crimes; regulations of traffic and the performance of any service that will improve the quality of life by providing for the security and safety of Augusta citizens.

Commentary

The Police Department has the responsibility of providing the law enforcement function for the City of Augusta. The Department is comprised of three (3) organizational segments as follows: Administration, Patrol Division and Support Services Division. The Bureau of Criminal Investigations and the Bureau of Information Services fall within the Support Services Division.

Goals and Objectives

- Support the City Council's goals that are set at the beginning of 2024 ensuring we are doing everything in our power to facilitate their achievements.
- Continued focus on drug enforcement against the high-level drug dealers while supporting our rehabilitation partners and embracing opportunities for collaboration to reduce our drug epidemic.
- Traffic/Pedestrian Safety continued to be a priority in regard to enforcement and collaboration with our partners to improve traffic safety in the city.
- Staying focused on Domestic Violence follow-up and outreach.
- Continue our proactive engagement with the new Attorney General's Office protocol on homelessness to help those who do not have a place to live. Support efforts to help immigrants, refugees and children living in poverty through our partnership with the United Way and New Mainers.
- Address parking concerns and issues that arise as a result of the parking district having been dissolved.
- Continue to enhance our community policing programs to include a proactive and interactive outreach to our growing elderly population.
- Continue to study our call volume for new innovative ways for response. This will include ways to be more efficient, as well as ways to streamline the reporting process for the community and our staff.
- Improve and diversify on our training sessions at briefing.

Challenges

- Recruiting and Retention: retirements and resignations have impacted staffing.

PUBLIC SAFETY

POLICE DEPARTMENT

- There is an increase in calls for mental health services with the lack of resource to help those in need.
- There is an increased number of calls involving those who are unsheltered, and the lack of resources available.
- Staff continue to respond to weapon related calls with elevated levels of danger and violence.
- Drug use and abuse continues to be on the forefront of police and community concern.
- Domestic Violence is an ongoing issue. The Augusta Police Department maintains that the nature and seriousness of crimes committed between family or household members are not mitigated solely because of the relationships or living arrangements of those involved.
- Social Services and community services are in great need. Many of these service agencies in or around Augusta rely heavily on the Augusta Police Department for services and support since the police are the front-line contacts and available and respond 24-hours a day.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
POLICE							
SALARIES - REG. EMPL.	3,727,040	3,684,826	3,758,850	3,914,419	4,223,831	309,412	7.90%
SALARIES-PARTTIME/TEMP	881	3,463	500	10,500	10,500	0	0.00%
OVERTIME	299,034	357,991	385,000	305,000	343,000	38,000	12.46%
HEALTH BENEFITS	701,894	712,645	750,000	819,556	1,042,165	222,609	27.16%
CONTRACT BENEFITS	29,055	28,221	33,525	33,525	36,575	3,050	9.10%
FRINGE BENEFITS	539,598	551,603	545,000	562,585	603,389	40,804	7.25%
	5,297,502	5,338,749	5,472,875	5,645,585	6,259,460	613,875	10.87%
PRNT.,BNDG., STATIONERY	0	277	1,000	1,000	1,000	0	0.00%
ADVERTISING SERVICES	725	1,441	800	700	700	0	0.00%
POSTAGE	970	-557	750	750	750	0	0.00%
TELEPHONE	29,280	27,405	24,025	24,025	24,025	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	1,743	3,211	3,500	2,160	2,160	0	0.00%
TRAINING	26,123	28,869	29,970	29,440	30,440	1,000	3.40%
FREIGHT & CARTAGE	16	718	500	500	500	0	0.00%
SUB., TXTB., PERIODICALS	1,200	1,200	1,500	1,380	1,380	0	0.00%
MEDICAL & SURGICAL SERVICES	3,274	2,244	4,030	4,030	4,030	0	0.00%
REPAIRS & MAINT. MOTOR VEHICLE	58,908	56,133	54,700	54,700	54,700	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	80,935	74,938	101,561	99,471	103,310	3,839	3.86%
REPAIRS AND MAINT. OF BLDGS	108	371	1,984	1,984	1,984	0	0.00%
CRIMINAL INVESTIGATION	3,423	3,286	7,705	6,000	6,000	0	0.00%
CONTRACTED SERVICES	60,911	26,538	68,172	63,512	63,512	0	0.00%
	267,616	226,074	300,197	289,652	294,491	4,839	1.67%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
POLICE							
OFFICE SUPPLIES	2,092	2,856	2,968	2,968	2,968	0	0.00%
PRINTING & REPRODUCTION	635	1,391	3,300	3,300	3,300	0	0.00%
PROPANE GAS	0	0	200	200	200	0	0.00%
GASOLINE,OIL & LUBRICANT	52,746	79,879	96,911	96,911	87,366	-9,545	-9.85%
WEARING APPAREL	9,761	11,479	11,500	11,500	11,500	0	0.00%
PUBLIC SAFETY SUPPLIES	13,075	13,820	14,583	14,583	14,583	0	0.00%
AGRIC., BOTAN. & ANIMAL	107	276	210	200	200	0	0.00%
EDUCATIONAL SUPPLIES	392	1,527	2,000	2,000	2,000	0	0.00%
	78,808	111,228	131,672	131,662	122,117	-9,545	-7.25%
EQUIPMENT RENTAL & STORAGE	223	731	1,000	1,000	1,000	0	0.00%
DUES & MEMBERSHIPS	1,777	1,600	1,615	1,613	1,840	227	14.07%
LEASES	34,324	34,324	0	0	0	0	0.00%
	36,324	36,655	2,615	2,613	2,840	227	8.69%
OFFICE EQUIPMENT	3,643	471	5,000	5,000	5,000	0	0.00%
MOTOR VEHICLE EQUIPMENT	79,745	77,598	140,026	97,000	127,000	30,000	30.93%
PUBLIC SAFETY EQUIPMENT	31,973	7,115	12,397	10,300	132,900	122,600	1190.29%
	115,361	85,184	157,423	112,300	264,900	152,600	135.89%
TOTAL POLICE	5,795,610	5,797,890	6,064,782	6,181,812	6,943,808	761,996	12.33%

Purpose/Mission Statement

The Fire Chief is appointed by and responsible to the City Manager and is responsible for implementing and executing all City and Department policies, administering all suppression, prevention and public education relative to fire services, emergency medical services, hazardous materials incidents, and emergency management.

The members of the Augusta Fire Department are dedicated professionals committed to safely serving our community by protecting life, property, and the environment through fire suppression, prevention, education and integrated pre-hospital emergency services.

Goals and Objectives

In support of our mission to the community, the following areas will be our focus in the coming year:

- Implementation of a fourth rescue vehicle to decrease response times due to multiple calls or consecutive calls for service.
- Getting the next group of Advanced EMT's through paramedic school which will increase the level of care to our citizens and visitors.
- Multiple rescues and apparatuses are due for delivery in 2024, maintaining an older fleet of vehicles requires additional efforts and resources.
- With the aging Daryl Parker Wells Fire Station on Bangor Street, the need for securing a property for a new east-side fire station remains a priority.
- Getting another deputy chief to augment our administrative staff is a priority as the positions become more demanding with requirements and standards training.
- Maintaining the health of staff remains critical to our mission. Assisting the Peer Support Team with a professional clinician who provides training, guidance to the team, and hands-on support to staff at times of need is an additional focus. The organization and peer support staff believe in the premise that support is needed for the whole family as it relates to mental wellbeing, thus we will continue our training program for our significant others into the foreseeable future.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
FIRE							
SALARIES - REG. EMPL.	3,137,253	3,749,779	4,076,161	4,038,845	4,336,979	298,134	7.38%
OVERTIME	934,819	821,993	650,000	1,146,260	1,098,308	-47,952	-4.18%
PARAMEDIC LICENSURE OT	0	6,723	100,000	163,200	218,000	54,800	33.58%
HEALTH BENEFITS	664,217	740,564	922,815	944,285	1,172,218	227,933	24.14%
CONTRACT BENEFITS	12,546	31,182	3,350	33,500	32,700	-800	-2.39%
FRINGE BENEFITS	572,019	624,684	634,460	672,362	728,009	55,647	8.28%
	5,320,854	5,974,925	6,386,786	6,998,452	7,586,214	587,762	8.40%
PRNT.,BNDG., STATIONERY	125	273	1,500	3,000	2,999	-1	-0.03%
ADVERTISING SERVICES	740	201	500	1,500	1,500	0	0.00%
POSTAGE	109	23	500	800	800	0	0.00%
TELEPHONE	22,580	21,625	23,448	20,340	20,340	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	6,586	3,110	15,000	17,500	17,500	0	0.00%
TRAINING	6,987	5,427	50,100	50,100	66,100	16,000	31.94%
MILEAGE REIMBURSEMENT	0	0	150	561	469	-92	-16.40%
FREIGHT & CARTAGE	0	0	800	1,200	1,200	0	0.00%
SUB., TXTB., PERIODICALS	173	299	1,500	1,800	1,800	0	0.00%
MEDICAL & SURGICAL SERVICES	19,237	25,306	30,025	23,000	23,000	0	0.00%
REPAIRS & MAINT. MOTOR VEHICLE	76,911	101,221	67,950	67,950	67,950	0	0.00%
SERVICE FEES	70,888	47,334	57,000	57,000	60,000	3,000	5.26%
REPAIRS AND MAINT. OF EQUIPMENT	29,147	58,284	55,500	55,500	60,000	4,500	8.11%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
FIRE							
REPAIRS AND MAINT. OF BLDGS	9,052	14,684	20,800	20,800	32,800	12,000	57.69%
CONTRACTED SERVICES	11,725	15,700	20,100	20,100	21,600	1,500	7.46%
	254,260	293,487	344,873	341,151	378,058	36,907	10.82%
OFFICE SUPPLIES	3,258	4,130	3,600	3,600	4,900	1,300	36.11%
PRINTING & REPRODUCTION	0	0	265	0	0	0	0.00%
EOC EQUIPMENT	4,368	1,069	4,600	4,600	5,000	400	8.70%
FUEL OIL	9,231	11,411	11,762	11,404	11,027	-377	-3.31%
NATURAL GAS	27,414	36,506	31,267	0	0	0	0.00%
PROPANE GAS	0	0	0	0	0	0	0.00%
GASOLINE,OIL & LUBRICANT	39,574	73,935	68,913	60,462	58,771	-1,691	-2.80%
TIRES & TUBES	0	42	0	0	0	0	0.00%
WEARING APPAREL	3,474	5,565	6,775	6,775	6,775	0	0.00%
MED., SURG., & LAB. SUPP.	54,777	63,834	73,966	73,200	80,000	6,800	9.29%
PUBLIC SAFETY SUPPLIES	38,341	52,194	101,125	101,125	76,630	-24,495	-24.22%
SMALL TOOLS & IMPLEMENTS	1,128	381	2,000	2,000	2,000	0	0.00%
CLEAN. & DISINFECT. SUP.	2,636	3,744	4,600	4,600	4,800	200	4.35%
EDUCATIONAL SUPPLIES	3,550	3,580	4,961	4,250	5,250	1,000	23.53%
FLAGS	800	589	1,000	1,000	250	-750	-75.00%
OTHER OPER. & MTN. SUP.	1,926	2,165	2,000	2,500	2,500	0	0.00%
	190,477	259,145	316,834	275,516	257,903	-17,613	-6.39%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
FIRE							
EQUIPMENT RENTAL & STORAGE	0	0	150	150	150	0	0.00%
DUES & MEMBERSHIPS	10,067	6,710	5,188	11,399	7,299	-4,100	-35.97%
BAD DEBT EMS	235,615	449,899	600,000	300,000	300,000	0	0.00%
LEASES	25,311	25,311	25,311	25,312	25,312	0	0.00%
	270,993	481,920	630,649	336,861	332,761	-4,100	-1.22%
COMPUTER HARDWARE	0	12917	33,800	33,800	44,300	10,500	31.07%
MOTOR VEHICLE EQUIPMENT	2,354	0	6,000	6,600	6,600	0	0.00%
PUBLIC SAFETY EQUIPMENT	19,993	15,960	45,000	58,450	58,750	300	0.51%
	22,347	28,877	84,800	98,850	109,650	10,800	10.93%
TOTAL FIRE	6,058,931	7,038,354	7,763,942	8,050,830	8,664,586	613,756	7.62%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PUBLIC WORKS							
PUBLIC WORKS ADMINISTRATION	122,316	89,666	101,885	99,482	107,361	7,879	7.92%
STREETS	2,001,631	2,562,305	3,084,291	3,316,301	3,935,867	619,566	18.68%
SNOW REMOVAL	1,009,256	1,307,534	1,237,923	1,479,398	1,679,759	200,361	13.54%
WASTE REMOVAL	671,678	967,524	1,072,915	1,125,243	1,178,954	53,711	4.77%
ENGINEER	92,877	118,268	130,052	144,955	212,132	67,177	46.34%
TOTAL PUBLIC WORKS	3,897,758	5,045,297	5,627,066	6,165,379	7,114,073	948,694	15.39%

