

**Town of Windham, Maine  
Strategic Plan**

**Interim Planning Document  
for  
October 1, 2015  
through  
June 30, 2018**

## INTRODUCTION.

**Purpose:** The purpose of this document is to express the mission, vision, and values of the government of the Town of Windham, Maine, to identify strategic issues and factors affecting the town and its government's ability to meet its mission. This document is intended to provide guidance for policy decisions, budgeting, and operational planning for the period October 1, 2015 through June 30, 2018.

**Timeline:** An updated comprehensive master plan is expected to be complete in the first half of 2017. This interim, or "stub," strategic plan will be updated in late 2017 to incorporate goals and objectives of the updated comprehensive master plan. It also will include other strategic goals, identified in the planning process, for the fiscal 2019 (July 1, 2018 through June 30, 2019) budget that will begin in early 2018. The strategic plan adopted at that time is expected to extend for a period of at least three but no more than five years.

Implementation of goals and accomplishment of objectives in the new comprehensive master plan will begin with that plan's adoption, but they will then be incorporated into the strategic plan, which will, in turn, guide other policy decisions, budgeting, and operational planning.

### **MISSION, VISION, & VALUES.**

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

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

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

**Definitions:** Where a particular term is used in expressing the town's mission, vision, and values, the following simple definitions are provided as a guide for clarity and understanding:

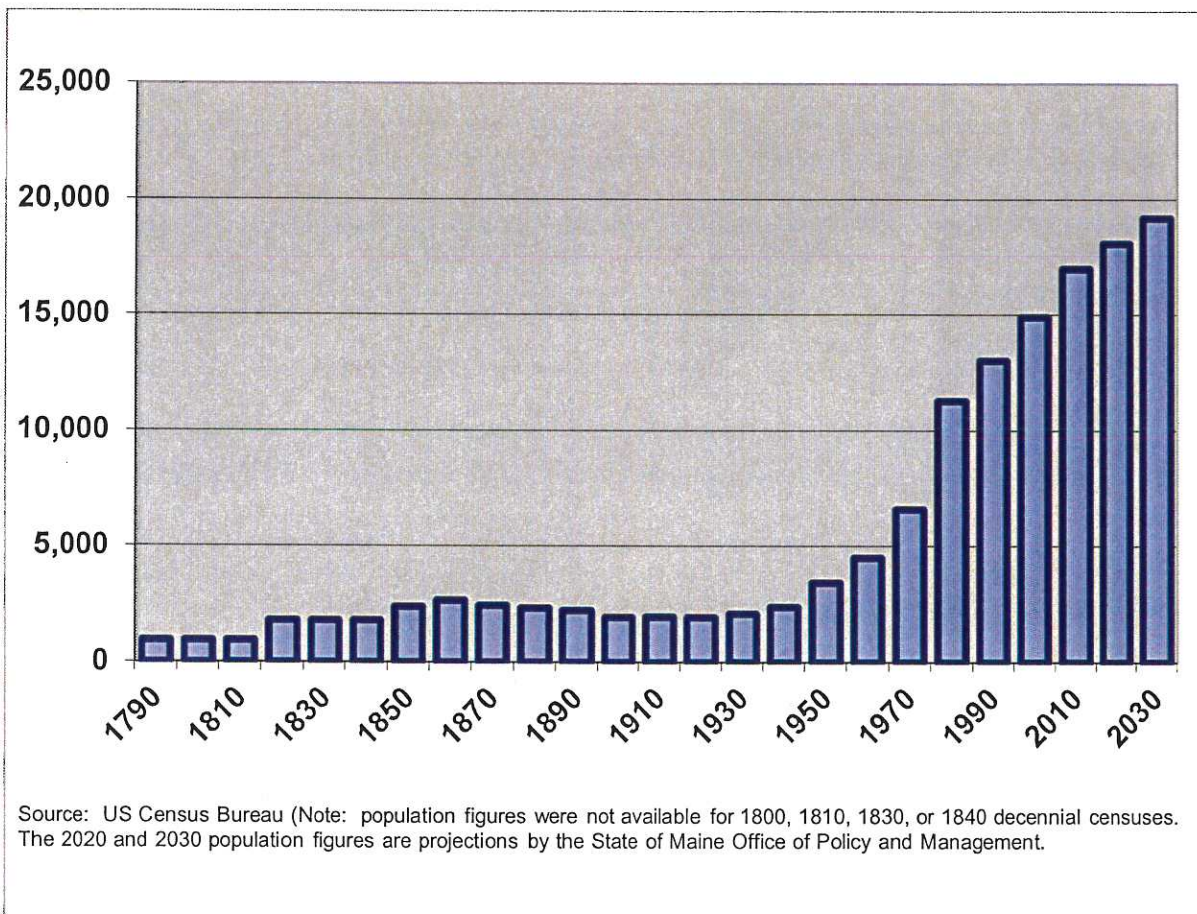
- Honesty – being truthful
- Integrity – being trustworthy
- Equity – being fair and just
- Accountability – willing to accept responsibility
- Professionalism – being efficient and capable
- Effectiveness – accomplishing the stated goal or purpose
- Respect – valuing others and others' viewpoints
- Civility – being polite and courteous
- Thoughtfulness – being considerate of others
- Compassion – being concerned with the well-being of others
- Openness – being sincere and direct
- Transparency – being clear and easily understood
- Accessibility – making things easier for others to use

## STRATEGIC ISSUES.

### Organization-Wide Impact:

#### *Growth.*

Windham is growing, continuing a trend unbroken since the 1930s, though the modern era of growth for Windham can be thought of as really going back to the 1960s. Still, this represents fifty years of consistent growth in population and all that growth brings with it.

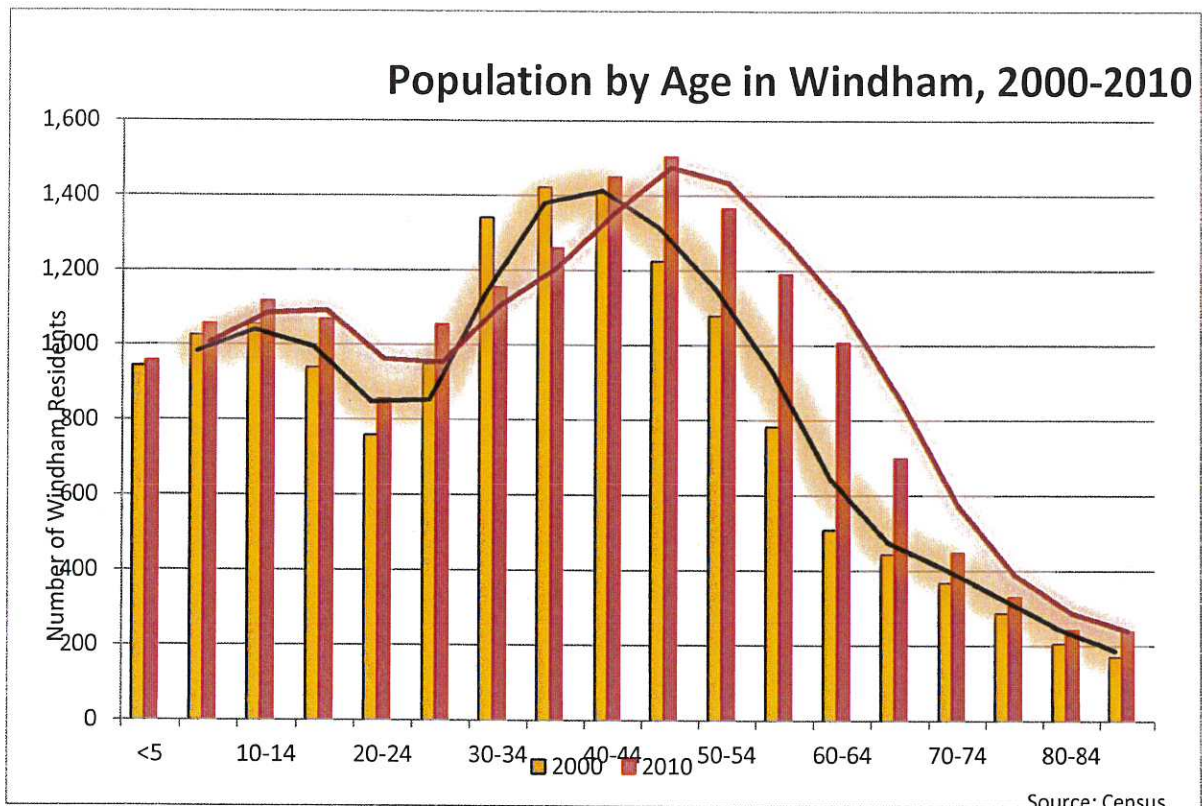


#### *Aging.*

Like the state of Maine as a whole, Windham is also aging.

The growing population, and the growing population of older people in the community has effects that show up in different ways across the departments of the town and the services they provide, and in the policies the Town Council and the town pursue.





#### *Diversity.*

On an even larger scale, the United States is becoming more diverse. Though the changes in Maine and in Windham have been relatively small, they likely are coming, and will need to be addressed as part of the town's overall strategic consideration in coming years.

#### *Technology.*

Technological changes help bring about changes in the way people interact with each other, their community (or communities), and their government, and shape their expectations about those interactions, shortening the timeframe for response and results.

#### *Funding Sources (Revenues).*

Meeting the needs of a growing, changing, and aging population increasingly will be done without help from the federal or state governments. Fiscal pressures on decision-makers in Washington and Augusta have resulted in significant reductions in funding available to meet local needs. This makes identifying issues, setting priorities, and developing alternatives for addressing those issues that much more important.

*Economy.*

Windham is affected by factors in the larger regional, national, and global economy, both in the demand for services and the ability (or willingness) to pay for them. The limitations of the town's budget cycle make it difficult to respond to an economic upswing or downturn. During an economic downturn, as we saw during the Great Recession, reductions and lost capacity are hard to get back. When the economy improves, it often takes time to rebuild the capacity that was lost, resulting in a perpetual lag that can create operational problems and inefficiencies.

*Regulation (Mandates).*

Increasing regulations at the state and federal level – labor, environmental, financial, to name a few – add to the administrative, and sometimes operational, burden of the community, placing a strain on existing resources. Ensuring compliance with these regulations not only adds to the burden, but where staffing and other resources are fixed, more of those resources end up being devoted to regulatory compliance and less to providing service to the community.

*Energy.*

Another significant external factor is fluctuating energy prices. These can impact operating budgets in the short term and the overall budget in the longer term by crowding out other expenses, potentially compromising the town's ability to deliver on programs, services, or projects. Non-energy petroleum costs also show up in the cost of fluids, tires, and paving.

The town has created an "energy and weather emergency fund" as a component of contingency to guard against short-term (i.e. within the current fiscal year) spikes. Addressing its overall energy usage and mix, reducing its exposure to these fluctuations, could help stabilize the budget over the long term.

**Individual Department or Agency Impact:** The larger-scale, more global changes occurring will affect departments, offices, and services in different ways depending on the nature of the public with which they interact. Though different, they will all have at their roots the growing and aging population.

Within each department's or office's area of involvement, there are other issues – some common, some not – that need to be taken into account when establishing a direction for policy, program, service, and spending over the next few years.

*Administrative Services.*

Community Engagement. These are at least two aspects to this issue, the need to inform the public about the issues and choices, and the need to engage the public to help decision-makers make better decisions. Especially when it comes to addressing issues, setting priorities, and making choices, getting information to the public in an accessible and timely way is critical. No less important is finding ways to engage the public, to gather input about values and preferences, to inform the decisions made by local officials. Technology would seem to make this easier than ever, but the proliferation of apps, platforms, and outlets make the number of “channels” over which a message has to be sent to reach people, along with more traditional media, has made it even more challenging. In addition, though communicating with and engaging the public is both increasingly important, and increasingly challenging, and some additional tools have been put in place to help, there is still a need to actually develop the content to be communicated and develop the tools or take the time to gather the input.

Customer Service & Support Staffing. Customer service and support staff reductions following the recession have not been restored, creating scheduling and office coverage issues as well as affecting productivity.

Aging Workforce. More retirements, need for leadership development and capacity building, workplace wellness and workers’ compensation issues.

*Public Works.*

Infrastructure Maintenance. In 2001 the town had an eight person highway maintenance crew. By 2006 that number was eleven, the same as for fiscal 2016. As outlined in the budget for 2016, the department is not keeping up with maintenance of the various infrastructure assets – roads, sidewalks, ditches and drainage structures (and buildings, too, since buildings and grounds is in the same basic situation) – entrusted to its care.

Solid Waste Management. The town’s pay-as-you-throw trash and curbside recycling program accomplished the initial goals of controlling the waste stream and delivering it to Regional Waste Systems (now **ecomaine**), increasing recycling rates by creating a direct incentive and equity by ensuring that those who use more pay more. From its inception, however, the system has been hampered by diversion, only moderate levels of compliance and participation, the sometimes poor quality of the bags used to generate revenue and meter the amount of waste delivered, improper dumping at recycling loca-

tions, and a lack of clear, consistent messaging about alternatives for dealing with other types of waste (e-waste, household hazardous waste, bulky waste, etc.).

Storm Water Compliance. More of the town is subject to federal storm water management rules. The town participates in the Interlocal Storm Water Management Group, but is still responsible for many aspects of compliance with the general permit and its required measures.