PUBLIC WORKS ADMINISTRATION NARRATIVE

“We specialize in safely providing essential and environmentally necessary services for the citizens and visitors to our capital city with pride and professionalism using modern technology.”

Public Works is responsible to oversee and manage the following:

- Winter and Summer maintenance of streets and sidewalks,
- Weekly curbside collection of rubbish and drop-offs for recyclables,
- City engineering which oversees the design and management of most city street and road construction projects along with review for private projects and support to the Planning Board.
- Central Garage, an inter service fund, which provides equipment rentals for a fee (hourly, weekly or monthly) to a variety of City bureaus.
- Hatch Hill Solid Waste and Recycling Facility, an Enterprise Fund, which is a regional solid waste facility that depends on revenues to pay for the operation of the facility.

Performance Objectives

- Continue to keep Augusta, its gateways into the city and all residential streets clean, safe and aesthetically pleasing for all residents, commuters, visitors and anyone passing through our capital city.
- Provide the best possible service in a professional, cost effective, safe and environmentally responsible manner.
- Explore and implement changes and improvements when economically feasible and beneficial to the operations.
- Continue to implement the citizen request and tracking work order software to include sending information to mobile devices in the field; with the ability to share information with other Departments as needed.
- Update the Public Works complex to provide a modern and accessible facility along with a well maintained and efficient Central Garage fleet that meets the needs of the city and its’ residents.
- Operate Hatch Hill to insure it is operated in accordance with applicable licenses, laws and policies.
- Continue the process to provide a solid waste disposal solution once Expansion III at Hatch Hill reaches capacity which is estimated to be 2027.
- Coordinate the development, design and management of projects through the Engineering Bureau to make sure projects are developed with appropriate financing and a reasonable schedule to meet the needs of the community.
- Work closely with the other departments and bureaus to maximize available resources.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PUBLIC WORK ADMINISTRATION							
SALARIES - REG. EMPL.	47,719	64,261	63,188	61,263	65,444	4,181	6.82%
OVERTIME	38	38	1000	2000	2000	0	0.00%
HEALTH BENEFITS	3,465	5,182	7,057	6,722	7,516	794	11.81%
FRINGE BENEFITS	64,001	7,328	8,000	7,040	9,419	2,379	33.79%
	115,223	76,809	79,245	77,025	84,379	7,354	9.55%
PRNT.,BNDG., STATIONERY	0	472	325	325	325	0	0.00%
POSTAGE	171	275	400	200	450	250	125.00%
TELEPHONE	1,302	2,090	2,740	2,740	2,740	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	0	195	2,925	2,925	2,970	45	1.54%
TRAINING	385	2,175	4,400	4,400	4,400	0	0.00%
SUB., TXTB., PERIODICALS	142	206	340	340	240	-100	-29.41%
MOTOR POOL	1,609	2,528	2,760	2,760	3,927	1,167	42.28%
REPAIRS AND MAINT. OF EQUIPMENT	1,949	2,215	2,450	2,450	2,450	0	0.00%
CONTRACTED SERVICES	0	0	300	300	300	0	0.00%
	5,558	10,156	16,640	16,440	17,802	1,362	8.28%
OFFICE SUPPLIES	583	830	700	700	700	0	0.00%
GASOLINE,OIL & LUBRICANT	707	1,177	1,500	817	680	-137	-16.77%
	1,290	2,007	2,200	1,517	1,380	-137	-9.03%
DUES & MEMBERSHIPS	245	245	400	400	400	0	0.00%
	245	245	400	400	400	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PUBLIC WORK ADMINISTRATION							
OFFICE EQUIPMENT	0	0	3,000	3,700	3,000	-700	-18.92%
COMPUTER HARDWARE	0	449	400	400	400	0	0.00%
	0	449	3,400	4,100	3,400	-700	-17.07%
TOTAL PUBLIC WORKS ADMINISTRATION	122,316	89,666	101,885	99,482	107,361	7,879	7.92%

General Maintenance**Program Description**

Augusta has 150+ miles of roadway (300-lane miles) which the City is required to maintain. These include local roads owned by the City, along with State of Maine highways within the densely populated core of the city (known as the Urban Compact Area).

General routine maintenance includes street and sidewalk sweeping, pavement repair, roadside mowing and brush removal, street striping, maintenance of street signs, repairs to sidewalks, drainage work, along with addressing complaints, requests and emergency road repairs when needed.

Each year, money is appropriated for maintenance paving. Studies have shown that investing smaller amounts of money into roads, such as crack sealing, thin overlays, and chip seals is more cost effective than allowing them to deteriorate to the point that they require reconstruction at a significantly higher cost. Some roads deteriorate to the point that just paving them is not an option. In these cases, the road will need reconstruction or reclamation which is typically funded through a CIP program, bond, or other appropriation.

Performance Objectives

- Timely maintenance and repair of streets and roads as they relate to our paving schedule.
- Temporary “fixes” to travel-ways during emergency situations to ensure the safety of the traveling public.
- Improvements to sidewalks for safety and to bring them into compliance with ADA standards.
- Provide the most updated safety programs and training possible for our employees.
- Strive for the best and most cost-effective ways to continue to provide our current level of services.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
STREETS							
SALARIES - REG. EMPL.	757,005	1,007,092	1,104,855	1,413,093	1,546,380	133,287	9.43%
SALARIES-PARTTIME/TEMP	0	152	12,000	13,825	10,400	-3,425	-24.77%
OVERTIME	34,424	44,669	48,000	45,000	50,000	5,000	11.11%
HEALTH BENEFITS	160,737	212,379	228,945	329,387	366,898	37,511	11.39%
CONTRACT BENEFITS	7,132	14,728	8,500	0	26,000	26,000	100.00%
FRINGE BENEFITS	87,743	117,803	129,179	159,810	182,601	22,791	14.26%
	<u>1,047,041</u>	<u>1,396,823</u>	<u>1,531,479</u>	<u>1,961,115</u>	<u>2,182,279</u>	<u>221,164</u>	<u>11.28%</u>
ADVERTISING SERVICES	342	1,519	2,400	1,800	2,400	600	33.33%
POSTAGE	13	74	140	140	140	0	0.00%
TELEPHONE	56,001	19,715	20,000	10,156	8,092	-2,064	-20.32%
TRAINING	1,127	3,717	6,000	16,000	15,000	-1,000	-6.25%
RENTAL OF EQUIP/VEHICLES	925	925	14,200	14,200	35,400	21,200	149.30%
MOTOR POOL	217,934	331,636	349,226	349,226	496,949	147,723	42.30%
REPAIRS AND MAINT. OF BLDGS	0	1,990	10,430	10,430	10,430	0	0.00%
CONTRACTED SERVICES	520,101	555,350	825,990	642,246	874,306	232,060	36.13%
	<u>797,253</u>	<u>942,020</u>	<u>1,229,886</u>	<u>1,044,198</u>	<u>1,442,717</u>	<u>398,519</u>	<u>38.17%</u>
OFFICE SUPPLIES	543	1,067	900	900	900	0	0.00%
NATURAL GAS	3,628	5,440	5,760	5,760	5,760	0	0.00%
GASOLINE,OIL & LUBRICANT	30,780	47,835	62,131	62,131	59,975	-2,156	-3.47%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
STREETS							
WEARING APPAREL	7,135	11,344	12,000	19,450	11,490	-7,960	-40.93%
MED., SURG., & LAB. SUPP.	81	161	400	400	400	0	0.00%
PUBLIC SAFETY SUPPLIES	7,248	10,166	21,550	21,550	21,550	0	0.00%
SMALL TOOLS & IMPLEMENTS	1,589	4,053	7,400	7,400	7,400	0	0.00%
AGRIC., BOTAN. & ANIMAL	1,282	1,282	11,600	11,600	11,600	0	0.00%
CONSTRUCTION MATERIALS	102,269	137,754	181,241	174,625	184,625	10,000	5.73%
OTHER OPER. & MTN. SUP.	1,052	2,411	2,512	2,512	2,512	0	0.00%
	155,607	221,513	305,494	306,328	306,212	-116	-0.04%
LEASES	1,658	1,658	1,659	1,660	1,659	-1	-0.06%
	1,658	1,658	1,659	1,660	1,659	-1	-0.06%
OFFICE EQUIPMENT	0	218	1,000	1,000	1,000	0	0.00%
COMPUTER HARDWARE	72	73	14,773	2,000	2,000	0	0.00%
COMPUTER SOFTWARE	0	0	0	0	0	0	0.00%
	72	291	15,773	3,000	3,000	0	0.00%
TRANSFER OUT	0	0	0	0	0	0	0.00%
TOTAL STREETS	2,001,631	2,562,305	3,084,291	3,316,301	3,935,867	619,566	18.68%

WINTER OPERATIONS**Program Description**

This fund includes all contracted labor, overtime, salt and sand and equipment for treating and plowing the streets and designated sidewalk routes; handwork in the Downtown Business District; plowing and sanding of City-Owned parking lots, along with night and day snow removal, ice cutting, and other snow related activities.

Twenty-two of twenty-eight full-time Public Works employees are dedicated to snow operations, including three supervisors. In addition, seasonal drivers and staffing from other City departments (including Community Services and "Relief Drivers") are used to supplement our pool of CDL drivers.

Performance Objective

- Provide safe roads and sidewalks for the convenience and safety of all users of our transportation system.
- Continue to look for better materials and equipment to improve the efficiencies of winter operations.
- Train staff so the safest and most efficient level of winter maintenance can be provided.
- Maintain our part-time pool of relief drivers.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
SNOW REMOVAL							
SALARIES - REG. EMPL.	3,628	4,054	2,426	8,960	0	-8,960	-100.00%
SALARIES-PARTTIME/TEMP	0	0	941	10,000	10,000	0	0.00%
OVERTIME	154,629	173,896	147,824	152,000	180,000	28,000	18.42%
HEALTH BENEFITS	1,420	1,575	1,462	3,300	0	-3,300	-100.00%
FRINGE BENEFITS	18,530	20,815	19,875	17,980	21,735	3,755	20.88%
	<u>178,207</u>	<u>200,340</u>	<u>172,528</u>	<u>192,240</u>	<u>211,735</u>	<u>19,495</u>	<u>10.14%</u>
ADVERTISING SERVICES	1,107	1,107	842	1,200	1,200	0	0.00%
TELEPHONE	1,058	2,231	816	3,070	3,070	0	0.00%
TRAINING	2658	2658	5,000	4,000	6,000	2,000	50.00%
RENTAL OF EQUIP/VEHICLES	0	1,000	1,000	1,000	1,000	0	0.00%
MOTOR POOL	176,332	248,633	255,932	251,120	375,843	124,723	49.67%
CONTRACTED SERVICES	211,865	263,856	326,564	346,276	403,421	57,145	16.50%
	<u>393,020</u>	<u>519,485</u>	<u>590,154</u>	<u>606,666</u>	<u>790,534</u>	<u>183,868</u>	<u>30.31%</u>
GASOLINE,OIL & LUBRICANT	72,971	94,231	56,896	91,968	89,167	-2,801	-3.05%
PLOW MAINTENANCE & REPAIRS	96,723	143,294	152,150	220,164	180,163	-40,001	-18.17%
WEARING APPAREL	1,379	2,040	2,063	2,450	2,450	0	0.00%
PUBLIC SAFETY SUPPLIES	0	0	2,116	3,060	3,060	0	0.00%
SMALL TOOLS & IMPLEMENTS	653	893	600	1,400	1,800	400	28.57%
SAND AND SALT	264,931	345,841	258,517	358,300	396,050	37,750	10.54%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
SNOW REMOVAL							
CONSTRUCTION MATERIALS	1,372	1,410	2,699	2,950	4,600	1,650	55.93%
OTHER OPERATING & MAINT SUPPLIES	0	0	200	200	200	0	0.00%
	438,029	587,709	475,241	680,492	677,490	-3,002	-0.44%
TOTAL SNOW REMOVAL	1,009,256	1,307,534	1,237,923	1,479,398	1,679,759	200,361	13.54%

RUBBISH COLLECTION AND SINGLE STREAM DROP-OFFS**Program Description**

Weekly curbside rubbish collection is provided to Augusta residents living in single family homes and multi-unit buildings of 4 units or less. The City collects curbside rubbish four days a week (Tuesday to Friday) using three rubbish trucks (one driver and one rubbish loader per truck) to pick up the rubbish, plus a small pick-up to collect rubbish on smaller roads, typically the gravel private roads with a public easement. All rubbish collected by this program is taken to the City's Hatch Hill facility. The recyclables generated by single sort recycling program are taken to the ecomaine recycling facility in South Portland.

Performance Objectives

- Provide curbside rubbish collection to the residents of Augusta in an efficient and cost-effective manner to help keep Augusta clean and attractive.
- Provide the opportunity for residents to recycle with a reasonable schedule at the Public Works facility.
- Provide a Fall Leaf Collection Program - free of charge.
- Recycle the Christmas trees and leaves brought to the Public Works Facility.
- Provide an annual Household Hazardous Waste Collection Drop off day.
- Provide a Spring Bulky Clean-up program with fees to help offset costs of the program.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
WASTE REMOVAL							
SALARIES - REG. EMPL.	227,334	299,951	298,645	337,865	343,910	6,045	1.79%
SALARIES-PARTTIME/TEMP	524	525	2,000	20,000	4,000	-16,000	-80.00%
OVERTIME	3,689	6,773	6,000	16,848	6,000	-10,848	-64.39%
HEALTH BENEFITS	40,109	49,962	58,000	58,298	72,440	14,142	24.26%
CONTRACT BENEFITS	1,445	2,501	8,400	3,200	8,400	5,200	162.50%
FRINGE BENEFITS	25,235	33,391	39,000	30,097	37,982	7,885	26.20%
	298,336	393,103	412,045	466,308	472,732	6,424	1.38%
ADVERTISING SERVICES	0	0	2,200	2,200	2,200	0	0.00%
POSTAGE	0	0	50	50	50	0	0.00%
TELEPHONE	1,192	2,066	2,825	2,825	2,825	0	0.00%
HOUSEHOLD HAZARD WASTE	0	936	10,000	10,000	10,000	0	0.00%
MOTOR POOL	80,479	121,605	154,800	154,800	220,280	65,480	42.30%
CONTRACTED SERVICES	23,172	51,712	61,920	61,920	61,220	-700	-1.13%
SOLID WASTE DISPOSAL	228,778	339,014	368,615	368,615	355,815	-12,800	-3.47%
	333,621	515,333	600,410	600,410	652,390	51,980	8.66%
PRINTING & REPRODUCTION	151	226	1,500	1,500	2,500	1,000	66.67%
GASOLINE,OIL & LUBRICANT	34,512	51,501	49,280	47,345	45,932	-1,413	-2.98%
WEARING APPAREL	4,871	7,120	8,780	8,780	4,500	-4,280	-48.75%
MED., SURG., & LAB. SUPP.	75	93	100	100	100	0	0.00%
OTHER OPER. & MTN. SUP.	112	148	800	800	800	0	0.00%
	39,721	59,088	60,460	58,525	53,832	-4,693	-8.02%
TOTAL WASTE REMOVAL	671,678	967,524	1,072,915	1,125,243	1,178,954	53,711	4.77%

Purpose/Mission Statement

The purpose of the Bureau of Engineering is to provide engineering services for the benefit of the residents, business owners, and developers in the City of Augusta, along with those people travelling through or visiting the city. It is the mission of the Bureau to help facilitate upgrades and improvements of an aging infrastructure while also assisting with the development and construction of new infrastructure.