Engineering Review, Project Management, and Implementation. As development activity has increased and decreased along with the economic cycle, and as regulations have continued to evolve, there has been a growing need for engineering services, particularly civil engineering. This appears both here, in public works, and in planning, with the need to develop plans for projects the town is doing, review plans going through the development review process, review the work of consulting engineers doing work for the town, providing project inspection (internal and external) and management (internal), and plan implementation.

#### *Police.*

Time-Consuming Calls. In fiscal 2006 the Windham Police Department had a sworn law enforcement office complement of twenty-six. Today, it is twenty-seven. The department has made progress in developing the capacity to meet its need for specialized services, but doing so can take away from routine patrol services and maintaining a presence in the community. In addition to the Community Services Officer and K-9 unit, the department has added other disciplines and special assignments, such as School Resource Officer, accident reconstruction, and participation in regional drug task forces. But the department's resources are diverted when there are calls that require more of an officer's time, reducing visibility, deterrence, and promoting safety and security in the community.

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

These services are vital to the operation of the police department, and free up sworn personnel to concentrate on other police work.

Prior to fiscal 2014-2015, for several years the department had 3 records/administrative assistant positions. Restoring the third position would allow for a more prompt and efficient completion of responsibilities, would allow the current records clerk to concentrate on the unique tasks she is specially trained for, and allow for a shifting of some of the report data entry which now consumes police officers' time. The department would be able to extend the lobby hours at the police station, such as later into the evening, or during some weekend hours, allowing for the opportunity for the public to access records' services beyond regular business hours.

#### *Fire-Rescue.*

Staffing and Response Capacity. Both in terms of staffing and equipment the department has been increasingly challenged to deliver a consistent level of response to calls, mainly emergency medical calls, which represent more than two-thirds of all calls. Having staff in stations ready to respond is one challenge. Trying to provide that response with *per diem* staff presents another.

Given the volume of calls, and the number of times more than two calls will come in at once, or more than one when either of the town's two rescue units is down for maintenance or repair, the town has had to rely on a spare unit from a neighboring town. In either case, without both the staff and the equipment the town's response capacity is quickly depleted, causing the town to rely on mutual aid and significantly reducing the level of service (due to the time involved, if nothing else).

In addition to having the staffing and equipment providing the direct service "at street level" the growing demand for emergency medical services comes with the need to properly oversee this critical public safety function. Staff certification, adherence to patient care protocols, liaison with other healthcare partners, and an effective quality assessment/quality improvement program require consistent focus in this area.

Non-Emergency Emergency Calls. From the June issue of PM Magazine, a publication of the International City/County Management Association, "Despite a tremendous diversity in how emergency medical services (EMS) are provided in communities around the country, most U.S. EMS systems remain focused on responding quickly to serious accidents and critical emergencies, even though patients increasingly call 911 for less



severe or chronic health problems.” Combined with staffing and equipment concerns, keeping resources available in the community for true emergencies is an issue that is likely to grow in significance as the community’s population grows and ages.

Aging Housing and Building Stock. While Windham has seen, and continues to see, substantial growth in its housing and building stock, it also has a significant number of buildings near, at, or beyond their economic useful lives. It is not unusual for buildings at this point in their life cycle to have gone through several changes in occupancy or renovations, and many are not well maintained. This creates potential life safety and other code issues that place additional demands on code enforcement resources, as well as potentially putting occupants, and the town, at risk for catastrophic events if there is no clearly defined policy and response by the town.

#### *Parks & Recreation.*

Facilities Needs. Over the years the town has been fortunate to acquire property to manage as preserves and sanctuaries, such as the Claman and Mud Pond Sanctuaries, and the Lowell Preserve. It also has several parks and playgrounds, but lacks sufficient ball fields and multi-use fields to accommodate the growth in organized sports, particularly youth sports. Dundee Park has the town’s only beach.

Lippman Park, a state boat launch on Little Sebago Lake, and public recreational sites created by Sappi through the federal dam relicensing process provide the only other public access to water. The town offices are housed in the town’s old high school, which was renovated in the mid-1970s with federal funds as a community center, but does not provide for many of the community’s needs for such a center.

Facilities Maintenance. As the town continues to develop Lippman Park and makes plans for other parks, playgrounds, and facilities, maintaining existing facilities for safety, utility, and asset preservation will be a challenge.

Community Programming. Most of the programming provided by the department is fee-based, contributing to a divide between those in the community who can afford to pay the cost of participation, and those who cannot. The only program that currently includes a mechanism for including some who cannot afford its cost is summer day camp. As the community continues to change, efforts should be made to assess the needs of its residents with respect to recreation programming to help fulfill the department’s part of the town’s mission.

*Library.*

Hours and Staffing. With the decreases in public hours, from 54 hours per week to 42 hours during fiscal 2015, attendance and circulation numbers declined by about 9%. Funding was increased to restore some hours for fiscal 2016, but the library will continue to need to assess the demand for library services in the community.

Programming. Along with hours and staffing, the library needs to identify constituencies who are not being served or are underserved. There are existing program deficiencies for teens and tweens; there may be others.

*Code Enforcement.*

Staffing to Volume. Responding to the cyclical ups and downs of construction, housing, and real estate markets, maintaining capacity to provide effective review of permit applications, conduct required inspections in a timely manner, and respond to complaints promptly.

Code Changes. Since the adoption of the Maine Uniform Building and Energy Code (MUBEC), codes have been on a cycle of regular updates every three years. Updates in codes require training of staff, informing and assisting the public, and have generally increased the number of inspections as well as the standards for all types of building construction.

Aging Housing and Building Stock. While Windham has seen, and continues to see, substantial growth in its housing and building stock, it also has a significant number of buildings near, at, or beyond their economic useful lives. It is not unusual for buildings at this point in their life cycle to have gone through several changes in occupancy or renovations, and many are not well maintained. This creates potential life safety and other code issues that place additional demands on code enforcement resources, as well as potentially putting occupants, and the town, at risk for catastrophic events if there is no clearly defined policy and response by the town.

*Planning.*

Balancing Planning and Plan Review Capacity. Residential and commercial development activity rises and falls with the larger economy. Maintaining capacity and balancing the work of the department between actual plan development, assisting with implementation and oversight, ordinance development and revision, involvement in other organiza-

tional priorities, and subdivision and site plan review is a challenge due to the long lead time in building – or rebuilding – it.

Engineering Review, Project Management, and Implementation. As development activity has increased and decreased along with the economic cycle, and as regulations have continued to evolve, there has been a growing need for engineering services, particularly civil engineering. This appears both here, in planning, and in public works, with the need to develop plans for projects the town is doing, review plans going through the development review process, review the work of consulting engineers doing work for the town, providing project inspection (internal and external) and management (internal), and plan implementation.

#### *Assessing.*

Maintaining Equitable Values. One of the hallmarks of Windham’s assessing office has been the ability to monitor real estate values, identify classes or geographic locations of property that need values adjusted, and making those adjustments proactively. The office also has been able to conduct complete revaluations in a low-cost, highly-effective manner. This has resulted in consistently high quality as demonstrated through assessment ratios and coefficient of dispersion (i.e., “quality”) ratings, as well as few complaints. Maintaining this posture and capability will be important to minimizing the shock of major adjustments, both in terms of big shifts in value from one group of taxpayers to another – and the resultant turmoil – and the cost of having complete revaluations done by an outside company.

#### *Town Clerk.*

Shared Staffing to Meet Demand. Combined with tax collection and, to a lesser degree, the town manager’s office, offices have to be staffed to meet minimum safety and service goals. The challenge is to have staff available when the public needs them there and to keep them fully engaged and productive between peak customer demand times.

#### *Social Services.*

Maximizing Community Resources. Windham social services provides general assistance administration and operates the town’s food pantry and clothes closet for community members in need. It also connects these community members with resources in Windham and beyond to help meet their needs, even when they may not qualify for direct financial assistance. Social services has benefited – as a result, so have Windham resi-

dents – from the generosity of other community residents, businesses, and organizations in meeting the need, something the town will continue to need to cultivate and leverage as the town grows, becomes more diverse, and addresses the emergency and basic needs of residents in distress.

*Capital.*

Mission-Based Needs vs. Financial Capacity. Like many communities Windham has often put off maintenance and needed investment in infrastructure – roads, buildings, equipment – to help balance budgets and minimize taxes in the short run. The costs of postponing maintenance infrastructure investment also are largely invisible in the short run, but they stack up. Over the last few years the town has systematically worked to identify and plan for meeting those capital needs. They are considerable; combined with the challenges presented by the overall strategic issues and those affecting individual departments, as outlined above, the town has many years of hard work ahead to catch up. The good news is that the planning is being done, and results are beginning to show.

*Other.*

Compliance and Reporting. With additions to and changes in regulation the town is increasingly being required to document compliance. Software and other tools may help, but the demands of record-keeping, tracking, and reporting displace other work.

Transit and Transportation. With a growing older population, the desire to “age in place” and the mobility challenges that can present, growing interest in pedestrian and bicycle mobility, and awareness of the importance of fitness and the environmental costs of transportation choices, the need for some form of transit and the infrastructure to support it and alternative modes of transportation is also likely to grow.

New Infrastructure. Transportation, water, sewer, information, and energy infrastructure are all part of a community that is growing and changing, like Windham. Some types of infrastructure have been left mainly to the private sector to provide, such as information and energy, but are becoming more frequently part of the conversation as the town looks for ways to maximize the benefits of growth to current and future residents and businesses.

## STRATEGIES, GOALS, PRIORITIES, & TIMELINES.

### Issue Dimensions.

Departmental strategies, goals, priorities, and timelines are identified in this section of the planning document by the organization-wide strategic issue or issues they are affected by or address. This is intended to highlight the various dimensions of each issue and strategy as they are considered in the planning and budgeting process:

- G – Growth
- A – Aging
- D – Diversity
- T – Technology
- F – Funding Sources (Revenue)
- E – Economy
- R – Regulation (Mandates)
- N – Energy

### *Administrative Services.*

- |                                       |           |
|---------------------------------------|-----------|
| • Community Engagement                | G,A,D,T,F |
| • Customer Service & Support Staffing | G,T,F, R  |
| • Aging Workforce                     | A         |

### *Public Works.*

- |                              |         |
|------------------------------|---------|
| • Infrastructure Maintenance | G,T,F,R |
| • Solid Waste Management     | G,F,R   |
| • Storm Water Compliance     | G,F,R   |
| • Engineering Review, etc.   | G,F     |

### *Police.*

- |                        |         |
|------------------------|---------|
| • Time-Consuming Calls | G,T,F,R |
| • Records              | G,T,F,R |

### *Fire-Rescue.*

- |                                 |       |
|---------------------------------|-------|
| • Staffing & Response Capacity  | G,F   |
| • Non-Emergency Emergency Calls | G,A,F |



- Aging Housing & Building Stock G,D,F

*Parks & Recreation.*

- Facilities Needs G,A,D,F
- Facilities Maintenance G,F
- Community Programming G,A,D,F

*Library.*

- Hours & Staffing G,D,F
- Programming G,A,D,F

*Code Enforcement.*

- Staffing to Volume G,F,E
- Code Changes R,F
- Aging Housing & Building Stock G,D,F

*Planning.*

- Balancing Planning & Plan Review G,F,E
- Engineering Review, etc. G,F

*Assessing.*

- Maintaining Equitable Values G,E,R

*Town Clerk.*

- Shared Staffing, etc. G,F,E

*Social Services.*

- Maximizing Community Resources G,D,F,E

*Capital.*

- Needs vs. Capacity G,F,E,N

*Other.*

- Compliance & Reporting G,F,R

- Transit & Transportation G,A,D,F,E,N
- New Infrastructure G,T,F,E,N

### Strategies.

Strategies are listed below by the department/area and issue. The same numbers are used for reference on the attached Table of Issues, Strategies, Goals, Priorities, & Timelines. The strategies are described in more detail than the table and, where they were included in the discussion of mission and “mission gaps” in the fiscal 2016 budget narrative, are summaries of those narratives.

#### 1. *Administrative Services.*

##### 1.1. Community Engagement.

1.1.1. Add/restore communications coordinator’s position to provide coordination and oversight to community television back-up staffing and programming, media relations, and managing the town’s online presence (web, email, social media, etc.). The coordinator would relieve some of the communications burden on and act as a resource for other staff in distributing information to the public, routing inquiries coming in through electronic media and follow up responses, and provide a more consistent voice for official communications. The estimated annual compensation (salary/wages and benefits) cost is \$48,415.

##### 1.2. Customer Service & Support Staffing.

1.2.1. Restore administrative assistant positions (2) to full-time (40 hours) from 32 hours in the town manager’s office. Staggered or reduced schedules result in office coverage gaps, especially during absences due to sick or vacation time, and other employees having to fill in, taking time away from other tasks or leaving no one to greet people coming into the office. Add sixteen (16) additional hours of administrative assistant office coverage per week at an estimated annual compensation cost of \$17,114.

1.2.2. Restore three administrative assistant’s positions to 40 hours from 32 or 35 hours in the tax collection office at an estimated compensation cost of \$10,227. Funding for this increase in hours was included in the approved budget for fiscal 2016.