Goals and Objectives

1. Continue to provide engineering support to other City Bureaus and Departments.
2. Continue to provide engineering support to the Planning Board.
3. Continue to review new developments to ensure that the City's Technical Standards are being met.
4. Coordinate the design and construction of City projects with stakeholders, such as utility companies, residents, and State agencies.
5. Advocate for improvement of pedestrian safety across the city.
6. Solicit State agencies for additional funds for transportation infrastructure projects with regional impact.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
ENGINEERING							
SALARIES - REG. EMPL.	68,055	78,020	80,000	74,640	81,500	6,860	9.19%
SALARIES-PARTTIME/TEMP	0	0	0	2,520	20,000	17,480	693.65%
HEALTH BENEFITS	13,579	15,549	21,672	15,591	16,321	730	4.68%
FRINGE BENEFITS	7,701	8,854		11,681	6,483	-5,198	-44.50%
	89,335	102,423	101,672	104,432	124,303	19,871	19.03%
ADVERTISING SERVICES	0	0	620	200	200	0	0.00%
POSTAGE	0	49	50	50	50	0	0.00%
TELEPHONE	424	685	850	1,404	1,404	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	150	230	1,000	2,000	2,000	0	0.00%
TRAINING	546	191	400	400	400	0	0.00%
MILEAGE REIMBURSEMENT	0	0	0	151	151	0	0.00%
SUB., TXTB., PERIODICALS	0	0	350	350	350	0	0.00%
TESTING & ENGINEERING SERVICES	0	3,226	15,000	25,000	20,000	-5,000	-20.00%
MOTOR POOL	0	7,355	5,520	5,520	7,855	2,335	42.30%
REPAIRS AND MAINT. OF EQUIPMENT	1,263	980	1,750	1,750	1,750	0	0.00%
CONTRACTED SERVICES	0	1,063	0	0	50,000	50,000	0.00%
	2,383	13,779	25,540	36,825	84,160	47,335	128.54%
OFFICE SUPPLIES	87	187	200	600	600	0	0.00%
PRINTING & REPRODUCTION	0	0	0	0	0	0	0.00%
GASOLINE,OIL & LUBRICANT	344	551	600	808	779	-29	-3.59%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
ENGINEERING							
PUBLIC SAFETY SUPPLIES	18	153	250	350	350	0	0.00%
SMALL TOOLS & IMPLEMENTS	0	0	150	200	200	0	0.00%
CONSTRUCTION MATERIALS	0	0	100	200	200	0	0.00%
	449	891	1,300	2,158	2,129	-29	-1.34%
DUES & MEMBERSHIPS	0	0	540	540	540	0	0.00%
	0	0	540	540	540	0	0.00%
COMPUTER HARDWARE	710	710	1,000	1,000	1,000	0	0.00%
COMPUTER SOFTWARE	0	0	0	0	0	0	0.00%
EQUIPMENT	0	465	0	0	0	0	0.00%
	710	1,175	1,000	1,000	1,000	0	0.00%
TOTAL ENGINEERING	92,877	118,268	130,052	144,955	212,132	67,177	46.34%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
UTILITIES							
UTILITIES	2,335,612	2,514,446	2,585,024	3,176,514	3,163,109	-13,405	-0.42%
TOTAL UTILITIES	2,335,612	2,514,446	2,585,024	3,176,514	3,163,109	-13,405	-0.42%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
UTILITIES							
ELECTRICITY	176,632	262,104	257,004	353,510	277,533	-75,977	-21.49%
WATER	859,315	938,606	1,014,536	1,041,260	1,220,188	178,928	17.18%
SEWERS	1,079,723	1,074,885	1,060,549	1,539,841	1,397,350	-142,491	-9.25%
STREET SIGNAL ELECTRICITY	18,630	20,827	23,953	23,500	21,137	-2,363	-10.06%
STREET LIGHTS	65,739	82,451	93,409	82,830	111,328	28,498	34.41%
LEASE	135,573	135,573	135,573	135,573	135,573	0	0.00%
	2,335,612	2,514,446	2,585,024	3,176,514	3,163,109	-13,405	-0.42%
TOTAL UTILITIES	2,335,612	2,514,446	2,585,024	3,176,514	3,163,109	-13,405	-0.42%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
INSURANCE AND RETIREE BENEFITS							
INSURANCE AND RETIREE BENEFITS	2,651,382	2,688,825	2,696,142	2,762,591	2,885,263	122,672	4.44%
TOTAL INSURANCE AND RETIREE BENEFITS	2,651,382	2,688,825	2,696,142	2,762,591	2,885,263	122,672	4.44%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
INSURANCE AND RETIREE BENEFITS							
UNEMPLOYMENT INSURANCE	9,264	22,446	20,000	20,000	20,000	0	0.00%
WORKERS COMPENSATION	508,801	556,569	531,642	531,238	685,305	154,067	29.00%
HEALTH BENEFITS	1,178,872	1,130,226	1,148,578	1,214,059	1,180,783	-33,276	-2.74%
HRA	177,887	189,781	190,000	200,000	200,000	0	0.00%
	1,874,825	1,899,022	1,890,220	1,965,297	2,086,088	120,791	6.15%
PROPERTY & CASUALTY	250,828	263,638	280,628	272,000	272,000	0	0.00%
	250,828	263,638	280,628	272,000	272,000	0	0.00%
IUUAL PRINCIPAL	384,418	396,557	408,697	408,697	424,882	16,185	3.96%
IUUAL INTEREST	141,311	129,608	116,597	116,597	102,293	-14,304	-12.27%
	525,729	526,165	525,294	525,294	527,175	1,881	0.36%
TOTAL INSURANCE AND RETIREE BENEFITS	2,651,382	2,688,825	2,696,142	2,762,591	2,885,263	122,672	4.44%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
SERIAL BONDS AND NOTES							
SERIAL BONDS AND NOTES	3,403,477	3,880,892	4,020,370	5,225,545	5,699,887	474,342	9.08%
TOTAL SERIAL BONDS AND NOTES	3,403,477	3,880,892	4,020,370	5,225,545	5,699,887	474,342	9.08%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
SERIAL BONDS AND NOTES							
DEBT SERVICE (PRINCIPAL)	2,718,750	2,978,019	2,850,000	3,845,000	3,930,000	85,000	2.21%
DEBT SERVICE (INTEREST)	684,727	902,872	1,170,370	1,380,545	1,769,887	389,342	28.20%
	3,403,477	3,880,892	4,020,370	5,225,545	5,699,887	474,342	9.08%
TOTAL SERIAL BONDS AND NOTES	3,403,477	3,880,892	4,020,370	5,225,545	5,699,887	474,342	9.08%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
COUNTY TAX							
COUNTY TAX	1,861,861	2,002,854	2,143,232	2,143,232	3,014,449	871,217	40.65%
TOTAL COUNTY TAX	1,861,861	2,002,854	2,143,232	2,143,232	3,014,449	871,217	40.65%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
COUNTY TAX							
COUNTY TAX	1,861,861	2,002,854	2,143,232	2,143,232	3,014,449	871,217	40.65%
	1,861,861	2,002,854	2,143,232	2,143,232	3,014,449	871,217	40.65%
TOTAL COUNTY TAX	1,861,861	2,002,854	2,143,232	2,143,232	3,014,449	871,217	40.65%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
K-12 EDUCATION							
BOARD OF EDUCATION	95,891	95,069	97,432	141,538	366,538	225,000	158.97%
SUPERINTENDENT'S OFFICE	821,251	808,149	948,507	959,137	1,013,707	54,570	5.69%
MIDDLE SCHOOL	3,238,432	3,341,336	3,536,007	3,886,541	4,062,155	175,614	4.52%
FARRINGTON SCHOOL	3,411,604	3,559,313	3,553,467	4,125,655	4,031,136	(94,519)	-2.29%
GILBERT SCHOOL	2,942,547	3,220,332	3,198,401	3,534,268	3,606,666	72,398	2.05%
HUSSEY SCHOOL	2,431,042	2,499,645	2,601,146	2,776,445	2,896,823	120,378	4.34%
LINCOLN SCHOOL	3,168,235	3,339,500	3,531,771	3,851,292	3,992,508	141,216	3.67%
CONY HIGH SCHOOL	7,220,799	6,748,540	7,202,186	7,679,381	7,713,817	34,436	0.45%
CAPITAL AREA TECH CENTER	2,366,382	2,413,134	2,649,202	2,777,406	3,067,438	290,032	10.44%
SYSTEM WIDE SERVICES	2,901,966	3,076,798	5,325,176	3,607,678	3,730,054	122,376	3.39%
SPECIAL ED SYSTEM WIDE	544,986	228,177	374,246	825,838	2,150,030	1,324,192	160.35%
DEBT SERVICES	1,758,176	1,658,518	1,596,439	1,596,439	1,531,967	(64,472)	-4.04%
SUBTOTAL K - 12 EDUCATION	30,901,311	30,988,511	34,613,980	35,761,618	38,162,839	2,401,221	6.71%
OTHER EDUCATION							
ADULT EDUCATION	708,703	611,196	803,607	850,025	956,845	106,820	12.57%
SUBTOTAL OTHER EDUCATION	708,703	611,196	803,607	850,025	956,845	106,820	12.57%
TOTAL EXPENDITURES	31,610,014	31,599,707	35,417,587	36,611,643	39,119,684	2,508,041	6.85%

Purpose Statement FY 2025

Located in the Capital of Maine, the Augusta Civic Center serves as the primary public assembly facility in the area. Built in 1973, the Center is owned by the City and offers over 48,000 total square feet of meeting space with a main auditorium of 24,576 square feet and 23 meeting rooms, including two ballrooms. The facility hosts a variety of events consisting of conventions, conferences, tradeshow, banquets, concerts, basketball tournaments and other local civic activities.

Goal and Objectives**Administrative Staff/Box Office**

- To ensure that all administrative staff is trained and cross-trained on all administrative tasks.
- To maintain a sales process to solicit new rentals lost rentals due to the pandemic.
- To focus on advanced training and functionality available through Ticketmaster to provide statistical data for live events for advanced forecasting and business procurement.
- To improve communications between the reservation coordinators and the support staff to ensure proper event execution with no errors.
- Receive no customer complaints due to employee's service.
- With website and social media presence improved, train the reservation coordinators to include event marketing into their planning with clients with the goal of creating a new "billable" service to clients.
- Continue to improve the Civic Center's and client's online marketing to help draw more attendees to events – increasing revenues.
- Ensure all monies received are deposited daily and staff is fully trained and is utilizing available technology for efficiency. Maintain posting error ratio of .5%

Major Events Coordinator and Reservation Coordinators

- Provide accurate and timely banquet event orders and floor plans to support staff for proper event execution.
- Receive all rental agreements and advanced deposits by contractual due date. Insurance certificates as applicable.
- Send clients a satisfaction survey after their function is completed so we can better serve their needs. Create a digital survey for customer convenience.
- Complete invoices for events within one week of the event and within the month the event occurred.
- Ensure each and every client has a positive, valuable, and safe experience and is completely satisfied.
- Elevate the events coordinator position to a deputy director position.

Event Staff

- To hire and retain a fully trained staff of event professionals who provide superior service to our clients and staff.
- Ensure that event staff is scheduled for all evening and weekend events one week ahead.
- Ensure proper event training for event staff including CPR, TIPs, AED, Naloxbox, and emergency procedures.

Marketing

- Continue to utilize social media and website for marketing, sales and event information.
- Have a larger active marketing presence in high-volume regional publications.
- Utilize Ticketmaster services more aggressively to optimize ticket sales.
- Create and implement sales and marketing plan and train reservation coordinators.

Maintenance/Mechanical

- To hire and retain a fully trained staff of maintenance professionals who provide superior service to our clients and staff.
- Ensure all used areas (rooms and public spaces) are returned to original clean condition as soon as practical and at least one hour prior to next scheduled use.
- Ensure building is stocked properly for events, and that outside grounds are in order at all times.
- Foster an environment where safety is priority one for customers and staff during all four seasons.
- Follow all OSHA regulations and keep SDS sheets updated at all times.
- Establish and monitor preventative maintenance schedule.
- Repair or replace all damaged equipment or materials in a timely fashion.
- Ensure all safety systems are checked monthly and documented including house generator.
- Purchase goods and services with the greatest savings possible under city procurement guidelines.
- Ensure all codes and laws are adhered to in all aspects of facility operations and installations.
- Monitor and direct all contractor work related to the physical building.
- Ensure all licenses, inspections and certificates are up to date at all times.
- Replace Civic Center roof.
- Full analysis on the Civic Center's building and a plan to make major repairs.

Food & Beverage

- To hire and retain a fully trained staff of food and beverage professionals who provide superior service to our clients and staff and are cross trained in all food and beverage departments.
- Maintain a 33% food cost each month in catering, 24% in bars (beverage), 30% in concessions.
- Maintain a 20% part-time labor cost each month in catering 22% in bars and concessions.
- Receive no customer complaints due to employee's service or food/beverage quality.
- Provide an accurate inventory every month and update on spreadsheet by the first Friday of the next month. Ensure all areas and equipment are handled, cleaned, and sanitized properly, equipment working properly.
- ServSafe certifications or equivalent for all ACC management.
- Maintain over/short discrepancy of no more than 1% of monies received.
- Ensure all mandatory trainings are conducted in a timely manner.

Building

- Update the décor in the two ballroom bars.
- Document needed repairs and updates per meeting room and public spaces.
- Investigate ability to update audio-visual equipment in meeting rooms.

Financial

- Create a budget that includes needed repairs, increased pay scales, and increased non-event and event revenues.
- Prepare a balanced budget during budget preparation until economy recovers from the effects of the pandemic.
- Review pay scales annually to ensure that pay rates are competitive in the local market.
- Look for alternatives to products that have increased dramatically in price.
- Look for service alternatives when supply chain is disrupted.
- Review fee structure for Civic Center products and services and implement strategic increases.
- Find alternative revenue sources such as advertising, sponsorships, donations, etc. Working with Oak View Group to secure additional advertising and sponsors.
- Recoup lost funds during COVID to the general fund.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER REVENUES							
AUDIO-VISUAL	60,853	151,811	175,000	121,125	200,000	78,875	65.12%
AUDITORIUM	153,007	249,257	252,000	305,000	475,000	170,000	55.74%
CHAIRS	9,850	10,515	8,500	16,087	20,000	3,913	24.32%
ELECTRICAL	18,365	33,334	50,000	49,200	50,000	800	1.63%
ELECTRICIAN	2,300	3,521	7,320	7,320	15,000	7,680	104.92%
EXHIBIT BOOTHS	25,886	42,536	63,000	63,000	65,000	2,000	3.17%
FORK LIFTS	150	1,050	1,500	2,200	1,500	-700	-31.82%
JANITORIAL	500	2,500	1,000	3,600	2,000	-1,600	-44.44%
MAIN BUILDING	142,173	217,666	252,000	236,495	425,000	188,505	79.71%
MISCELLANEOUS EQUIPMENT	271	3,362	8,500	8,500	15,000	6,500	76.47%
NORTH WING	59,538	128,679	152,000	135,000	350,000	215,000	159.26%
PARKING LOT	13,782	20,866	17,000	27,800	15,000	-12,800	-46.04%
POLICE/FIRE/DOOR GUARDS	42,231	77,382	37,400	52,400	50,000	-2,400	-4.58%
TABLES	25,420	43,661	60,000	76,000	78,000	2,000	2.63%
UMA BUILDING RENTAL	109,959	111,199	116,000	112,600	125,000	12,400	11.01%
USHERS/TICKET TAKERS	1,328	1,538	800	2,800	1,000	-1,800	-64.29%
TOTAL PHYSICAL PLANT	665,613	1,098,875	1,202,020	1,219,127	1,887,500	668,373	54.82%
COMMUNICATION LINE	1,300	2,621	2,500	2,500	2,500	0	0.00%
PHOTOCOPY/UNIFORMS/MISC	1,802	2,149	6,500	4,000	2,000	-2,000	-50.00%
SOUVENIRS	1,701	6,601	1,300	1,300	500	-800	-61.54%
SIGN/SCOREBOARD	76,733	103,192	130,000	258,200	300,000	41,800	16.19%
50TH ANNIVERSARY	0	50,112	0	0	0	0	100.00%
TIF TRANSFER	600,000	0	0	0	0	0	0.00%
TOTAL ADMINISTRATION	681,536	164,674	140,300	266,000	305,000	39,000	14.66%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER REVENUES							
ATM	3,534	5,520	5,500	8,408	6,500	-1,908	-22.69%
BOX OFFICE TICKETS	5,608	14,357	12,000	12,000	8,000	-4,000	-33.33%
TOTAL BOX OFFICE	9,142	19,877	17,500	20,408	14,500	-5,908	-28.95%
TABLECLOTHS	10,236	17,801	28,000	35,000	43,000	8,000	22.86%
SERVICE CHARGE ON MEALS	70,712	188,201	190,000	190,000	239,000	49,000	25.79%
KITCHEN - SNACKS	32,942	57,801	95,000	95,000	350,000	255,000	268.42%
KITCHEN - MEALS	60,165	205,304	294,000	204,000	130,000	-74,000	-36.27%
SNACK TAXABLE	38,820	140,824	105,000	105,000	145,000	40,000	38.10%
MEALS TAXABLE	240,744	559,356	475,000	475,000	570,000	95,000	20.00%
TOTAL CATERING	453,619	1,169,287	1,187,000	1,104,000	1,477,000	373,000	33.79%
CONCESSIONS/VENDING	219,057	311,788	4,400	290,000	5,000	-285,000	-98.28%
MISC FOODS/VENDING MACHINES	221	2,686	2,500	2,500	2,500	0	0.00%
CONCESSION/VENDING TAXABLE	2,339	3,267	290,000	4,400	348,000	343,600	7809.09%
TOTAL CONCESSION	221,617	317,740	296,900	296,900	355,500	58,600	19.74%
BARS	36,549	109,707	35,000	75,000	45,000	-30,000	-40.00%
SERVICE CHARGE ON BARS	3,304	8,787	8,000	8,000	10,000	2,000	25.00%
BAR TAXABLE	14,623	43,830	75,000	35,000	95,000	60,000	171.43%
UNCLASSIFIED	16,365	0	0	0	0	0	0.00%
TOTAL BAR	70,841	162,324	118,000	118,000	150,000	32,000	27.12%
TRANSFER IN	112,625						
TOTAL CIVIC CENTER REVENUE	2,214,992	2,932,777	2,961,720	3,024,435	4,189,500	1,165,065	38.52%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
PHYSICAL PLANT							
SALARIES - REG. EMPL.	221,548	247,462	354,830	319,138	323,422	4,284	1.34%
SALARIES-PARTTIME/TEMP	71,356	185,233	210,336	210,336	254,592	44,256	21.04%
OVERTIME	10,697	22,160	16,000	13,000	5,000	-8,000	-61.54%
POLICE AND FIRE SERVICE	20,074	26,868	22,000	29,775	30,000	225	0.76%
UNEMPLOYMENT INSURANCE	0	0	2,500	2,500	2,500	0	0.00%
WORKERS COMPENSATION	10,195	11,325	12,131	12,131	15,278	3,147	25.94%
HEALTH BENEFITS	39,371	53,796	74,496	74,496	89,795	15,299	20.54%
HRA	0	0	0	14,000	12,891	-1,109	-7.92%
FRINGE BENEFITS	35,074	49,012	53,500	52,910	57,700	4,790	9.05%
	408,315	595,856	745,793	728,286	791,178	62,892	8.64%
TELEPHONE	639	645	650	720	720	0	0.00%
ELECTRICITY	185,364	225,181	226,000	243,498	226,000	-17,498	-7.19%
WATER	5,324	7,376	7,200	7,200	9,360	2,160	30.00%
SEWERS	27,141	30,178	28,000	35,556	46,222	10,666	30.00%
TRAINING	508	0	75	1,000	500	-500	-50.00%
PRODUCTION	4,841	58,041	100,000	47,000	160,000	113,000	240.43%
ELEVATOR MAINTENANCE	0	0	3,020	3,020	3,020	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
PHYSICAL PLANT							
SOLID WASTE REMOVAL	4,647	7,497	8,500	7,000	8,000	1,000	14.29%
RENTAL OF EQUIP/VEHICLES	4,376	7,933	4,500	4,500	7,500	3,000	66.67%
MOTOR POOL	3,592	2,326	2,000	2,375	3,415	1,040	43.79%
REPAIRS AND MAINT. OF EQUIPMENT	57,787	94,515	215,000	116,920	113,843	-3,077	-2.63%
CONTRACTED SERVICES	25,783	21,516	35,000	35,000	35,000	0	0.00%
SNOW REMOVAL	33,075	34,800	42,000	42,000	42,000	0	0.00%
	353,076	490,008	671,945	545,789	655,580	109,791	20.12%
NATURAL GAS	62,756	120,829	120,000	140,760	120,000	-20,760	-14.75%
PROPANE GAS	26,974	27,519	15,000	23,481	24,000	519	2.21%
GASOLINE,OIL & LUBRICANT	615	443	5,000	883	4,065	3,182	360.36%
WEARING APPAREL	1,393	4,619	1,600	1,822	4,100	2,278	125.03%
PUBLIC SAFETY SUPPLIES	5,237	3,222	5,791	5,791	8,791	3,000	51.80%
SMALL TOOLS & IMPLEMENTS	804	1,102	2,500	3,000	8,300	5,300	176.67%
CLEAN. & DISINFECT. SUP.	10,047	20,414	15,000	10,500	15,000	4,500	42.86%
CONSTRUCTION MATERIALS	283	2,702	7,500	7,500	42,000	34,500	460.00%
	108,110	180,850	172,391	193,737	226,256	32,519	16.79%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
PHYSICAL PLANT							
LICENSES	854	2,186	9,800	9,800	7,124	-2,676	-27.31%
LEASES	2,229	6,162	6,162	6,500	6,800	300	4.62%
	3,083	8,348	15,962	16,300	13,924	-2,376	-14.58%
TOTAL PHYSICAL PLANT	872,584	1,275,062	1,606,091	1,484,112	1,686,938	202,826	13.67%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
ADMINISTRATION							
SALARIES - REG. EMPL.	312,756	363,555	374,479	374,479	405,220	30,741	8.21%
SALARIES-PARTTIME/TEMP	289	3,495	0	0	45,000	45,000	100.00%
OVERTIME	18,166	18,574	9,000	2,500	3,000	500	20.00%
UNEMPLOYMENT INSURANCE	0	0	500	0	500	500	0.00%
WORKERS COMPENSATION	11,293	13,040	8,481	8,481	10,913	2,432	28.68%
HEALTH BENEFITS	43,348	58,956	65,962	65,962	75,286	9,324	14.14%
HRA	3,949	3,566	3,500	3,500	3,500	0	0.00%
FRINGE BENEFITS	31,137	41,355	51,028	51,028	49,997	-1,031	-2.02%
	420,936	502,541	512,950	505,950	593,416	87,466	17.29%
PRNT.,BNDG., STATIONERY	742	1,324	3,000	4,700	4,000	-700	-14.89%
ADVERTISING SERVICES	921	3,027	2,500	2,500	0	-2,500	-100.00%
POSTAGE	368	456	475	475	475	0	0.00%
TELEPHONE	1,570	1,622	1,500	2,220	1,500	-720	-32.43%
TRAVEL EXPENSE AND CONFERENCES	0	29	0	3,000	0	-3,000	-100.00%
TRAINING	9,804	10,616	1,073	1,000	500	-500	-50.00%
MARKETING	3,990	6,743	18,275	18,275	16,000	-2,275	-12.45%
RENTAL OF EQUIP/VEHICLES	0	0	9,000	9,000	9,000	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
ADMINISTRATION							
REPAIRS AND MAINT. OF EQUIPMENT	2,502	8,695	5,650	5,650	9,000	3,350	59.29%
CONTRACTED SERVICES	9,107	48,835	55,000	102,525	92,475	-10,050	-9.80%
SPECIALIZED CON SERV - 50TH ANNIVERSARY	0	55,746	21,000	25,000	0	-25,000	-100.00%
WRITE OFF PRIOR YEAR RECEIVABLE	0	0	0	2,000	1,000	-1,000	-50.00%
	29,005	137,093	117,473	176,345	133,950	-42,395	-24.04%
OFFICE SUPPLIES	2312	5996	7,000	7,000	9,000	2,000	28.57%
OTHER SUPPLIES - 50TH ANNIVERSARY	0	87	0	0	0	0	100.00%
	2,312	6,083	7,000	7,000	9,000	2,000	28.57%
DUES & MEMBERSHIPS	1,858	2,087	3,245	3,245	3,245	0	0.00%
LICENSES	502	50	1,232	1,232	0	-1,232	-100.00%
PROPERTY & CASUALTY	12,800	16,002	20,000	20,000	20,000	0	0.00%
	15,160	18,139	24,477	24,477	23,245	-1,232	-5.03%
COMPUTER HARDWARE	0	0	2,500	2,500	2,000	-500	-20.00%
EQUIPMENT DEPRECIATION	210,899	207,840	214,460	214,460	214,460	0	0.00%
	210,899	207,840	216,960	216,960	216,460	-500	-0.23%
DEBT SERVICE (PRINCIPAL)	0	0	0	40,000	40,000	0	0.00%
IUUAL PRINCIPAL	16,293	16,807	17,322	16,807	18,008	1,201	7.15%
DEBT SERVICE (INTEREST)	6,675	3,188	14,040	22,313	34,300	11,987	53.72%
IUUAL INTEREST	5,989	5,494	4,942	5,493	4,336	-1,157	-21.06%
	28,957	25,489	36,304	84,613	96,644	12,031	14.22%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
ADMINISTRATION							
TRANSFER OUT	0	0	0	0	0	0	0.00%
	0	0	0	0	0	0	0.00%
TOTAL ADMINISTRATION	707,268	897,185	915,164	1,015,345	1,072,715	57,370	5.65%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
BOX OFFICE							
SALARIES - REG. EMPL.	0	0	0	0	0	0	0.00%
SALARIES-PARTTIME/TEMP	0	0	0	0	0	0	0.00%
OVERTIME	0	0	0	0	0	0	0.00%
WORKERS COMPENSATION	0	0	0	0	0	0	0.00%
HEALTH BENEFITS	0	0	0	0	0	0	0.00%
HRA	0	0	0	0	0	0	0.00%
FRINGE BENEFITS	0	0	0	0	0	0	0.00%
	0	0	0	0	0	0	0.00%
BOX OFFICE	1,107	60	2,000	4,000	6,000	2,000	50.00%
	1,107	60	2,000	4,000	6,000	2,000	50.00%
TOTAL BOX OFFICE	1,107	60	2,000	4,000	6,000	2,000	50.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
CATERING							
SALARIES - REG. EMPL.	232,121	253,031	297,802	240,859	333,844	92,985	38.61%
SALARIES-PARTTIME/TEMP	37,019	174,381	160,000	130,000	265,200	135,200	104.00%
OVERTIME	22,663	26,529	8,000	15,000	6,000	-9,000	-60.00%
UNEMPLOYMENT INSURANCE	0	0	1,000	1,000	1,000	0	0.00%
WORKERS COMPENSATION	4,353	9,576	10,766	10,766	10,913	147	1.37%
HEALTH BENEFITS	45,081	44,560	67,941	78,240	78,824	584	0.75%
HRA	0	0	2,000	2,000	2,000	0	0.00%
FRINGE BENEFITS	31,488	45,080	49,000	44,373	58,808	14,435	32.53%
	<u>372,725</u>	<u>553,157</u>	<u>596,509</u>	<u>522,238</u>	<u>756,589</u>	<u>234,351</u>	<u>44.87%</u>
TELEPHONE	424	454	0	0	720	720	100.00%
TRAVEL EXPENSE AND CONFERENCES	0	0	0	800	250	-550	-68.75%
TRAINING	500	0	1,000	2,000	1,000	-1,000	-50.00%
REPAIRS AND MAINT. OF EQUIPMENT	5,127	6,854	24,000	24,000	8,000	-16,000	-66.67%
CONTRACTED SERVICES	16,920	0	4,500	5,000	6,000	1,000	20.00%
	<u>22,971</u>	<u>7,308</u>	<u>29,500</u>	<u>31,800</u>	<u>15,970</u>	<u>-15,830</u>	<u>-49.78%</u>