1.2.3. Add a part-time (0.6 FTE, 24 hours per week) administrative assistant in the tax collection office to support both the tax collection and town

clerk's offices (see also 10.1.1) at an estimated annual compensation cost of \$24,236.

1.3. Aging Workforce.

- 1.3.1. Provide training throughout the organization to build leadership capacity to help manage transitions as the town experiences turnover in supervisors and managers due to retirement or other reasons. Maintain a long-term commitment to developing a strong management team and identifying and cultivating capacity in other employees, making use of those abilities in work groups or teams, as appropriate, where no formal leadership position may exist. Annual costs will vary but have been estimated at \$12,000.

2. *Public Works.*

2.1. Infrastructure Maintenance.

- 2.1.1. Add two (2) full-time truck driver positions to increase production capacity and winter maintenance response, eliminating the need to have a mechanic on an assigned plow route, at an estimated annual compensation cost of \$86,189.
- 2.1.2. Add one (1) full-time building maintenance worker to improve routine maintenance and project capacity at an estimated annual compensation cost of \$42,639.
- 2.1.3. Add seasonal grounds part-time hours (approximately 925 hours per season) to improve mowing and other maintenance at an estimated annual compensation cost of \$13,153.
- 2.1.4. Restore one (1) full-time mechanic's position to help keep up with emergency repairs during the winter months, allow for a more comprehensive preventive maintenance program, time to prepare equipment as seasons change, allow cruiser set-up, and keep up with the demands of a growing fleet, at an estimated annual compensation cost of \$49,022.

2.2. Solid Waste Management.

- 2.2.1. Add outside catch basin grit disposal in lieu of beneficial reuse at an estimated annual cost of \$10,000.
- 2.2.2. Share a catch basin cleaning truck with Gorham to increase flexibility, improve storm water compliance (see 2.3, below), and help maintain or reduce overall cost. Costs, cost savings, and other offsets to be determined.

- 2.3. Storm Water Compliance.
  - 2.3.1. Add staff hours (0.25 FTE) for storm water permit compliance, catch basin cleaning inspections, dry weather outfall inspections, stenciling and location painting of basins during the summer at an estimated annual compensation cost of \$10,774. This strategy could be combined with 2.1.1 and 2.2.2, adding one year-round full-time position, possibly offset by cost reductions and sharing with the Town of Gorham.
- 2.4. Engineering Review, Project Management, and Implementation.
  - 2.4.1. Add a full-time staff engineer's position (see also 8.2.1) at an estimated annual compensation cost of \$72,200. Part of this cost would be offset by inspection fees on development and some reductions in the need for consulting services.
- 3. *Police.*
  - 3.1. Time-Consuming Calls.
    - 3.1.1. Add a 27<sup>th</sup> full-time sworn officer to maintain patrol staffing levels while allowing for more specialized, targeted work to deal with time-consuming calls and services at an estimated annual compensation cost of \$60,282, with \$30,141 for the initial year to allow time to complete the selection process.
  - 3.2. Records.
    - 3.2.1. Restore one (1) full-time administrative assistant's position in records at an estimated annual compensation cost of \$56,943.
- 4. *Fire-Rescue.*
  - 4.1. Staffing and Response Capacity.
    - 4.1.1. Add four (4) full-time paramedic-firefighter positions to provide paramedic level staffing more consistently. Adding four positions fills one shift on a round-the-clock basis at an estimated annual compensation cost of \$211,515. Additional revenue for calls that are currently being handled by out of town rescue units would offset a portion of this cost.
    - 4.1.2. Add a full-time EMS supervisory position, not only responding to fire and emergency medical calls, but coordinating the EMS function, focusing on patient care quality, provider training, supply management, community outreach, and being the department's representative in discussions of community paramedicine (see 4.2.1) and other non-emergency services at an estimated annual compensation cost of \$80,245.

- 4.1.3. Add a third rescue unit (ambulance). Estimated five-year annual lease-purchase payments are \$40,425.
  - 4.2. Non-Emergency Emergency Calls.
    - 4.2.1. Study/explore other means of maintaining emergency medical response in the community as an alternative to sending personnel and resources on non-emergency medical calls. Costs have not been determined.
  - 4.3. Aging Housing and Building Stock.
    - 4.3.1. Establish a coordinated inspection program with code enforcement (see also 7.3.1) at an estimated annual compensation cost of \$62,840.
- 5. *Parks & Recreation.*
  - 5.1. Facilities Needs.
    - 5.1.1. Continue development of Lippman Park. \$50,000 in recreation impact fees was included in the approved budget for fiscal 2016.
    - 5.1.2. Identify and develop other sites as playing fields, parks, and playground per the approved recreation facilities capital investment plan. Funding amounts vary by year.
  - 5.2. Facilities Maintenance.
    - 5.2.1. Increase park maintenance staffing. Added \$7,464 for additional part-time and seasonal hours in the approved budget for fiscal 2016.
  - 5.3. Community Programming.
    - 5.3.1. Establish “Winterfest” as a counterpart to “Summerfest.” Costs/funding sources to be determined.
    - 5.3.2. Establish a summer family cultural series. Costs/funding sources to be determined.
- 6. *Library.*
  - 6.1. Hours and Staffing.
    - 6.1.1. Restore the circulation supervisor’s position at an estimated annual compensation cost of \$46,394.
    - 6.1.2. Add part-time hours to restore Saturday hours at an estimated annual compensation cost of \$19,092 as included in the approved budget for fiscal 2016.
  - 6.2. Programming.
    - 6.2.1. Add a part-time (25 hours per week) teen services assistant to interact with teen/tween age group, assist with collection development, plan



and provide programs, as well as provide building coverage at an estimated annual compensation cost of \$25,246.

7. *Code Enforcement.*

7.1. Staffing to Volume.

7.1.1. Restore the third full-time code enforcement officer's position to meet demands of permit applications and inspections, and to increase capacity to respond to complaints and provide office coverage. Included at an estimated annual compensation cost of \$68,409 in the approved budget for fiscal 2016.

7.1.2. Restore the second full-time administrative assistant's position to provide office support to meet the increased demand for permit applications and inspection appointments and increase shared office coverage capacity with planning and assessing at an estimated annual compensation cost of \$46,394.

7.2. Code Changes.

7.2.1. Increase capacity to respond to code changes requiring more plan review and inspections. Addressed in 7.1.

7.3. Aging Housing and Building Stock.

7.3.1. Establish a coordinated inspection program with the fire-rescue department (see also 4.3.1) at an estimated annual compensation cost of \$62,840.

8. *Planning.*

8.1. Balancing Planning and Plan Review Capacity.

8.1.1. Add planning resources to meet the need for more plan work, more ordinance development, and to assist with plan implementation and project management utilizing one or more of added in-house staff, shared staff with other departments/communities, or outsourced to agencies such as GPCOG or other consultants. Costs have not been determined.

8.2. Engineering Review, Project Management, and Implementation.

8.2.1. Add a full-time staff engineer's position (see also 2.4.1) at an estimated annual compensation cost of \$72,200. Part of this cost would be offset by inspection fees on development and some reductions in the need for consulting services.

9. *Assessing.*

9.1. Maintaining Equitable Values.

- 9.1.1. Maintain continuous review of values to keep up with shifts among different classes of properties, and preserve equity in assessment as demonstrated by assessment ratios and quality ratings. Costs have not been determined but are expected to remain within the current budget.
- 9.1.2. Create and fund a reserve account for value updates/revaluation. Costs have not been determined.

10. *Town Clerk.*

10.1. Shared Staffing to Meet Demand.

- 10.1.1. Add a part-time (0.6 FTE, 24 hours per week) administrative assistant in the tax collection office to support both the tax collection and town clerk's offices (see also 1.2.3) at an estimated annual compensation cost of \$24,236.

11. *Social Services.*

11.1. Maximizing Community Resources.

- 11.1.1. Develop and maintain resource partnerships with community organizations and other agencies to provide for client needs while minimizing budgetary funding requirements and maintaining compliance with state general assistance rules. No additional costs are anticipated.

12. *Capital.*

12.1. Mission-Based Needs vs. Financial Capacity.

- 12.1.1. Develop and maintain capital plans for all classes of capital improvements; equipment, roads and other infrastructure, buildings and improvements, and land and improvements (including parks, playing fields, playgrounds, and preserves). Funding needs vary.

13. *Other.*

13.1. Compliance and Reporting.

- 13.1.1. Add a compliance/safety officer to coordinate workplace safety, regulatory compliance, record-keeping and tracking, loss control and risk management to help reduce costs associated with workplace safety and health at an estimated annual compensation cost of \$48,415.

13.2. Transit and Transportation.

- 13.2.1. Provide support for the establishment and maintenance of regular regional bus service. \$9,656 was included in the approved budget for fiscal 2016 in support of RTP's Lakes Region bus service.

13.3. New Infrastructure.

- 13.3.1. Participate in Municipal Broadband Initiative to bring gigabit Internet speeds to Windham and the Lakes Region as an enabling technology. WEDC included \$10,000 in its annual budget for 2016 to fund an initial scoping study.
- 13.3.2. Apply complete streets model to local, shared state and local, state, and private developments, as appropriate, to contribute to the development of transportation infrastructure and other amenities for all users.

No specific costs have been identified but will vary depending on the features included in projects as they are planned and built.

- 13.3.3. Continue wastewater management planning efforts to address ground water quality concerns and 21<sup>st</sup> Century Downtown development goals in North Windham. Costs have not been determined, but the Wastewater Management Planning Advisory Committee is working to identify alternatives for local regulation of disposal systems as well as smaller-scale wastewater collection and treatment systems throughout the planning area.

### **Budget Integration.**

Any plan is only as good as its implementation. Since a budget is “a plan for what we intend to do expressed in terms of dollars and cents,” it makes sense to reflect the implementation of the strategic plan in the town’s budget – its operating budget, capital, debt, and other non-operating expenses. Though its time horizon exceeds that of this plan, a copy of the budget projection prepared for the Council’s finance committee, along with its proposed policy on strategic planning and budgeting is attached as part of this strategic planning document.

The budget projection itself is based on a series of assumptions. For specific accounts in the budget projection spreadsheet these assumptions are listed in the columns labeled “projection factor.” These are dollar amounts, or percentages, a comment, or may refer to another account. For example, for revenue account R0416, “Recreation Fees,” this is an offset of expenses in appropriation account 5111.

The operating budget for 2015-2016, current capital plans, and any items identified in this strategic plan that were included in the approved 2016 budget are already reflected in the budget projection and accompanying graphs. Once the Council prioritizes the strategies outlined in this plan and places them on the timeline for implementation, the budget model and graphs will need to be updated. The adoption of this strategic plan, including the budget projection, and the policy on strategic planning and budgeting, will form the basis for the manager’s proposed budget – except as noted in the policy, allowing for flexibility and changing circumstances – and the Council’s deliberations. This will align the town’s budgeting process with its strategic plan, and place each year’s budget in context, showing how it will accomplish what it intends to do.

TABLE OF ISSUES, STRATEGIES, GOALS, PRIORITIES, & TIMELINES

Department/Area/Strategy	No.	Issue	Estimate	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Note
		Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy (N)								
<b>Administrative Services</b>	<b>1</b>									
Community Engagement	1.1	X X X X								
Communications Staffing (1 FTE) (1160)	1.1.1		48,415							future consideration
Customer Service & Support Staffing	1.2	X X X X								
Restore Administrative Assistants to F/T (1120)	1.2.1		17,114							future consideration
Restore Administrative Assistants to F/T (1130)	1.2.2		10,227	10,227	10,533	10,848	11,173	11,508	11,853	3% escalator
Add Administrative Assistant (0.6 FTE) (1130)	1.2.3		24,236							future consideration
Aging Workforce	1.3	X								
Build Leadership Capacity through Training (1120)	1.3.1		12,000	12,000	12,000	12,000	12,000	12,000	12,000	
<b>Public Works</b>	<b>2</b>									
Infrastructure Maintenance	2.1	X X X X								
Add Truck Drivers (2) (2120)	2.1.1		86,189		88,775	91,438	94,181	97,006	99,917	3% escalator
Add Building Maintenance Worker (2210)	2.1.2		42,639		43,918	45,236	46,593	47,991	49,430	3% escalator
Add Seasonal Grounds P/T (2210)	2.1.3		13,153							future consideration
Restore Mechanic's Position (2510)	2.1.4		49,022							future consideration
Solid Waste Management	2.2	X X X								
Catch Basin Grit Disposal (2120)	2.2.1		10,000	10,000	10,200	10,404	10,612	10,824	11,040	2% escalator
Share Catch Basin Cleaning Truck (2120/9110)	2.2.2		tbd							
Storm Water Compliance	2.3	X X X								
Add Staff Hours (.25 FTE) (2120)	2.3.1		10,774							future consideration
Engineering Review, etc.	2.4	X X								
Add Staff Engineer (2110/6120)	2.4.1		see 8.2.1							see planning
<b>Police</b>	<b>3</b>									
Time-Consuming Calls	3.1	X X X X								
Increase Staffing (3110) (27th sworn, 1/2 year)	3.1.1		30,141		31,045	63,953	65,872	67,848	69,883	3% escalator
Records	3.2	X X X X								
Restore Administrative Assistant/Records (3110)	3.2.1		56,943		58,651	60,411	62,223	64,090	66,013	3% escalator



TABLE OF ISSUES, STRATEGIES, GOALS, PRIORITIES, & TIMELINES

Department/Area/Strategy	No.	Issue	Estimate	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Note
		Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy (N)								
<b>Fire-Rescue</b>	<b>4</b>									
Staffing & Response Capacity	4.1	X	X							
Add Paramedics (4) (4110)	4.1.1		211,515		217,860	224,396	231,128	238,062	245,204	3% escalator
Add EMS Supervisor (4110)	4.1.2		80,245		82,652	85,132	87,686	90,316	93,026	3% escalator
Add Third Rescue Unit (4110/9110)	4.1.3		40,425		41,638	42,887	44,173	45,499	46,864	annual lease, 5 yrs
Non-Emergency Emergency Calls	4.2	X X	X							
Explore Community Paramedicine, Other Approaches	4.2.1		tbd							exploratory
Aging Housing & Building Stock	4.3									
Coordinated Inspection Program with Code	4.3.1		62,840							future consideration
<b>Parks &amp; Recreation</b>	<b>5</b>									
Facilities Needs	5.1	X X X	X							
Continue Development of Lippman Park	5.1.1		50,000							rec facilities plan
Identify/Develop Other Facilities	5.1.2									rec facilities plan
Facilities Maintenance	5.2	X	X							
Increase Park Maintenance Staffing	5.2.1		7,464	7,464	7,687	7,917	8,154	8,398	8,649	3% escalator
Community Programming	5.3	X X X	X							
Establish "Winterfest"	5.3.1		10,000							future consideration
Establish Summer Family Cultural Series	5.3.2		tbd							exploratory
<b>Library</b>	<b>6</b>									
Hours & Staffing	6.1	X	X							
Restore Circulation Supervisor's Position	6.1.1		46,394		47,786	49,219	50,696	52,217	53,783	3% escalator
Add P/T hours	6.1.2		19,092	19,092	19,664	20,253	20,860	21,485	22,129	3% escalator
Programming	6.2	X X X	X							
Add Teen Services Assistant	6.2.1		25,246		26,003	26,783	27,587	28,415	29,267	3% escalator
<b>Code Enforcement</b>	<b>7</b>									
Staffing to Volume	7.1	X	X							
Restore Code Enforcement Officer Position (3rd)	7.1.1		68,409	68,409	70,461	72,574	74,751	76,993	79,302	3% escalator
Restore Administrative Assistant Position (2nd)	7.1.2		46,394							
Code Changes	7.2		X	X						
Addressed through Staffing to Volume Strategies	7.2.1		see 7.1							
Aging Housing & Building Stock	7.3	X	X	X						
Coordinated Inspection Program with Fire-Rescue	7.3.1		see 4.3.1							see fire-rescue

TABLE OF ISSUES, STRATEGIES, GOALS, PRIORITIES, & TIMELINES

Department/Area/Strategy	No.	Issue	Estimate	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Note
		Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy (N)								
<b>Planning</b>	<b>8</b>									
Balancing Planning & Plan Review	8.1	X								
Add Planning Resources (staff/shared/outsourced)	8.1.1		tbd							exploratory
Engineering Review, etc.	8.2	X								
Add Staff Engineer	8.2.1		72,200		74,366	76,597	78,895	81,262	83,700	coord with public works
<b>Assessing</b>	<b>9</b>									
Maintaining Equitable Values	9.1	X								
Maintain Continuous Review of Values	9.1.1		operating							ongoing
Fund Reserve for Update/Revaluation	9.1.2		tbd							future consideration
<b>Town Clerk</b>	<b>10</b>									
Shared Staffing, etc.	10.1	X								
Add/Coordinate Customer Service Staffing with Tax	10.1.1									see admin services
<b>Social Services</b>	<b>11</b>									
Maximizing Community Resources	11.1	X								
Develop and Maintain Resource Partnerships	11.1.1		tbd, ongoing							ongoing
<b>Capital</b>	<b>12</b>									
Needs vs. Capacity	12.1	X								
Develop and Maintain Capital Plans	12.1.1		ongoing							ongoing
<b>Other</b>	<b>13</b>									
Compliance & Reporting	13.1	X								
Add Compliance/Safety Officer	13.1.1		48,415		49,867	51,363	52,904	54,492	56,126	3% escalator
Transit & Transportation	13.2	X								
Support Regional Bus Service	13.2.1		9,656	9,656	9,849	10,045	10,245	10,449	10,657	2% escalator
New Infrastructure	13.3	X								
Participate in Municipal Broadband Initiative	13.3.1		ongoing							ongoing
Apply Complete Streets Model	13.3.2		ongoing							ongoing
Continue Wastewater Planning Efforts	13.3.3		ongoing							ongoing
<b>Total</b>			1,209,148	136,848	902,957	961,457	989,734	1,018,854	1,048,843	

**Town of Windham, Maine**  
**Strategic Planning & Budgeting Policy**

**Introduction:**

The town is required to adopt a budget annually for current and capital expenses (Charter, Article V.) A budget is a plan for what the town intends to do for any given fiscal year expressed in terms of dollars and cents. In order to:

- ensure a degree of consistency and predictability in the budget from year to year,
- identify issues and set goals responsive to the needs of the community,
- maintain focus on those goals and measuring progress toward their achievement, often extending beyond any one fiscal year, and
- provide guidance to the town manager in preparing the annual budget,

the Council has adopted this policy on strategic planning and budgeting.

**Purpose:**

The purpose of this policy is to establish a process for periodic strategic planning for the town, incorporating community input, elements of various other plans adopted by the town, and Council-identified goals, and incorporating those into the town's budget process, providing a multi-year plan for both operating and capital expenses.

**Policy:**

1. It is the policy of the Town of Windham to conduct strategic planning efforts and to adopt strategic plans covering periods of not less than three (3) nor more than five (5) fiscal years, except for the plan adopted along with this policy. As a guide, though the actual steps and sequencing may vary from cycle to cycle, the strategic planning effort should include or address the following:
  - a. Define/agree on the process and timeline.
    - i. Identify stakeholders and their respective roles.
    - ii. Incorporation of other adopted or otherwise relevant plans.
    - iii. Community engagement process.
  - b. Conduct an environmental scan/SWOT analysis.
    - i. Consider forces and trends outside the organization – economic, social, demographic, technological, public policy, etc.
    - ii. Consider current organizational performance, resources, processes, and outcomes.
    - iii. Identify critical success factors necessary to the future and continued success of the organization.
    - iv. Review/formalize organizational principles to guide decision making.
  - c. Identify strategic issues, i.e. key issues, questions, and choices to be addressed.
    - i. Evaluate issues, reasons to address them and consequences of not addressing them.
    - ii. Prioritize issues in terms of importance, timing, and feasibility.

- d. Review/define mission, vision, and values for the organization.
    - i. Incorporate the community's vision from the comprehensive master plan.
    - ii. Develop the organization's vision to reflect the shorter time horizon of the strategic plan (three to five years versus ten years).
  - e. Develop goals to be achieved within the time horizon of the strategic plan, which may be shorter-term milestones toward achieving longer-term goals.
  - f. Identify strategies for reaching goals and addressing issues identified in the environmental scan.
- 2. The actual process, steps, and timeline for each strategic planning cycle should be the product of discussion by the town manager, staff, and Council, and approved by the Council for inclusion as part of its goals in the last year of any given plan cycle. For example, if a strategic plan is to cover the fiscal year beginning July 1, 2018, it should be adopted by the Council by October 1, 2017, and the plan development process designed accordingly.
  - 3. The strategic plan in place for any given fiscal year will form the basis of the town manager's proposed municipal budget, prepared and submitted for the Town Council's consideration under Article V of the Charter. Goals and objectives included in the plan for any given fiscal year should be included in the manager's budget submittal.
  - 4. The manager's budget submittal should incorporate previously adopted capital plans including, but not limited to, the capital equipment replacement plan, capital buildings and facilities improvements plan, and capital land and facilities improvements plan.
  - 5. Variations from the strategic plan or approved capital plans should be highlighted and discussed in the manager's budget submittal.
  - 6. To aid in longer-term operating and capital budget planning the Council's finance committee, along with the town manager and staff, will develop and maintain a multi-year budget model projecting operating expenses and approval capital expenditures for a period of not less than five (5) years.

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**SUMMARY STATEMENT OF ESTIMATED REVENUES AND PROPOSED APPROPRIATIONS**

<b>Budget Proposal</b>	<b>FY 2015 Approved</b>	<b>FY 2016 Preliminary</b>	<b>FY 2016 Manager</b>	<b>FY 2016 Adopted</b>	<b>FY 2017 projection</b>	<b>FY 2018 projection</b>	<b>FY 2019 projection</b>	<b>FY 2020 projection</b>	<b>FY 2021 projection</b>
Estimated Revenues	\$ 14,552,736	\$ 15,094,820	\$ 15,512,539	\$ 17,247,836	\$ 15,941,401	\$ 16,292,006	\$ 16,649,982	\$ 16,990,502	\$ 17,338,747
Operating Appropriations	\$ 12,010,855	\$ 13,171,918	\$ 12,404,508	\$ 12,471,805	\$ 12,762,562	\$ 13,123,516	\$ 13,495,370	\$ 13,878,475	\$ 14,273,193
Non-Operating Appropriations	\$ 2,541,881	\$ 3,370,316	\$ 3,108,031	\$ 4,776,031	\$ 4,345,404	\$ 4,746,409	\$ 5,026,944	\$ 5,069,959	\$ 5,082,846
Total Appropriations	\$ 14,552,736	\$ 16,542,234	\$ 15,512,539	\$ 17,247,836	\$ 17,107,966	\$ 17,869,925	\$ 18,522,314	\$ 18,948,434	\$ 19,356,039
Net Surplus/(Deficit)	\$ -	\$ (1,447,415)	\$ (0)	\$ (0)	\$ (1,166,565)	\$ (1,577,919)	\$ (1,872,332)	\$ (1,957,932)	\$ (2,017,292)
Amount Below/(Above) Levy Limit	\$ 607,178	\$ 550,262	\$ 328,211	\$ 290,914					

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**STATEMENT OF ESTIMATED REVENUES**

acct	description	FY 2014 actual	FY 2015 estimate	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 adopted	FY 2017 projection	FY 2018 projection	FY 2019 projection	FY 2020 projection	FY 2021 projection	projection factor
0400	Property Taxes	\$ 7,664,317	\$ 8,140,141	\$ 8,204,399	\$ 8,647,944	\$ 8,869,995	\$ 8,907,292	9,785,438	9,981,147	10,180,770	10,384,385	10,592,073	2%
0401	Supplemental Taxes	17,925		1,015									
0402	Payments in Lieu of Taxes	-	3,250	-	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	flat
0403	Cashup/Shortages-Overages			75									
0405	Tax Reports	139	-	76	-	-	-	-	-	-	-	-	
0407	Interest on Taxes	105,058	100,000	73,237	100,000	100,000	100,000	102,000	104,040	106,121	108,243	110,408	2%
0408	Tax Lien Fees	16,865	12,000	16,032	12,000	12,000	12,000	12,240	12,485	12,734	12,989	13,249	2%
0409	Excise Taxes	2,832,612	2,665,000	1,928,647	2,850,000	2,850,000	2,850,000	2,935,500	3,023,565	3,114,272	3,207,700	3,303,931	3%
0410	Town Clerk Fees	42,450	45,000	31,313	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	flat
0411	Building Fees	103,993	100,000	59,834	100,000	100,000	100,000	102,000	104,040	106,121	108,243	110,408	2%
0412	Plumbing Fees - Town	42,824	30,000	28,410	30,000	35,000	35,000	35,700	36,414	37,142	37,885	38,643	2%
0413	Boat Excise Tax	30,388	25,000	6,111	25,000	25,000	25,000	26,000	27,000	28,000	29,000	30,000	1,000
0414	Proof of Insurance Fax	167		95									
0415	Dundee Park	37,716	37,000	21,233	37,000	37,000	37,000	37,740	38,495	39,265	40,050	40,851	2%
0416	Recreation Fees		170,000	-	180,000	180,000	180,000	180,961	185,749	190,668	195,722	200,914	5111
0417	Snowmobile Reg - Town	6,172	6,000	6,960	6,000	6,818	6,818	6,954	7,093	7,235	7,380	7,528	2%
0418	Boat Registration - Town	1,536	1,000	423	1,000	1,000	1,000	1,100	1,200	1,300	1,400	1,500	100
0419	ATV Registration - Town	528	400	307	400	400	400	400	400	400	400	400	flat
0421	CATV Fees	121,431	120,000	115,303	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	flat
0422	Police Fines & Fees	5,226	2,000	3,220	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	flat
0424	Court/Witness Fees	1,100	-	750	-	-	-	-	-	-	-	-	
0425	Animal Control Fines & Fees			-									
0427	Passports	15,705	12,500	11,050	12,500	12,500	12,500	13,000	13,500	14,000	14,500	15,000	500
0430	State Revenue Sharing	732,828	669,014	468,733	325,000	325,000	325,000	-	-	-	-	-	zeroed out
0431	State of Maine	24,811	25,000	21,272	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	flat
0434	Library Fines and Fees	11,435	7,500	5,262	7,500	7,500	7,500	8,000	8,500	9,000	9,500	10,000	500
0435	Local Road Assistance	265,944	266,612	248,320	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	
0438	Cell Tower Colocations	30		30									
0440	Assessor's Fees	620	500	395	500	500	500	500	500	500	500	500	flat
0441	Dog Licenses - Town	9,650	9,000	9,228	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	flat
0442	Hunting & Fishing - Town	2,527	3,000	1,463	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	flat
0443	Registration Fees - Town	50,021	50,000	31,545	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	flat
0444	Board of Appeals	2,800	1,500	1,200	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	flat
0445	Subdivision/Review Fees	5,500	5,000	950	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	flat
0448	Site Plan Fees	3,400	2,500	4,075	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	flat
0449	Sewer Application Fees	1,020	-	-	-	-	-	-	-	-	-	-	flat
0450	Sewer Fees	46	351,756	22	351,756	351,756	351,756	358,791	365,967	373,286	380,752	388,367	2%
0451	Cemetery Trust Fund	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	flat