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
CATERING							
FOOD & GROCERIES	179,493	416,934	359,632	351,800	418,250	66,450	18.89%
WEARING APPAREL	1,931	2,528	5,000	5,000	3,000	-2,000	-40.00%
TABLECLOTHS	23,450	44,939	26,000	41,000	35,000	-6,000	-14.63%
KITCHEN SMALLWARE	9,639	14,583	18,000	18,000	43,000	25,000	138.89%
CLEAN. & DISINFECT. SUP.	2,885	5,520	4,900	4,900	4,900	0	0.00%
OTHER OPERATING & MAINT SUPPLIES	446	0	0	0	0	0	0.00%
	217,844	484,504	413,532	420,700	504,150	83,450	19.84%
LICENSES	552	552	500	500	0	-500	-100.00%
	552	552	500	500	0	-500	-100.00%
TOTAL CATERING	614,092	1,045,521	1,040,041	975,238	1,276,709	301,471	30.91%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
CONCESSION							
SALARIES-PARTTIME/TEMP	29,714	115,735	140,000	61,000	84,864	23,864	39.12%
OVERTIME	226	2,656	4,400	4,400	5,000	600	13.64%
UNEMPLOYMENT INSURANCE	0	0	115	115	115	0	0.00%
WORKERS COMPENSATION	0	0	570	100	2,182	2,082	2082.00%
FRINGE BENEFITS	2,462	9,092	8,000	4,674	7,059	2,385	51.03%
	32,402	127,483	153,085	70,289	99,220	28,931	41.16%
REPAIRS AND MAINT. OF EQUIPMENT	156	711	22,000	22,000	6,000	-16,000	-72.73%
CONTRACTED SERVICES	2,000	0	0	1,500	0	-1,500	-100.00%
	2,156	711	22,000	23,500	6,000	-17,500	-74.47%
FOOD & GROCERIES	57,266	111,790	140,000	124,750	158,850	34,100	27.33%
WEARING APPAREL	0	125	2,000	2,000	2,000	0	0.00%
KITCHEN SMALLWARE	2,986	3,144	1,000	1,000	13,100	12,100	1210.00%
	60,252	115,059	143,000	127,750	173,950	46,200	36.16%
TOTAL CONCESSION	94,810	243,253	318,085	221,539	279,170	57,631	26.01%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES							
BAR							
SALARIES-REG	1,131	0	0	0	0	0	0.00%
SALARIES-PARTTIME/TEMP	14,996	40,539	35,000	25,000	33,000	8,000	32.00%
OVERTIME	1,150	203	0	2,000	3,000	1,000	50.00%
UNEMPLOYMENT INSURANCE	0	0	100	100	100	0	0.00%
WORKERS COMPENSATION	0	0	100	100	100	0	0.00%
HEALTH BENEFITS	165	20	10	0	100	100	0.00%
FRINGE BENEFITS	1,576	3,636	3,000	1,561	2,865	1,304	83.54%
	19,018	44,398	38,210	28,761	39,165	10,404	36.17%
TRAINING	605	162	300	1,000	400	-600	-60.00%
REPAIRS AND MAINT. OF EQUIPMENT	0	1,731	4,000	4,000	4,000	0	0.00%
	605	1,893	4,300	5,000	4,400	-600	-12.00%
FOOD & GROCERIES	603	1,660	2,800	4,000	1,500	-2,500	-62.50%
LIQUOR	21,052	33,525	24,000	24,000	42,000	18,000	75.00%
WEARING APPAREL	2,531	1,499	1,500	1,500	1,000	-500	-33.33%
KITCHEN SMALLWARE	132	0	4,000	4,000	4,000	0	0.00%
	24,317	36,684	32,300	33,500	48,500	15,000	44.78%
LICENSES	910	910	910	910	0	-910	-100.00%
INSURANCE	0	0	0	3,500	0	-3,500	-100.00%
	910	910	910	4,410	0	-4,410	-100.00%
TOTAL BAR	44,850	83,885	75,720	71,671	92,065	20,394	28.46%

TOTAL CIVIC CENTER EXPENDITURES

2,334,711	3,544,966	3,957,101	3,771,905	4,413,597	641,692	17.01%
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Purpose/Mission Statement

The purpose of the Bureau of Solid Waste is to provide an economical and environmentally safe regional solid waste facility to the citizens and businesses within Augusta and the contracting communities for the disposal and recycling of the solid waste they generate. Hatch Hill is operated as an enterprise account within city government which means that revenues from tipping fees, per capita fees and miscellaneous sales are used to pay for all costs associated with the facility. Hatch Hill will be operated in accordance with our licenses from the Maine Department of Environmental Protection (MDEP), policies set forth by the Augusta City Council and other applicable environmental regulations and laws.

Program Description

In 2023, approximately 44,989 tons of waste was landfilled, and another 1530 tons of material was either recycled or composted, resulting in 3.0% of the material that was brought to Hatch Hill was either composted or recycled. Additionally, 10,187 tons of auto shredder residue (a byproduct of car shredding), for which the landfill receives a revenue, was used as alternate daily cover. It is anticipated that Expansion III will provide four additional years of solid waste disposal capacity based on the current annual waste volumes.

Active gas collection systems were installed as part of the closure of Expansion II in the summer of 2011, and as part of the Intermediate temporary cover systems of Expansion III in 2014, 2018 and most recently in 2023. The Expansion III intermediate 2023 cover project include new gas collection wells, eight acres of cover and an update to the existing piping. The collected methane gas is used to run a generator or is burned through the landfill flare.