Budget 2016

10/2/2015 2:03 PM



**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**STATEMENT OF ESTIMATED REVENUES**

acct	description	FY 2014 actual	FY 2015 estimate	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 adopted	FY 2017 projection	FY 2018 projection	FY 2019 projection	FY 2020 projection	FY 2021 projection	projection factor
0453	Shoreland Review Fees												
0454	Subdivision Amendment	2,800	-	2,800	-	-	-						
0455	Auto Junkyard Fee	391	500	391	500	350	350	350	350	350	350	350	flat
0456	Gravel Pit Fees												
0457	Shoreland CEO Permit	3,790	1,000	2,650	1,000	1,000	1,000	1,250	1,500	1,750	2,000	2,250	250
0458	Sub-Surface Review Fees	3,460	1,000	1,970	1,000	1,000	1,000	1,250	1,500	1,750	2,000	2,250	250
0460	Recyclable Revenue			143									
0470	Solid Waste Fees	448,538	515,000	195,024	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	flat
0471	Chaffin Pond Preserve												
0474	Rescue Misc Fees	262	-	460	-	-	-						
0475	Rescue Service Fees	556,261	575,000	392,548	590,000	590,000	590,000	601,800	613,836	626,113	638,635	651,408	2%
0476	Fire/Rescue Fines & Fees	75	-	220	-	-	-						
0480	Interest on Investments	29,927	10,000	8,781	10,000	20,000	20,000	21,000	22,000	23,000	24,000	25,000	1,000

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**STATEMENT OF ESTIMATED REVENUES**

acct	description	FY 2014 actual	FY 2015 estimate	FY 2015 ytd (2/28)	FY 2016 preliminary	FY 2016 manager	FY 2016 adopted	FY 2017 projection	FY 2018 projection	FY 2019 projection	FY 2020 projection	FY 2021 projection	projection factor
0481	Town Garage Lease	9,416	9,416	9,416	9,416	9,416	9,416	25,000	50,000	75,000	75,000	75,000	lease
0482	General Assistance	23,017	25,000	4,233	20,000	20,000	20,000	20,400	20,808	21,224	21,649	22,082	2%
0483	Zone Change Fees	1,850	-	300	-	-	-	-	-	-	-	-	-
0484	Miscellaneous Revenue	72,010	72,000	61,048	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	flat
0485	Sale of Town Property		1,600		1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	flat
0486	Building/Space Rental		986										
0487	SSI Recoveries			421									
0495	Fund Balance		200,000		350,000	480,000	480,000	200,000	200,000	200,000	200,000	200,000	flat
0497	Impact Fees					50,000	50,000						
0498	TIF Transfers	295,120	277,761		288,654	288,654	318,654	325,027	331,528	338,158	344,921	351,820	2%
0499	RSU Service Payments			45,000	45,000	45,000	45,000	46,350	47,741	49,173	50,648	52,167	3%
0600	Bond Proceeds						1,668,000						
Total Non-Property Tax Revenues		5,924,259	6,412,595	3,823,775	6,446,876	6,642,544	8,340,544	6,155,964	6,310,860	6,469,212	6,606,118	6,746,675	
Total Revenues, All Sources		\$ 13,606,501	\$ 14,552,736	\$ 12,029,189	\$ 15,094,820	\$ 15,512,539	\$ 17,247,836	\$ 15,941,402	\$ 16,292,007	\$ 16,649,982	\$ 16,990,503	\$ 17,338,748	

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
<b>1110 Town Council</b>												
1110	41010 Compensation	3,710	7,350	7,350	7,350	7,350	7,350	7,350	7,350	7,350	7,350	0.00%
1110	42010 Legal Services	36,908	40,000	40,000	40,000	40,000	42,000	44,100	46,305	48,620	51,051	5.00%
1110	42020 Audit Fees	18,150	19,300	19,300	19,300	19,300	20,265	21,278	22,342	23,459	24,632	5.00%
1110	42090 Training/Conferences	435	500	500	500	500	510	520	531	541	552	2.00%
1110	42100 Travel/Meals	331	250	250	250	250	255	260	265	271	276	2.00%
1110	42110 Memberships	33,009	33,009	43,883	43,883	43,883	44,761	45,656	46,569	47,500	48,450	2.00%
<b>1110 Total</b>		<b>92,543</b>	<b>100,409</b>	<b>111,283</b>	<b>111,283</b>	<b>111,283</b>	<b>115,141</b>	<b>119,164</b>	<b>123,362</b>	<b>127,742</b>	<b>132,312</b>	
<b>1120 Town Manager's Office</b>												
1120	41010 Compensation	372,342	380,529	429,772	391,076	393,806	402,809	414,893	427,340	440,160	453,365	3.00%
1120	42030 Professional Services	1,500	19,500	19,500	19,875	19,875	20,273	20,678	21,092	21,513	21,944	2.00%
1120	42040 Print Services	394	500	500	500	500	510	520	531	541	552	2.00%
1120	42050 Equipment Maintenance	352	-	-	-	-	-	-	-	-	-	-
1120	42060 Telephone	6,566	6,500	6,500	6,500	6,500	6,630	6,763	6,898	7,036	7,177	2.00%
1120	42070 Advertising	2,952	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
1120	42080 Postage	4,257	5,000	5,000	5,000	5,000	5,100	5,202	5,306	5,412	5,520	2.00%
1120	42090 Training/Conferences	2,362	1,800	1,800	1,800	1,800	1,836	1,873	1,910	1,948	1,987	2.00%
1120	42100 Travel/Meals	1,752	3,500	3,500	3,500	3,500	3,570	3,641	3,714	3,789	3,864	2.00%
1120	42110 Memberships	1,555	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
1120	43010 Supplies & Materials	5,797	6,000	6,000	6,000	6,000	6,120	6,242	6,367	6,495	6,624	2.00%
1120	43030 Books, Maps & Publications	2,757	3,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
1120	43220 Other Equipment	-	-	-	-	-	-	-	-	-	-	-
1120	43300 Copy Services	2,120	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
<b>1120 Total</b>		<b>404,705</b>	<b>432,329</b>	<b>481,572</b>	<b>443,251</b>	<b>445,981</b>	<b>456,027</b>	<b>469,176</b>	<b>482,708</b>	<b>496,636</b>	<b>510,970</b>	
<b>1130 Collection &amp; Registration</b>												
1130	41010 Compensation	168,438	179,293	214,279	184,509	192,167	197,932	203,870	209,986	216,286	222,775	3.00%
1130	41020 Overtime Compensation	-	150	-	-	-	-	-	-	-	-	-
1130	41030 Part-time Compensation	2,227	-	22,111	-	-	-	-	-	-	-	-
1130	42030 Professional Services	11,985	15,500	20,000	20,000	20,000	20,400	20,808	21,224	21,649	22,082	2.00%
1130	42050 Equipment Maintenance	-	200	200	200	200	204	208	212	216	221	2.00%
1130	42060 Telephone	149	1,000	800	800	800	816	832	849	866	883	2.00%
1130	42070 Advertising	474	150	250	250	250	255	260	265	271	276	2.00%
1130	42080 Postage	9,722	13,500	18,000	18,000	18,000	18,360	18,727	19,102	19,484	19,873	2.00%
1130	42090 Training/Conferences	10	250	250	250	250	255	260	265	271	276	2.00%
1130	42100 Travel/Meals	650	800	800	800	800	816	832	849	866	883	2.00%

Budget 2016

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**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
1130	43010 Supplies & Materials	3,579	3,500	3,500	3,500	3,500	3,570	3,641	3,714	3,789	3,864	2.00%
1130	43030 Books, Maps & Publications	394	700	700	700	700	714	728	743	758	773	2.00%
1130	43220 Other Equipment	278	500	800	800	800	816	832	849	866	883	2.00%
<b>1130 Total</b>		<b>197,906</b>	<b>215,543</b>	<b>281,690</b>	<b>229,809</b>	<b>237,467</b>	<b>244,138</b>	<b>251,000</b>	<b>258,059</b>	<b>265,320</b>	<b>272,790</b>	
<b>1140 Information Services</b>												
1140	41010 Compensation	90,673	97,167	101,760	101,760	101,760	104,813	107,957	111,196	114,532	117,968	3.00%
1140	41020 Overtime Compensation	879	2,500	2,500	2,500	2,500	2,575	2,652	2,732	2,814	2,898	3.00%
1140	42030 Professional Services	916	1,500	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
1140	42050 Equipment Maintenance	31,749	33,000	36,000	36,000	36,000	36,720	37,454	38,203	38,968	39,747	2.00%
1140	42060 Telephone/Data Lines	16,062	20,240	18,920	18,920	18,920	19,298	19,684	20,078	20,480	20,889	2.00%
1140	42090 Training/Conferences	1,069	1,400	1,400	1,400	1,400	1,428	1,457	1,486	1,515	1,546	2.00%
1140	42100 Travel/Meals	169	250	300	300	300	306	312	318	325	331	2.00%
1140	42110 Memberships	179	300	300	300	300	306	312	318	325	331	2.00%
1140	43010 Supplies & Materials	799	1,000	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
1140	43030 Books/Maps/Publications	-	500	200	200	200	204	208	212	216	221	2.00%
<b>1140 Total</b>		<b>142,495</b>	<b>157,857</b>	<b>163,380</b>	<b>163,380</b>	<b>163,380</b>	<b>167,690</b>	<b>172,118</b>	<b>176,666</b>	<b>181,339</b>	<b>186,139</b>	
<b>1150 Community Participation</b>												
1150	42090 Training/Conferences	-	200	200	200	200	204	208	212	216	221	2.00%
1150	42100 Travel/Meals	-	500	500	500	500	510	520	531	541	552	2.00%
1150	42110 Memberships	-	-	-	-	-	-	-	-	-	-	-
1150	43010 Supplies & Materials	80	1,500	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656	2.00%
1150	43030 Books, Maps & Publications	605	500	500	500	500	510	520	531	541	552	2.00%
1150	44070 Contributions to Agencies	33,805	74,900	34,972	34,972	64,972	35,671	36,385	37,113	37,855	38,612	2.00%
<b>1150 Total</b>		<b>34,489</b>	<b>77,600</b>	<b>37,672</b>	<b>37,672</b>	<b>67,672</b>	<b>38,425</b>	<b>39,194</b>	<b>39,978</b>	<b>40,777</b>	<b>41,593</b>	
<b>1160 Community TV &amp; e-Government</b>												
1160	41030 Part-time Compensation	10,817	10,197	10,609	10,609	10,609	10,927	11,255	11,593	11,941	12,299	3.00%
1160	42030 Professional Services	34,101	39,815	39,815	39,815	39,815	40,611	41,424	42,252	43,097	43,959	2.00%
1160	42060 Telephone	120	600	600	600	600	612	624	637	649	662	2.00%
1160	42100 Travel/Meals	-	-	-	-	-	-	-	-	-	-	-
1160	42110 Memberships	-	-	-	-	-	-	-	-	-	-	-
1160	42210 Electrical Equipment Mainten	-	1,500	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656	2.00%
1160	43010 Supplies & Materials	314	300	300	300	300	306	312	318	325	331	2.00%

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
1160	43220 Other Equipment	-	-	-	-	-	-	-	-	-	-	
1160	44190 Capital Equipment	25	3,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
<b>1160 Total</b>		<b>45,377</b>	<b>55,412</b>	<b>55,824</b>	<b>55,824</b>	<b>55,824</b>	<b>57,047</b>	<b>58,297</b>	<b>59,575</b>	<b>60,883</b>	<b>62,220</b>	
<b>1180 Economic Development</b>												
1180	41010 Compensation	71,937	-	-	-	-	-	-	-	-	-	
1180	42030 Professional Services	7,450	-	-	-	-	-	-	-	-	-	
1180	42040 Print Services	5,700	-	-	-	-	-	-	-	-	-	
1180	42060 Telephone/Internet	1,800	-	-	-	-	-	-	-	-	-	
1180	42070 Advertising	33,600	-	-	-	-	-	-	-	-	-	
1180	42080 Postage	500	-	-	-	-	-	-	-	-	-	
1180	42090 Training/Conferences	2,000	-	-	-	-	-	-	-	-	-	
1180	42100 Travel/Meals	4,600	-	-	-	-	-	-	-	-	-	
1180	42110 Memberships	750	-	-	-	-	-	-	-	-	-	
1180	43010 Supplies/Materials	1,000	-	-	-	-	-	-	-	-	-	
1180	43030 Books/Maps/Publications	500	-	-	-	-	-	-	-	-	-	
1180	43140 Vehicle Fuel	250	-	-	-	-	-	-	-	-	-	
1180	43220 Other Equipment/Support	2,300	-	-	-	-	-	-	-	-	-	
1180	43300 Copy Services	1,000	-	-	-	-	-	-	-	-	-	
1180	44070 Contributions to Agencies	3,000	150,000	160,893	160,893	160,893	164,111	167,393	170,741	174,156	177,639	2.00%
<b>1180 Total</b>		<b>136,387</b>	<b>150,000</b>	<b>160,893</b>	<b>160,893</b>	<b>160,893</b>	<b>164,111</b>	<b>167,393</b>	<b>170,741</b>	<b>174,156</b>	<b>177,639</b>	
<b>1210 Insurance</b>												
1210	42610 Vehicle Insurance	44,695	42,840	44,982	44,982	44,982	47,006	49,121	51,332	53,642	56,056	4.50%
1210	42620 Property & General Liability	38,661	50,400	52,920	52,920	52,920	55,301	57,790	60,391	63,108	65,948	4.50%
1210	42630 Professional Liability	26,560	25,200	26,460	26,460	26,460	27,651	28,895	30,195	31,554	32,974	4.50%
1210	44080 Safety Committee	1,524	3,000	5,000	5,000	5,000	5,100	5,202	5,306	5,412	5,520	2.00%
<b>1210 Total</b>		<b>111,440</b>	<b>121,440</b>	<b>129,362</b>	<b>129,362</b>	<b>129,362</b>	<b>135,058</b>	<b>141,008</b>	<b>147,224</b>	<b>153,716</b>	<b>160,498</b>	
<b>1220 Employee Benefits</b>												
1220	41060 Social Security	447,029	449,942	523,794	473,707	477,448	487,918	502,556	517,632	533,161	549,156	3.00%
1220	41070 Health & Dental	724,681	753,600	820,000	786,390	788,434	821,778	858,758	897,402	937,785	979,985	4.50%
1220	41080 Deferred Compensation	117,351	122,000	138,000	138,000	138,691	142,140	146,404	150,796	155,320	159,980	3.00%
1220	41090 Tuition Reimbursement	308	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	0.00%
1220	41110 Classification Plan	-	-	-	-	-	-	-	-	-	-	
1220	41120 MPERS Contributions	140,823	156,000	180,000	177,000	177,000	182,310	187,779	193,413	199,215	205,192	3.00%
1220	41140 Income Protection	7,041	6,400	6,800	6,800	6,800	7,106	7,426	7,760	8,109	8,474	4.50%

Budget 2016

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**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
1220	41150 Long Term Disability	6,800	6,800	7,500	7,500	7,500	7,838	8,190	8,559	8,944	9,346	4.50%
1220	42600 Workers Compensation	235,665	247,000	327,550	259,827	260,500	271,519	283,738	296,506	309,849	323,792	4.50%
1220	42650 Unemployment Compensation	-	5,000	5,000	5,000	5,000	5,150	5,305	5,464	5,628	5,796	3.00%
<b>1220 Total</b>		<b>1,679,698</b>	<b>1,751,742</b>	<b>2,013,644</b>	<b>1,859,224</b>	<b>1,866,373</b>	<b>1,930,758</b>	<b>2,005,155</b>	<b>2,082,531</b>	<b>2,163,010</b>	<b>2,246,721</b>	
<b>1230 Banking Services</b>												
1230	42030 Professional Services	246	375	375	-	-	-	-	-	-	-	
<b>1230 Total</b>		<b>246</b>	<b>375</b>	<b>375</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>2110 Public Works Administration</b>												
2110	41010 Compensation	120,473	122,429	127,609	127,609	127,609	131,437	135,380	139,441	143,625	147,933	3.00%
2110	42030 Professional Services	17,855	22,400	28,000	28,000	28,000	28,560	29,131	29,714	30,308	30,914	2.00%
2110	42060 Telephone	3,501	4,200	4,200	4,200	4,200	4,284	4,370	4,457	4,546	4,637	2.00%
2110	42070 Advertising	171	500	500	500	500	510	520	531	541	552	2.00%
2110	42080 Postage	76	256	256	256	256	261	266	272	277	283	2.00%
2110	42090 Training/Conferences	1,601	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
2110	42100 Travel/Meals	1,756	1,500	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656	2.00%
2110	42110 Memberships	249	200	250	250	250	255	260	265	271	276	2.00%
2110	42210 Electrical Equipment Mainten	916	2,500	4,300	4,300	4,300	4,386	4,474	4,563	4,654	4,748	2.00%
2110	43010 Supplies & Materials	2,649	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
2110	43030 Books, Maps & Publications	-	250	250	250	250	255	260	265	271	276	2.00%
2110	43220 Other Equipment	-	-	-	-	-	-	-	-	-	-	
<b>2110 Total</b>		<b>149,248</b>	<b>158,735</b>	<b>171,365</b>	<b>171,365</b>	<b>171,365</b>	<b>176,068</b>	<b>180,904</b>	<b>185,876</b>	<b>190,988</b>	<b>196,244</b>	
<b>2120 Public Works Highway Maintenance</b>												
2120	41010 Compensation	431,149	438,657	508,770	441,086	441,086	454,319	467,949	481,987	496,447	511,340	3.00%
2120	41020 Overtime Compensation	74,045	57,834	59,280	58,155	58,155	59,900	61,697	63,548	65,454	67,418	3.00%
2120	42090 Training/Conferences	636	500	500	500	500	510	520	531	541	552	2.00%
2120	42260 Contracted Services	68,386	60,380	71,200	71,200	71,200	72,624	74,076	75,558	77,069	78,611	2.00%
2120	43050 Clothing, Safety Equipment	8,700	9,025	9,125	9,125	9,125	9,308	9,494	9,684	9,877	10,075	2.00%
2120	43180 Minor Equipment & Tools	2,238	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
2120	43220 Other Equipment	300	3,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
2120	44100 Road Maintenance Materials	53,577	55,000	55,000	55,000	55,000	56,100	57,222	58,366	59,534	60,724	2.00%
<b>2120 Total</b>		<b>639,031</b>	<b>626,396</b>	<b>708,875</b>	<b>640,066</b>	<b>640,066</b>	<b>657,860</b>	<b>676,160</b>	<b>694,979</b>	<b>714,334</b>	<b>734,240</b>	



**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
<b>2130 Public Works Traffic Safety</b>												
2130	42190 Contracted Services	52,187	38,000	50,500	38,000	38,000	38,760	39,535	40,326	41,132	41,955	2.00%
2130	42210 Electrical Equipment Mainten	5,162	8,500	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
2130	42220 Electricity	65,058	58,000	65,000	65,000	65,000	66,300	67,626	68,979	70,358	71,765	2.00%
2130	43270 Traffic Signs	6,624	8,750	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
<b>2130 Total</b>		<b>129,031</b>	<b>113,250</b>	<b>135,500</b>	<b>123,000</b>	<b>123,000</b>	<b>125,460</b>	<b>127,969</b>	<b>130,529</b>	<b>133,139</b>	<b>135,802</b>	
<b>2150 Public Works Snow Removal</b>												
2150	43010 Snowplowing Contracts	84,665	101,062	105,632	105,632	105,632	107,745	109,900	112,098	114,340	116,627	2.00%
2150	43250 Vehicle Maintenance Parts	36,159	37,290	40,000	40,000	40,000	40,800	41,616	42,448	43,297	44,163	2.00%
2150	43320 Chemicals	222,217	188,963	206,700	206,700	206,700	210,834	215,051	219,352	223,739	228,214	2.00%
2150	44100 Road Maintenance Materials	36,694	30,000	33,000	33,000	33,000	33,660	34,333	35,020	35,720	36,435	2.00%
<b>2150 Total</b>		<b>379,735</b>	<b>357,315</b>	<b>385,332</b>	<b>385,332</b>	<b>385,332</b>	<b>393,039</b>	<b>400,900</b>	<b>408,918</b>	<b>417,096</b>	<b>425,438</b>	
<b>2210 Public Works Building Maintenance</b>												
2210	41010 Compensation	226,533	232,989	270,986	237,560	237,560	244,687	252,028	259,589	267,376	275,398	3.00%
2210	41020 Overtime Compensation	12,289	13,212	13,212	13,212	13,212	13,608	14,017	14,437	14,870	15,316	3.00%
2210	41030 Part-time Compensation	5,452	12,000	24,000	12,000	12,000	12,360	12,731	13,113	13,506	13,911	3.00%
2210	42090 Training/Conferences	147	300	300	300	300	306	312	318	325	331	2.00%
2210	42120 Rentals	839	1,200	1,200	1,200	1,200	1,224	1,248	1,273	1,299	1,325	2.00%
2210	42150 Refuse Pickup	12,675	13,000	13,000	13,000	13,000	13,260	13,525	13,796	14,072	14,353	2.00%
2210	42220 Electricity	77,511	75,000	75,000	75,000	75,000	76,500	78,030	79,591	81,182	82,806	2.00%
2210	42230 Water Supply	4,606	3,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
2210	42250 Building Maintenance Service	58,100	59,000	59,000	59,000	59,000	60,180	61,384	62,611	63,863	65,141	2.00%
2210	43050 Clothing, Safety Equipment	1,581	2,800	2,800	2,800	2,800	2,856	2,913	2,971	3,031	3,091	2.00%
2210	43170 Heating Fuel	66,651	64,435	64,435	64,435	64,435	65,724	67,038	68,379	69,747	71,141	2.00%
2210	43190 Building Maintenance Materie	25,346	30,000	30,000	30,000	30,000	30,600	31,212	31,836	32,473	33,122	2.00%
2210	43210 Electronic Equipment	3,776	5,000	5,000	5,000	5,000	5,100	5,202	5,306	5,412	5,520	2.00%
2210	43220 Other Equipment	2,217	2,050	2,050	2,050	2,050	2,091	2,133	2,175	2,219	2,263	2.00%
<b>2210 Total</b>		<b>497,723</b>	<b>513,986</b>	<b>563,983</b>	<b>518,557</b>	<b>518,557</b>	<b>531,556</b>	<b>544,894</b>	<b>558,580</b>	<b>572,623</b>	<b>587,033</b>	
<b>2220 Public Works Grounds Maintenance</b>												
2220	42230 Water Supply	-	300	300	300	300	306	312	318	325	331	2.00%
2220	42260 Contracted Services	3,952	12,000	6,000	6,000	6,000	6,120	6,242	6,367	6,495	6,624	2.00%
2220	43050 Safety Equipment	434	400	400	400	400	408	416	424	433	442	2.00%
2220	43220 Other Equipment	207	2,400	2,400	2,400	2,400	2,448	2,497	2,547	2,598	2,650	2.00%

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**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
2220	43250 Equipment Maintenance	2,340	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
2220	43310 Maintenance Materials	1,278	1,500	200	200	2,000	204	208	212	216	221	2.00%
<b>2220 Total</b>		<b>8,212</b>	<b>19,100</b>	<b>11,800</b>	<b>11,800</b>	<b>13,800</b>	<b>12,036</b>	<b>12,277</b>	<b>12,522</b>	<b>12,773</b>	<b>13,028</b>	
<b>2510 Public Works Vehicle Maintenance</b>												
2510	41010 Compensation	116,639	122,904	160,281	124,564	124,564	128,301	132,150	136,114	140,198	144,403	3.00%
2510	41020 Overtime Compensation	11,694	6,860	6,860	6,860	6,860	7,066	7,278	7,496	7,721	7,953	3.00%
2510	42090 Training/Conferences	350	1,000	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
2510	42100 Travel/Meals	-	-	-	-	-	-	-	-	-	-	-
2510	42120 Rentals	1,404	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
2510	42200 Outside Vehicle Maintenance	33,998	25,000	35,000	35,000	35,000	35,700	36,414	37,142	37,885	38,643	2.00%
2510	42210 Electrical Equipment Mainten	-	-	-	-	-	-	-	-	-	-	-
2510	43010 Supplies & Materials	588	400	400	400	400	408	416	424	433	442	2.00%
2510	43050 Clothing, Safety Equipment	1,168	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
2510	43140 Gas Products	22,040	13,500	15,750	15,750	15,750	16,065	16,386	16,714	17,048	17,389	2.00%
2510	43160 Diesel Fuel	113,818	100,000	87,500	87,500	87,500	89,250	91,035	92,856	94,713	96,607	2.00%
2510	43180 Equipment & Tools	8,324	10,000	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
2510	43200 Petroleum Products	7,261	6,500	7,500	7,500	7,500	7,650	7,803	7,959	8,118	8,281	2.00%
2510	43240 Tires	9,806	15,000	15,000	15,000	15,000	15,300	15,606	15,918	16,236	16,561	2.00%
2510	43250 Vehicle Maintenance	83,463	75,000	85,000	85,000	85,000	86,700	88,434	90,203	92,007	93,847	2.00%
2510	43290 Steel	1,213	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
<b>2510 Total</b>		<b>411,768</b>	<b>382,664</b>	<b>430,791</b>	<b>395,074</b>	<b>395,074</b>	<b>404,289</b>	<b>413,729</b>	<b>423,398</b>	<b>433,302</b>	<b>443,447</b>	
<b>2910 Public Works Solid Waste</b>												
2910	42030 Professional Services	4,790	54,234	56,732	56,732	56,732	57,867	59,024	60,204	61,409	62,637	2.00%
2910	42260 Contracted Services	573,223	591,572	619,153	619,153	623,153	631,536	644,167	657,050	670,191	683,595	2.00%
2910	42330 Tipping Fees	275,853	148,050	148,050	148,050	148,050	151,011	154,031	157,112	160,254	163,459	2.00%
<b>2910 Total</b>		<b>853,866</b>	<b>793,856</b>	<b>823,935</b>	<b>823,935</b>	<b>827,935</b>	<b>840,414</b>	<b>857,222</b>	<b>874,366</b>	<b>891,854</b>	<b>909,691</b>	
<b>3110 Police Services</b>												
3110	41010 Compensation	1,471,658	1,555,319	1,624,303	1,563,554	1,563,554	1,610,461	1,658,774	1,708,538	1,759,794	1,812,588	3.00%
3110	41020 Premium Compensation	191,625	197,000	210,000	210,000	210,000	216,300	222,789	229,473	236,357	243,448	3.00%
3110	41030 Part-time Compensation	-	-	-	-	-	-	-	-	-	-	-
3110	41100 Compensation for Court time	16,333	16,000	18,000	18,000	18,000	18,540	19,096	19,669	20,259	20,867	3.00%
3110	42030 Professional Services	6,439	8,000	8,000	8,000	8,000	8,160	8,323	8,490	8,659	8,833	2.00%
3110	42070 Advertising	-	500	500	500	500	510	520	531	541	552	2.00%
3110	42080 Postage	645	1,025	1,025	1,025	1,025	1,046	1,066	1,088	1,109	1,132	2.00%