Performance Objectives

- Provide an environmentally sound and economical landfill operation.
- Coordinate recycling programs with municipal programs.
- Operate Expansion III in compliance with our license.
- Plan for solid waste disposal once Expansion III is at capacity (estimated to be around 2027).
- Provide appropriate level of closure funds for landfill closures and post closure monitoring and maintenance activities once the existing facilities are closed and no longer accepting waste (required by MDEP regulations).
- Monitor Corrective Action for Areas 1, 2 and 3 to mitigate groundwater contamination for effectiveness.
- Respond to MDEP and other issues efficiently and in an environmentally and financially sound manner.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL REVENUES							
SALE OF ELECTRICITY	0	0	0	0	0	0	0.00%
INVESTMENT INCOME	127	1,336	200	600	200	-400	-66.67%
MISCELLANEOUS FEES	7,399		11,000	11,000	11,000	0	0.00%
MISCELLANEOUS REVENUE	356	0	0	0	0	0	0.00%
MUNICIPAL SOLID WASTE FEE	3,177,926	4,061,089	4,000,000	4,641,610	3,805,800	-835,810	-18.01%
PER CAPITA FEES	236,451	236,451	236,760	236,760	236,760	0	0.00%
PERMIT FEE	34,510	39,580	27,000	27,000	30,000	3,000	11.11%
RECYCLING FEES	91,380	118,191	90,000	58,100	66,900	8,800	15.15%
SALE OF MATERIAL	71,533	26,405	90,000	45,000	45,000	0	0.00%
TOTAL HATCH HILL REVENUES	3,619,683	4,483,051	4,454,960	5,020,070	4,195,660	-824,410	-16.42%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES							
SALARIES - REG. EMPL.	515,524	517,410	610,510	623,492	715,791	92,299	14.80%
SALARIES-PARTTIME/TEMP	0	0	3,520	3,520	3,520	0	0.00%
OVERTIME	24,537	34,697	43,916	43,916	53,741	9,825	22.37%
UNEMPLOYMENT	-	-	0	0	0	0	0.00%
WORKERS COMPENSATION	30,057	37,480	30,850	30,850	26,190	-4,660	-15.11%
HEALTH BENEFITS	92,899	81,358	105,899	105,827	146,741	40,914	38.66%
HRA	5,689	1,551	25,160	25,160	25,160	0	0.00%
CONTRACT BENEFITS	1,614	3,843	3,000	0	6,800	6,800	100.00%
FRINGE BENEFITS	60,683	64,196	71,408	67,993	87,543	19,550	28.75%
	731,004	740,535	894,263	900,758	1,065,485	164,727	18.29%
PRNT.,BNDG., STATIONERY	3,237	3,072	3,740	3,740	3,788	48	1.28%
ADVERTISING SERVICES	2,086	804	2,800	2,800	2,400	-400	-14.29%
POSTAGE	286	312	500	500	500	0	0.00%
TELEPHONE	5,476	4,594	6,747	6,747	6,747	0	0.00%
ELECTRICITY	20,384	25,573	19,050	19,050	19,050	0	0.00%
SEWERS	42,383	85,273	82,940	82,940	82,940	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	0	125	9,000	9,000	9,000	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES							
TRAINING	996	1,000	3,500	3,000	3,000	0	0.00%
MILEAGE REIMBURSEMENT	77	0	67	67	67	0	0.00%
RENTAL OF EQUIP/VEHICLES	27,716	18,266	30,520	30,520	44,120	13,600	44.56%
MOTOR POOL	149,950	149,256	165,923	165,923	230,763	64,840	39.08%
SERVICE FEES	19,426	22,663	22,800	22,800	22,800	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	130,257	70,254	165,345	149,460	145,310	-4,150	-2.78%
REPAIRS AND MAINT. OF BLDGS	6,386	7,155	19,207	15,900	15,900	0	0.00%
CONTRACTED SERVICES	22,102	11,169	95,440	83,270	95,570	12,300	14.77%
ARCHITECTURAL & ENGINEERING	163,967	440,639	340,500	340,500	340,500	0	0.00%
RECYLCING FEES	82,638	80,776	109,175	98,400	116,450	18,050	18.34%
	677,367	920,931	1,077,254	1,034,617	1,138,905	104,288	10.08%
OFFICE SUPPLIES	2,204	777	3,700	3,700	3,600	-100	-2.70%
PRINTING & REPRODUCTION	0	0	0	0	0	0	0.00%
GASOLINE,OIL & LUBRICANT	46,415	78,215	66,906	79,221	66,047	-13,174	-16.63%
WEARING APPAREL	2,462	809	2,500	2,500	1,200	-1,300	-52.00%
MED., SURG., & LAB. SUPP.	109	68	900	900	900	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES							
PUBLIC SAFETY SUPPLIES	100	0	1,200	1,200	1,200	0	0.00%
SMALL TOOLS & IMPLEMENTS	710	1,183	1,300	1,300	1,300	0	0.00%
CLEAN. & DISINFECT. SUP.	136	363	1,200	1,200	1,200	0	0.00%
AGRIC., BOTAN. & ANIMAL	1,593	749	2,027	2,027	2,050	23	1.13%
CONSTRUCTION MATERIALS	128,999	338,622	226,446	220,325	234,700	14,375	6.52%
OTHER OPER. & MTN. SUP.	894	1,622	3,760	3,760	3,760	0	0.00%
	183,621	422,408	309,939	316,133	315,957	-176	-0.06%
BAD DEBTS EXPENSE	0	0	500	500	500	0	0.00%
DUES & MEMBERSHIPS	1,284	745	2,000	2,000	2,000	0	0.00%
LICENSES	21,605	23,262	50,965	22,000	22,000	0	0.00%
POLLUTION INSURANCE	31,518	32,148	32,000	32,000	34,000	2,000	6.25%
PROPERTY & CASUALTY	5,501	4,481	5,508	5,508	6,200	692	12.56%
RESERVE FOR CLOSURE	1,067,648	632,744	622,920	622,920	622,920	0	0.00%
INTERIM CLOSURE	440,000	304,442	299,715	299,715	299,715	0	0.00%
	1,567,556	997,822	1,013,608	984,643	987,335	2,692	0.27%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES							
OFFICE EQUIPMENT	0	0	2,500	2,500	2,500	0	0.00%
EQUIPMENT	0	0	3,000	3,000	3,000	0	0.00%
EQUIPMENT DEPRECIATION	566,710	537,794	514,795	514,795	514,795	0	0.00%
	566,710	537,794	520,295	520,295	520,295	0	0.00%
DEBT SERVICE (PRINCIPAL)	0	0	0	35,000	35,000	0	0.00%
DEBT SERVICE (INTEREST)	0		5,440	8,125	12,900	4,775	0.00%
	0	0	5,440	43,125	47,900	4,775	0.00%
IUUAL PRINCIPAL	4,703	4,851	5,000	4,851	5,198	347	7.15%
IUUAL INTEREST	1,729	1,585	1,426	1,585	1,251	-334	-21.07%
	6,431	6,436	6,426	6,436	6,449	13	0.20%
TRANSFER OUT	51,636	54,702	68,848	68,848	68,848	0	0.00%
	51,636	54,702	68,848	68,848	68,848	0	0.00%
TOTAL HATCH HILL	3,784,325	3,680,628	3,896,073	3,874,855	4,151,174	276,319	7.13%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
AIRPORT							
COMMISSION INCOME - CONCESSION	130	164	300	0	0	0	0.00%
COMMISSION INCOME - TENANTS	102,536	73,306	70,000	78,000	70,000	-8,000	-10.26%
COMMISSIONS	2,551	2,707	2,600	0	2,500	2,500	100.00%
FUEL FLOW FEES	14,174	2,695	20,000	0	0	0	0.00%
LANDING FEES	94	0	0	0	0	0	0.00%
LANDING FEES - CONTRACT	30,193	28,340	33,000	25,000	28,000	3,000	12.00%
MANAGEMENT FEE STATE OF MAINE	299,645	425,480	410,469	445,257	439,200	-6,057	-1.36%
MISCELLANEOUS FEES	3,199	6,779	0	0	0	0	0.00%
PARKING FEES	300	300	300	0	300	300	100.00%
RENTAL OF LANDS	17,291	19,177	20,201	16,985	20,000	3,015	17.75%
RENTAL OF ROOMS	81,891	91,052	93,130	84,758	90,000	5,242	6.18%
TOTAL AIRPORT REVENUE	552,004	650,000	650,000	650,000	650,000	0	0.00%

Mission Statement / Purpose:

The mission of the Augusta State Airport (AUG) is to serve the aviation and air travel needs of the residents of the City of Augusta and surrounding communities, as well as those of aviators and air passengers traveling to Augusta. In meeting these needs, the Airport, its property and facilities are maintained in full compliance with applicable Federal Aviation Administration (FAA) Regulations.

The Augusta State Airport is operated and maintained by the City of Augusta under terms of a Management and Operating agreement entered into by the City and the State. Under this Agreement, the State of Maine Department of Transportation retains ownership of the Airport and its facilities while the City assumes full managerial and operational control. The State provides a financial subsidy to cover the operating deficit incurred by the Airport with an assurance that the City of Augusta will incur no financial liability in the costs of its operation.

Goals and Objectives for 2024:

- Working with the DOT to secure \$4 million in federal funding for complete terminal renovations.
- Continue working with Maine Instrument Flight (MIF) on general aviation development.
- Continue working with DOT for On field and Off field electric charging stations.
- Ensure that the airport remains fully compliant with all aviation security measures issued by the Transportation Security Administration.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
AIRPORT							
SALARIES - REG. EMPL.	303,682	270,257	285,505	313,032	299,805	-13,227	-4.23%
SALARIES-PARTTIME/TEMP	8,825	2,966	6,565	0	0	0	0.00%
OVERTIME	30,556	30,411	28,000	20,000	20,000	0	0.00%
UNEMPLOYMENT INSURANCE	0	0	500	500	500	0	0.00%
WORKERS COMPENSATION	9,266	11,277	10,505	10,505	14,405	3,900	37.13%
HEALTH BENEFITS	54,490	72,073	85,000	85,152	95,326	10,174	11.95%
HRA	1,279	3,516	5,000	5,000	5,000	0	0.00%
FRINGE BENEFITS	30,475	32,219	30,000	37,246	34,924	-2,322	-6.23%
	438,574	422,719	451,075	471,435	469,960	-1,475	-0.31%
AIRFIELD-MAINTENANCE SUP.	14,489	30,216	16,200	15,000	12,800	-2,200	-14.67%
AIRFIELD-MAINTENANCE EQUIPMENT	5,997	22,557	6,500	5,000	5,000	0	0.00%
AIRFIELD-MAINT. SERVICES	11,856	56,023	19,816	5,000	7,500	2,500	50.00%
BUILDING-MAINT. SUPPLIES	18,404	12,837	11,000	10,000	10,000	0	0.00%
TECHNICAL SERVICES	2,833	4,029	3,200	2,974	3,894	920	30.93%
BUILDING-MAINT. EQUIPMENT	126	325	250	500	500	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
AIRPORT							
BUILDING-MAINT. SERVICES	39,809	37,293	31,500	22,000	19,100	-2,900	-13.18%
ADVERTISING SERVICES	568	1,020	100	500	500	0	0.00%
VEHICLE-MAINT. SUPPLIES	3,285	2,640	2,100	2,500	2,500	0	0.00%
VEHICLE-MAINT. EQUIPMENT	988	498	2,000	3,500	2,500	-1,000	-28.57%
VEHICLE-MAINT. SERVICES	9,308	3,032	4,100	3,500	4,000	500	14.29%
OFFICE SERVICES	0	0	0	50	50	0	0.00%
POSTAGE	26	21	25	50	50	0	0.00%
PERSONNEL-SUPPLIES/SERV	3,095	2,268	2,000	2,000	2,000	0	0.00%
TELEPHONE	2,774	2,479	2,500	2,826	2,826	0	0.00%
ELECTRICITY	26,928	23,875	29,500	32,930	26,147	-6,783	-20.60%
WATER	10,644	9,814	10,750	10,500	10,500	0	0.00%
SEWERS	9,792	10,551	10,200	9,500	13,306	3,806	40.07%
TRAVEL EXPENSE AND CONFERENCES	0	0	0	600	600	0	0.00%
SUB/TXTB/PERIODICALS	0	0	0	0	200	200	100.00%
REPAIRS AND MAINT OF EQUIPMENT	1,291	1,313	1,192	200	400	200	100.00%
TRAINING	0	56	0	500	500	0	0.00%
	162,213	220,847	152,933	129,630	124,873	-4,757	-3.67%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
AIRPORT							
OFFICE SUPPLIES	444	861	325	500	500	0	0.00%
PRINTING & REPRODUCTION	558	0	75	275	200	-75	-27.27%
NATURAL GAS	7,344	12,451	4,900	5,500	5,500	0	0.00%
PROPANE GAS	24,556	23,409	15,500	15,000	14,357	-643	-4.29%
GASOLINE,OIL & LUBRICANT	6,794	21,656	11,950	12,000	18,950	6,950	57.92%
	39,696	58,377	32,750	33,275	39,507	6,232	18.73%
DUES & MEMBERSHIPS	279	40	100	400	400	0	0.00%
LICENSES	0	0	100	500	500	0	0.00%
PROPERTY & CASUALTY	9,500	9,964	10,000	10,728	10,728	0	0.00%
	9,779	10,004	10,200	11,628	11,628	0	0.00%
IUUAL PRINCIPAL	2,945	3,038	3,131	3,038	3,038	0	0.00%
IUUAL INTEREST	1,083	993	473	994	994	0	0.00%
	4,028	4,031	3,604	4,032	4,032	0	0.00%
TOTAL AIRPORT EXPENDITURES	654,289	715,978	650,562	650,000	650,000	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CHILDCARE REVENUES							
BEFORE/AFTER SCHOOL DAYCARE	131,228	143,035	225,000	245,500	255,500	10,000	4.07%
STATE BEFORE/AFTER CC DAYCARE	244,656	241,413	240,668	240,688	260,688	20,000	8.31%
FEDERAL	217,166	131,226	78,000	24,000	40,000	16,000	66.67%
STATE SUMMER DAYCAMP	54,091	74,622	61,250	86,000	70,250	-15,750	-18.31%
SUMMER DAYCAMP	56,172	64,611	77,000	102,400	100,000	-2,400	-2.34%
TOTAL CHILDCARE REVENUES	703,313	654,907	681,918	698,588	726,438	27,850	3.99%

Purpose/Mission Statement

The mission of the City of Augusta Childcare Program is to provide a quality, valuable, community service offering a safe, flexible, affordable program for parents and guardians to place their children when they are away from home. Childcare serves annually 200 children, with a combination of enrollment between school year childcare and summer camp program. The school year Childcare Program has an average attendance of 105 daily. Children receive care year-round from 6:30am to 8:15am and then again 2:45pm to 5:30pm in classrooms divided by age/grade which includes; gym, art, science, free play & homework help in addition to lots of outside time and afternoon snack. During vacation weeks, the Childcare Program serves 90+ children on average daily with care being offered 6:30am to 5:30pm. Breakfast, morning snack and afternoon snack are provided. Due to lack of full kitchen, lunches during vacation weeks are provided by the families.

Goals

- To ensure that all childcare is of high quality.
- To continue to work on Continuous Quality Improvement Plans and implement them in the childcare program as needed.
- Maintain current childcare licenses and high rating on the Maine Quality Rating System.
- To access data to find out if needs/expectations of the parents are being met, annually surveys will be sent to current families. Data collected will be shared with staff and other stakeholders as well as put into action plan as needed.
- To work closely with Human Resources in recruiting and hiring childcare staff.
- To collaborate with the Recreation Coordinator to offer additional recreational activities to the childcare families.
- To work collaboratively with other City Departments on free community events such as 4th of July, Halloween, or holiday celebrations.

FY25 annual budget is reflective of increased parent fees to align with current rate of care set by State of Maine.

Anticipated programming remains with before school, after school, vacation care and summer camp.

Staffing will continue to be a focal point as it is difficult to attract and retain qualified employees for part time employment.

Childcare will continue to adapt to offer beneficial trainings and other incentives to invest in our staff.

Childcare will focus on expanding program offerings in partnership with Outdoor Explorers recreation program to utilize local parks and trails and activities such as kayaking, fishing, archery, geocaching and more.

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CHILDCARE							
SALARIES - REG. EMPL.	211,823	211,520	250,105	250,105	233,491	-16,614	-6.64%
SALARIES-PARTTIME/TEMP	228,508	287,741	265,000	265,000	275,000	10,000	3.77%
OVERTIME	1,557	2,234	2,000	2,500	2,500	0	0.00%
UNEMPLOYMENT INSURANCE	1	0	1,000	1,000	1,000	0	0.00%
WORKERS COMPENSATION	12,711	13,471	15,863	15,129	17,460	2,331	15.41%
HEALTH BENEFITS	31,142	40,333	43,343	43,343	48,624	5,281	12.19%
HRA	1,635	0	1,300	1,300	1,300	0	0.00%
FRINGE BENEFITS	40,197	46,794	51,000	25,925	46,296	20,371	78.58%
	527,574	602,093	629,611	604,302	625,672	21,370	3.54%
PRNT.,BNDG., STATIONERY	0	0	50	50	50	0	0.00%
ADVERTISING SERVICES	0	453	150	150	150	0	0.00%
POSTAGE	22	3	40	40	40	0	0.00%
TELEPHONE	1,971	1,147	1,500	1,500	1,500	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	300	894	1,000	1,800	1,800	0	0.00%
TRAINING	1,125	0	500	1,000	1,000	0	0.00%
MILEAGE REIMBURSEMENT	0	0	200	200	200	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CHILDCARE							
IUUAL PRINCIPAL	760	784	808	784	840	56	7.14%
IUUAL INTEREST	279	256	231	256	202	-54	-21.09%
	1,039	1,040	1,039	1,040	1,042	2	0.19%
TRANSFER OUT	39,375	20,956	20,956	20,956	0	-20,956	-100.00%
	39,375	20,956	20,956	20,956	0	-20,956	-100.00%
TOTAL CHILDCARE EXPENDITURES	735,944	742,977	771,015	747,438	726,438	-21,000	-2.81%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE REVENUES							
USE OF RETAINED EARNINGS	0	0	351,282	351,282	0	-351,282	-100.00%
MOTOR POOL-CITY	1,004,035	1,016,286	1,161,212	1,161,212	1,573,534	412,322	35.51%
GAS & OIL - CITY	306,321	566,277	491,300	729,486	503,600	-225,886	-30.97%
GAS & OIL - PUBLIC	0	0	0	0	0	0	0.00%
REPAIRS & TIRES	466,373	461,783	358,740	432,673	432,673	0	0.00%
GAIN ON SALE (TRADE-IN)	0	0	0	0	5,000	5,000	0.00%
MISCELLANEOUS REVENUE	1,308	1,432	1,000	2,000	2,000	0	0.00%
TOTAL CENTRAL GARAGE REVENUES	1,778,037	2,045,778	2,363,534	2,676,653	2,516,807	-159,846	-5.97%

CENTRAL GARAGE

Mission/Purpose Statement

Central Garage is an Internal Service Fund that supports its operations through rental fees of vehicles and equipment to various departments within the City. Central Garage owns most City vehicles, excluding those at the Airport, Fire and Police Departments. Central Garage is also responsible for the maintenance of the buildings located at the Public Works Facility.

Central Garage operates like a business. Revenues of approximately \$2.3 million are generated through vehicle rentals, some monthly and others an hourly rate. Rental rates are designed to provide for ongoing vehicle maintenance as well as vehicle replacement. Vehicles are depreciated on a schedule that varies depending on the piece of equipment and anticipated useful life. Revenues are also generated from the sale of fuel to various City Departments, and repairs and maintenance to a few various vehicles and equipment owned by other departments.

Goals and Objectives

- Maintain a safe workplace and a safe reliable fleet that meets the needs of the various City Departments
- Generate sufficient revenues to cover the costs of operating the garage and replace some vehicles annually based on their age, condition and needs of the organization.
- Educate and train employees on safe work practices and methods on equipment and new technologies.
- Respond appropriately to requests from other departments for vehicle and equipment needs.
- Continue to look at efficiencies for the facility and the fleet.
- Work on a plan to update the facility to be more efficient and meet the needs of a modern garage for modern vehicles

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES							
SALARIES - REG. EMPL.	408,715	415,633	485,800	538,444	518,808	-19,636	-3.65%
SALARIES-PARTTIME/TEMP	0	0	20,000	20,000	20,000	0	0.00%
OVERTIME	19,182	26,844	18,000	18,000	18,000	0	0.00%
WORKERS COMPENSATION	13,953	13,379	13,465	13,465	19,643	6,178	45.88%
HEALTH BENEFITS	71,356	73,418	94,193	99,189	113,669	14,480	14.60%
HRA	11,507	4,350	7,716	18,660	7,716	-10,944	-58.65%
CONTRACT BENEFITS	2,093	6,888	4,000	0	7,950	7,950	100.00%
FRINGE BENEFITS	49,815	50,874	58,900	61,769	63,329	1,560	2.53%
	576,620	591,386	702,074	769,527	769,115	-412	-0.05%
PRNT.,BNDG., STATIONERY	313	575	43	450	450	0	0.00%
ADVERTISING SERVICES	151	635	1,200	1,200	1,200	0	0.00%
POSTAGE	2	7	8	100	50	-50	-50.00%
TELEPHONE	429	1,188	1,031	13,330	1,061	-12,269	-92.04%
ELECTRICITY	17,610	16,794	14,365	21,069	18,579	-2,490	-11.82%
TRAVEL EXPENSE AND CONFERENCES	161	706	236	660	640	-20	-3.03%
TRAINING	3,110	4,068	4,315	4,315	4,699	384	8.90%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES							
SUB., TXTB., PERIODICALS	33	70	49	50	50	0	0.00%
RENTAL OF EQUIP/VEHICLES	3,769	2,865	1,730	2,138	2,000	-138	-6.45%
REPAIRS AND MAINT. OF EQUIPMENT	62,303	93,550	114,000	50,750	60,000	9,250	18.23%
REPAIRS AND MAINT. OF BLDGS	19,219	10,786	57,736	18,044	18,094	50	0.28%
CONTRACTED SERVICES	2,979	9,555	1,908	2,000	1,700	-300	-15.00%
	110,079	140,799	196,621	114,106	108,523	-5,583	-4.89%
OFFICE SUPPLIES	308	462	300	325	325	0	0.00%
NATURAL GAS	24,348	40,098	20,829	44,412	26,206	-18,206	-40.99%
PROPANE GAS	394	419	689	689	613	-76	-11.03%
GASOLINE,OIL & LUBRICANT	307,162	499,646	415,397	620,000	469,600	-150,400	-24.26%
LUBRICANTS	49,274	36,414	29,508	39,873	29,634	-10,239	-25.68%
TIRES & TUBES	130,908	97,134	73,613	105,000	95,000	-10,000	-9.52%
PLOW EDGES	55,570	34,945	40,000	45,000	40,000	-5,000	-11.11%
WEARING APPAREL	5,605	3,253	2,295	5,312	2,900	-2,412	-45.41%
MED., SURG., & LAB. SUPP.	2	124	74	100	100	0	0.00%

	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 PROJECTED	FY 2024 ADOPTED	FY 2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES							
PUBLIC SAFETY SUPPLIES	393	1,083	665	1,500	1,200	-300	-20.00%
SMALL TOOLS & IMPLEMENTS	13,303	3,383	5,000	8,000	5,000	-3,000	-37.50%
CLEAN. & DISINFECT. SUP.	4,156	3,073	5,198	4,311	3,795	-516	-11.97%
CONSTRUCTION MATERIALS	0	33	500	1,500	1,000	-500	-33.33%
STOCK INVENTORY	287,428	387,548	448,560	340,000	340,000	0	0.00%
OTHER OPER. & MTN. SUP.	1,810	3,698	5,000	3,250	3,250	0	0.00%
	880,660	1,111,313	1,047,628	1,219,272	1,018,623	-200,649	-16.46%
LICENSES	5,912	8,404	8,662	7,107	9,542	2,435	34.26%
LEASES	12,804	12,804	12,805	12,805	12,805	0	0.00%
	18,717	21,208	21,467	19,912	22,347	2,435	12.23%
OFFICE EQUIPMENT	556	128	500	500	2,500	2,000	400.00%
COMPUTER SOFTWARE	768	0	0	750	0	-750	0.00%
EQUIPMENT DEPRECIATION	485,463	466,441	474,483	474,483	551,078	76,595	16.14%
	486,787	466,569	474,983	475,733	553,578	77,845	16.36%
IUUAL PRINCIPAL	5,415	5,586	5,757	5,586	5,985	399	7.14%
IUUAL INTEREST	1,991	1,826	1,826	1,826	1,440	-386	-21.14%
	7,406	7,412	7,583	7,412	7,425	13	0.18%
TRANSFER OUT	0	0	29,237	29,237	0	-29,237	-100.00%
	0	0	29,237	29,237	0	-29,237	-100.00%
TOTAL CENTRAL GARAGE	2,080,269	2,338,687	2,479,593	2,635,199	2,479,611	-155,588	-5.90%