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**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
3110	42090 Training/Conferences	10,372	13,000	18,200	18,200	18,200	18,564	18,935	19,314	19,700	20,094	2.00%
3110	42100 Travel/Meals	8,424	6,000	8,500	8,500	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
3110	42110 Memberships	385	650	650	650	650	663	676	690	704	718	2.00%
3110	42210 Electrical Equipment Mainten	1,531	1,500	3,100	3,100	3,100	3,162	3,225	3,290	3,356	3,423	2.00%
3110	43010 Supplies & Materials	12,274	15,200	19,200	19,200	19,200	19,584	19,976	20,375	20,783	21,198	2.00%
3110	43030 Books, Maps & Publications	1,456	1,800	1,800	1,800	1,800	1,836	1,873	1,910	1,948	1,987	2.00%
3110	43050 Clothing	23,657	25,565	27,500	27,500	27,500	28,050	28,611	29,183	29,767	30,362	2.00%
3110	43220 Other Equipment	8,596	10,000	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
<b>3110 Total</b>		<b>1,753,394</b>	<b>1,851,559</b>	<b>1,950,778</b>	<b>1,890,029</b>	<b>1,890,029</b>	<b>1,945,745</b>	<b>2,003,113</b>	<b>2,062,182</b>	<b>2,123,002</b>	<b>2,185,626</b>	
<b>3120 Police Public Safety Communications</b>												
3120	41010 Compensation	478	-	-	-	-	-	-	-	-	-	
3120	41020 Premium Compensation	-	-	-	-	-	-	-	-	-	-	
3120	41030 Part-time Compensation	-	-	-	-	-	-	-	-	-	-	
3120	42030 Professional Services	12,657	17,565	17,565	17,565	17,565	17,916	18,275	18,640	19,013	19,393	2.00%
3120	42060 Telephone	15,564	21,000	21,000	21,000	21,000	21,420	21,848	22,285	22,731	23,186	2.00%
3120	42090 Training/Conferences	-	850	850	850	850	867	884	902	920	938	2.00%
3120	42100 Travel/Meals	-	200	200	200	200	204	208	212	216	221	2.00%
3120	42210 Electrical Equipment Mainten	6,202	8,000	8,000	8,000	8,000	8,160	8,323	8,490	8,659	8,833	2.00%
3120	42260 Contracted Services	303,318	319,619	319,619	319,619	329,139	326,011	332,532	339,182	345,966	352,885	2.00%
3120	43010 Supplies & Materials	45	250	250	250	250	255	260	265	271	276	2.00%
3120	43030 Books, Maps & Publications	-	200	200	200	200	204	208	212	216	221	2.00%
3120	43220 Other Equipment	-	-	-	-	-	-	-	-	-	-	
<b>3120 Total</b>		<b>338,263</b>	<b>367,684</b>	<b>367,684</b>	<b>367,684</b>	<b>377,204</b>	<b>375,038</b>	<b>382,538</b>	<b>390,189</b>	<b>397,993</b>	<b>405,953</b>	
<b>3140 Police Animal Control</b>												
3140	41010 Compensation	21,397	34,992	35,476	35,476	35,476	36,540	37,636	38,766	39,929	41,126	3.00%
3140	41020 Overtime Compensation	50	500	500	500	500	515	530	546	563	580	3.00%
3140	42030 Professional Services	23,029	25,000	26,500	26,500	26,500	27,030	27,571	28,122	28,684	29,258	2.00%
3140	43010 Supplies & Materials	24	400	500	500	500	510	520	531	541	552	2.00%
<b>3140 Total</b>		<b>44,500</b>	<b>60,892</b>	<b>62,976</b>	<b>62,976</b>	<b>62,976</b>	<b>64,595</b>	<b>66,258</b>	<b>67,965</b>	<b>69,717</b>	<b>71,516</b>	
<b>3210 Police Vehicle Maintenance</b>												
3210	41010 Compensation	6,600	12,155	15,852	12,319	12,319	12,689	13,070	13,462	13,866	14,282	3.00%
3210	41020 Overtime Compensation	393	250	250	250	250	258	265	273	281	290	3.00%
3210	42200 Outside Vehicle Maintenance	6,604	9,000	12,000	12,000	12,000	12,240	12,485	12,734	12,989	13,249	2.00%
3210	42210 Electrical Equipment Mainten	8	-	-	-	-	-	-	-	-	-	

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**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
3210	43140 Gas Products	69,888	72,000	57,960	57,960	57,960	59,119	60,302	61,508	62,738	63,993	2.00%
3210	43200 Petroleum Products	2,098	-	-	-	-	-	-	-	-	-	-
3210	43240 Tires	5,765	6,150	7,000	7,000	7,000	7,140	7,283	7,428	7,577	7,729	2.00%
3210	43250 Vehicle Maintenance	15,838	20,000	20,000	20,000	20,000	20,400	20,808	21,224	21,649	22,082	2.00%
<b>3210 Total</b>		<b>107,194</b>	<b>119,555</b>	<b>113,062</b>	<b>109,529</b>	<b>109,529</b>	<b>111,846</b>	<b>114,212</b>	<b>116,630</b>	<b>119,100</b>	<b>121,623</b>	
<b>4110 Fire Rescue Services</b>												
4110	41010 Compensation	383,611	374,740	535,152	373,601	373,601	384,809	396,353	408,243	420,491	433,105	3.00%
4110	41020 Overtime Compensation	41,696	37,518	75,634	75,634	37,404	77,903	80,240	82,647	85,127	87,681	3.00%
4110	41030 Part-time Compensation	515,922	773,462	764,983	764,983	764,983	787,932	811,570	835,918	860,995	886,825	3.00%
4110	41130 Training Compensation	80,999	89,276	86,741	86,741	86,741	89,344	92,024	94,785	97,628	100,557	3.00%
4110	42030 Professional Services	29,183	35,275	42,303	42,303	42,303	43,149	44,012	44,892	45,790	46,706	2.00%
4110	42040 Print Services	727	750	500	500	500	510	520	531	541	552	2.00%
4110	42060 Telephone	5,744	7,425	7,425	7,425	7,425	7,574	7,725	7,879	8,037	8,198	2.00%
4110	42070 Advertising	-	300	-	-	-	-	-	-	-	-	-
4110	42080 Postage	236	1,000	800	800	800	816	832	849	866	883	2.00%
4110	42090 Training/Conferences	23,702	19,000	19,000	19,000	19,000	19,380	19,768	20,163	20,566	20,978	2.00%
4110	42100 Travel/Meals	1,250	2,600	2,600	2,600	2,600	2,652	2,705	2,759	2,814	2,871	2.00%
4110	42110 Memberships	2,213	4,617	4,617	4,617	4,617	4,709	4,804	4,900	4,998	5,098	2.00%
4110	42210 Electrical Equipment Mainten	7,518	6,080	6,080	6,080	6,080	6,202	6,326	6,452	6,581	6,713	2.00%
4110	42260 Contracted Services	38,554	26,000	39,200	39,200	39,200	39,984	40,784	41,599	42,431	43,280	2.00%
4110	43010 Supplies & Materials	7,182	6,000	6,000	6,000	6,000	6,120	6,242	6,367	6,495	6,624	2.00%
4110	43040 Medical Supplies	25,263	26,000	27,500	27,500	27,500	28,050	28,611	29,183	29,767	30,362	2.00%
4110	43050 Clothing/Uniforms	11,591	8,950	9,100	9,100	9,100	9,282	9,468	9,657	9,850	10,047	2.00%
4110	43210 Electronic Equipment	6,496	9,260	9,460	9,460	9,460	9,649	9,842	10,039	10,240	10,445	2.00%
4110	43220 Other Equipment	43,975	53,360	51,010	51,010	51,010	52,030	53,071	54,132	55,215	56,319	2.00%
4110	43320 Chemicals	502	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
4110	43330 Equipment Replacement	477	-	-	-	-	-	-	-	-	-	-
4110	44070 Contributions to Agencies	5,998	4,300	4,300	4,300	4,300	4,386	4,474	4,563	4,654	4,748	2.00%
4110	48030 Bad Debt	78,962	85,000	85,000	85,000	85,000	86,700	88,434	90,203	92,007	93,847	2.00%
<b>4110 Total</b>		<b>1,311,801</b>	<b>1,572,913</b>	<b>1,779,405</b>	<b>1,617,854</b>	<b>1,579,624</b>	<b>1,663,221</b>	<b>1,709,885</b>	<b>1,757,884</b>	<b>1,807,258</b>	<b>1,858,046</b>	
<b>4140 Fire Rescue Emergency Management</b>												
4140	43010 Supplies & Materials	413	1,480	1,480	1,480	1,480	1,510	1,540	1,571	1,602	1,634	2.00%
<b>4140 Total</b>		<b>413</b>	<b>1,480</b>	<b>1,480</b>	<b>1,480</b>	<b>1,480</b>	<b>1,510</b>	<b>1,540</b>	<b>1,571</b>	<b>1,602</b>	<b>1,634</b>	

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
<b>4150 Fire Rescue Hydrants</b>												
4150	42240 Water Main Charges	92,718	92,976	93,849	93,849	93,849	95,726	97,640	99,593	101,585	103,617	2.00%
<b>4150 Total</b>		92,718	92,976	93,849	93,849	93,849	95,726	97,640	99,593	101,585	103,617	
<b>4210 Fire Rescue Vehicle Maintenance</b>												
4210	41030 Part-time Compensation	-	2,000	2,000	2,000	2,000	2,060	2,122	2,185	2,251	2,319	3.00%
4210	42030 Professional Services	40,121	35,000	35,700	35,700	35,700	36,414	37,142	37,885	38,643	39,416	2.00%
4210	42200 Outside Vehicle Maintenance	52,323	19,000	19,000	19,000	22,000	19,380	19,768	20,163	20,566	20,978	2.00%
4210	42210 Electrical Equipment Mainten	2,557	4,000	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
4210	43140 Gas Products	8,597	9,000	5,980	5,980	5,980	6,100	6,222	6,346	6,473	6,602	2.00%
4210	43160 Diesel Fuel	31,123	35,000	28,050	28,050	28,050	28,611	29,183	29,767	30,362	30,969	2.00%
4210	43180 Tools	22	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
4210	43200 Miscellaneous Products	1,551	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
4210	43240 Tires	6,263	8,000	8,000	8,000	8,000	8,160	8,323	8,490	8,659	8,833	2.00%
4210	43250 Vehicle Maintenance Parts	32,851	30,000	30,000	30,000	30,000	30,600	31,212	31,836	32,473	33,122	2.00%
4210	44190 Capital Equipment	-	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
<b>4210 Total</b>		175,408	149,000	139,730	139,730	142,730	142,545	145,416	148,346	151,334	154,384	
<b>5110 Parks &amp; Recreation Administration</b>												
5110	41010 Compensation	138,923	144,374	135,930	135,930	138,378	140,008	144,209	148,535	152,991	157,581	3.00%
5110	41020 Overtime Compensation	160	1,000	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	3.00%
5110	41030 Part-time Compensation	15,395	15,898	15,359	15,359	15,359	15,819	16,294	16,783	17,286	17,805	3.00%
5110	42030 Professional Services	2,348	3,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
5110	42060 Telephone	612	1,000	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
5110	42070 Advertising	-	-	-	-	-	-	-	-	-	-	
5110	42080 Postage	250	500	500	500	500	510	520	531	541	552	2.00%
5110	42090 Training/Conferences	1,641	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
5110	42100 Travel/Meals	1,290	1,000	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
5110	42110 Memberships	278	350	350	350	350	357	364	371	379	386	2.00%
5110	42260 Contracted Services	2,800	4,500	9,500	9,500	9,500	9,690	9,884	10,081	10,283	10,489	2.00%
5110	43010 Supplies & Materials	1,236	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
5110	43030 Books/Maps/Publications	-	-	-	-	-	-	-	-	-	-	
<b>5110 Total</b>		164,933	176,122	172,139	172,139	174,587	177,105	182,215	187,475	192,889	198,461	

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
<b>5111 Parks &amp; Recreation Programming</b>												
5111	41030 Part-time Compensation	80,549	95,500	103,500	103,500	103,500	106,605	109,803	113,097	116,490	119,985	3.00%
5111	41110 Payroll Tax	-	9,000	10,000	10,000	10,000	10,300	10,609	10,927	11,255	11,593	3.00%
5111	42030 Professional Services	631	800	800	800	800	816	832	849	866	883	2.00%
5111	42200 Outside Vehicle Maintenance	-	-	-	-	-	-	-	-	-	-	-
5111	42260 Contracted Services - Day Care	24,714	30,000	30,000	30,000	30,000	30,600	31,212	31,836	32,473	33,122	2.00%
5111	42280 Contracted Services - Other	10,232	7,500	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
5111	43010 Supplies and Materials - Day Care	5,808	7,000	7,000	7,000	7,000	7,140	7,283	7,428	7,577	7,729	2.00%
5111	43020 Supplies and Materials - Other	110,273	4,000	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
5111	43140 Vehicle Fuel	2,592	2,000	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656	2.00%
5111	43250 Vehicle Maintenance	722	3,000	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656	2.00%
5111	45020 Senior Programs	3,319	5,000	5,000	5,000	5,000	5,100	5,202	5,306	5,412	5,520	2.00%
5111	45030 Community Events	1,384	3,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
5111	45040 Summerfest	-	-	-	-	-	-	-	-	-	-	-
<b>5111 Total</b>		<b>240,224</b>	<b>166,800</b>	<b>176,300</b>	<b>176,300</b>	<b>176,300</b>	<b>180,961</b>	<b>185,749</b>	<b>190,668</b>	<b>195,722</b>	<b>200,914</b>	
<b>5120 Parks &amp; Recreation - Dundee &amp; Trails</b>												
5120	41030 Part-time Compensation	48,204	50,944	60,732	53,983	60,732	55,602	57,271	58,989	60,758	62,581	3.00%
5120	42030 Professional Services	4,301	8,000	8,000	8,000	8,000	8,160	8,323	8,490	8,659	8,833	2.00%
5120	42060 Telephone	342	500	500	500	500	510	520	531	541	552	2.00%
5120	42150 Refuse Pickup	210	400	400	400	400	408	416	424	433	442	2.00%
5120	42220 Electricity	1,967	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
5120	42230 Water Supply	1,440	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
5120	42250 Building Services	3,268	4,500	4,500	4,500	4,500	4,590	4,682	4,775	4,871	4,968	2.00%
5120	43010 Supplies and Materials	9,547	12,000	9,000	9,000	9,000	9,180	9,364	9,551	9,742	9,937	2.00%
5120	43140 Vehicle Fuel	-	-	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
5120	43250 Vehicle Maintenance	-	-	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656	2.00%
5120	45270 Lease of PWD Gambo Soccer	843	-	850	850	850	867	884	902	920	938	2.00%
<b>5120 Total</b>		<b>70,122</b>	<b>80,844</b>	<b>91,982</b>	<b>85,233</b>	<b>91,982</b>	<b>87,477</b>	<b>89,783</b>	<b>92,151</b>	<b>94,584</b>	<b>97,084</b>	
<b>5130 Parks &amp; Recreation - Skate Park</b>												
5130	42060 Telephone	285	-	-	-	7,752	-	-	-	-	-	-
5130	42220 Electricity	64	-	-	-	-	-	-	-	-	-	-
5130	42260 Contracted Services	395	600	600	600	600	612	624	637	649	662	2.00%



**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
5130	43010 Supplies and Materials	613	5,000	5,000	5,000	5,000	5,100	5,202	5,306	5,412	5,520	2.00%
5130	43020 Office Supplies & First Aid	-	-	-	-	150	-	-	-	-	-	-
<b>5130 Total</b>		<b>1,357</b>	<b>5,600</b>	<b>5,600</b>	<b>5,600</b>	<b>13,502</b>	<b>5,712</b>	<b>5,826</b>	<b>5,943</b>	<b>6,062</b>	<b>6,183</b>	
<b>5510 Public Library</b>												
5510	41010 Compensation	218,083	241,175	266,076	249,224	249,224	256,701	264,402	272,334	280,504	288,919	3.00%
5510	41030 Part-time Compensation	43,481	42,030	81,108	40,396	58,075	41,608	42,856	44,142	45,466	46,830	3.00%
5510	42030 Professional Services	3,802	9,100	9,700	9,700	9,700	9,894	10,092	10,294	10,500	10,710	2.00%
5510	42040 Print Services	2,234	1,100	1,100	1,100	1,100	1,122	1,144	1,167	1,191	1,214	2.00%
5510	42050 Equipment Maintenance	1,272	1,410	1,550	1,550	1,550	1,581	1,613	1,645	1,678	1,711	2.00%
5510	42060 Telephone	2,188	2,250	2,250	2,250	2,250	2,295	2,341	2,388	2,435	2,484	2.00%
5510	42080 Postage	371	1,200	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
5510	42090 Training/Conferences	689	1,000	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
5510	42100 Travel/Meals	1,097	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
5510	42110 Memberships	337	500	500	500	500	510	520	531	541	552	2.00%
5510	43010 Supplies & Materials	3,960	4,500	4,500	4,500	4,500	4,590	4,682	4,775	4,871	4,968	2.00%
5510	43030 Books, Maps & Publications	23,973	28,630	28,630	28,630	28,630	29,203	29,787	30,382	30,990	31,610	2.00%
5510	43060 Non-printed Materials	5,556	9,600	16,800	16,800	16,800	17,136	17,479	17,828	18,185	18,549	2.00%
5510	43220 Other Equipment	5,084	11,570	5,000	5,000	5,000	5,100	5,202	5,306	5,412	5,520	2.00%
<b>5510 Total</b>		<b>312,127</b>	<b>356,565</b>	<b>441,714</b>	<b>364,150</b>	<b>381,829</b>	<b>374,329</b>	<b>384,799</b>	<b>395,568</b>	<b>406,644</b>	<b>418,036</b>	
<b>6110 Code Enforcement &amp; Zoning Administration</b>												
6110	41010 Compensation	157,435	160,359	257,216	207,399	207,399	213,621	220,030	226,630	233,429	240,432	3.00%
6110	42030 Professional Services	331	9,000	9,000	9,000	9,000	9,180	9,364	9,551	9,742	9,937	2.00%
6110	42040 Print Services	820	200	200	200	200	204	208	212	216	221	2.00%
6110	42050 Equipment Maintenance	-	500	500	500	500	510	520	531	541	552	2.00%
6110	42060 Telephone	1,370	2,500	3,900	3,900	3,900	3,978	4,058	4,139	4,221	4,306	2.00%
6110	42070 Advertising	634	1,500	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656	2.00%
6110	42080 Postage	320	800	800	800	800	816	832	849	866	883	2.00%
6110	42090 Training/Conferences	1,632	2,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
6110	42100 Travel/Meals	1,542	1,200	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
6110	42110 Memberships	465	500	500	500	500	510	520	531	541	552	2.00%
6110	43010 Supplies & Materials	924	1,000	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
6110	43030 Books, Maps & Publications	1,057	1,500	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
6110	43140 Gas Products	1,592	1,500	2,070	2,070	2,070	2,111	2,154	2,197	2,241	2,285	2.00%
6110	43220 Other Equipment	925	1,000	3,900	3,900	3,900	3,978	4,058	4,139	4,221	4,306	2.00%
6110	43300 Copy Services	253	500	500	500	500	510	520	531	541	552	2.00%
<b>6110 Total</b>		<b>169,300</b>	<b>184,059</b>	<b>287,086</b>	<b>237,269</b>	<b>237,269</b>	<b>244,088</b>	<b>251,106</b>	<b>258,329</b>	<b>265,762</b>	<b>273,411</b>	
<b>6120 Planning</b>												
6120	41010 Compensation	141,179	170,695	177,508	177,508	177,508	182,833	188,318	193,968	199,787	205,781	3.00%
6120	42030 Professional Services	5,516	10,000	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
6120	42040 Print Services	190	750	500	500	500	510	520	531	541	552	2.00%
6120	42050 Equipment Maintenance	-	500	500	500	500	510	520	531	541	552	2.00%
6120	42060 Telephone	1,122	1,800	1,800	1,800	1,800	1,836	1,873	1,910	1,948	1,987	2.00%
6120	42070 Advertising	5,135	5,000	5,000	5,000	5,000	5,100	5,202	5,306	5,412	5,520	2.00%
6120	42080 Postage	831	1,000	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
6120	42090 Training/Conferences	1,439	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
6120	42100 Travel/Meals	748	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
6120	42110 Memberships	641	900	900	900	900	918	936	955	974	994	2.00%
6120	43010 Supplies & Materials	1,922	1,500	1,500	1,500	1,500	1,530	1,561	1,592	1,624	1,656	2.00%
6120	43030 Books, Maps & Publications	143	500	500	500	500	510	520	531	541	552	2.00%
6120	43140 Fuel	0	-	300	300	300	306	312	318	325	331	2.00%
6120	43220 Other Equipment	60	0	1,600	1,600	1,600	1,632	1,665	1,698	1,732	1,767	2.00%
6120	43300 Copy Services	460	500	500	500	500	510	520	531	541	552	2.00%
<b>6120 Total</b>		<b>159,386</b>	<b>197,145</b>	<b>205,608</b>	<b>205,608</b>	<b>205,608</b>	<b>211,495</b>	<b>217,554</b>	<b>223,788</b>	<b>230,203</b>	<b>236,805</b>	
<b>6121 Comprehensive Master Plan</b>												
6121	42030 Professional Services	2,367	-	25,000	25,000	25,000	25,500	26,010	26,530	27,061	27,602	2.00%
<b>6121 Total</b>		<b>2,367</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,500</b>	<b>26,010</b>	<b>26,530</b>	<b>27,061</b>	<b>27,602</b>	
<b>6510 Assessing</b>												
6510	41010 Compensation	217,843	222,359	225,758	225,758	229,650	232,531	239,507	246,692	254,093	261,715	3.00%
6510	42030 Professional Services	-	3,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
6510	42040 Print Services	-	500	500	500	500	510	520	531	541	552	2.00%
6510	42050 Equipment Maintenance	10,285	19,760	11,125	11,125	11,125	11,348	11,574	11,806	12,042	12,283	2.00%
6510	42060 Telephone	285	804	804	804	804	820	836	853	870	888	2.00%
6510	42070 Advertising	173	500	500	500	500	510	520	531	541	552	2.00%
6510	42080 Postage	940	2,673	2,673	2,673	2,673	2,726	2,781	2,837	2,893	2,951	2.00%
6510	42090 Training/Conferences	1,079	1,655	1,655	1,655	1,655	1,688	1,722	1,756	1,791	1,827	2.00%
6510	42100 Travel/Meals	1,593	1,780	1,780	1,780	1,780	1,816	1,852	1,889	1,927	1,965	2.00%

Budget 2016

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**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
6510	42110 Memberships	924	900	900	900	900	918	936	955	974	994	2.00%
6510	43010 Supplies & Materials	1,576	1,600	1,600	1,600	1,600	1,632	1,665	1,698	1,732	1,767	2.00%
6510	43030 Books, Maps & Publications	2,943	3,320	3,320	3,320	3,320	3,386	3,454	3,523	3,594	3,666	2.00%
6510	43220 Other Equipment	-	-	-	-	-	-	-	-	-	-	-
6510	43390 Vehicle Expenses	511	700	700	700	700	714	728	743	758	773	2.00%
<b>6510 Total</b>		<b>238,151</b>	<b>259,551</b>	<b>254,315</b>	<b>254,315</b>	<b>258,207</b>	<b>261,659</b>	<b>269,217</b>	<b>276,997</b>	<b>285,004</b>	<b>293,245</b>	
<b>6520 Geographic Information Systems</b>												
6520	42030 Professional Services	2,291	4,000	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
6520	42050 Equipment Maintenance	3,715	3,647	3,746	3,746	3,746	3,821	3,897	3,975	4,055	4,136	2.00%
6520	42090 Training/Conferences	95	1,200	1,200	1,200	1,200	1,224	1,248	1,273	1,299	1,325	2.00%
6520	43010 Supplies & Materials	799	2,000	2,000	2,000	2,000	2,040	2,081	2,122	2,165	2,208	2.00%
6520	43030 Books, Maps & Publications	-	500	500	500	500	510	520	531	541	552	2.00%
6520	43220 Other Equipment	-	-	-	-	-	-	-	-	-	-	-
<b>6520 Total</b>		<b>6,900</b>	<b>11,347</b>	<b>11,446</b>	<b>11,446</b>	<b>11,446</b>	<b>11,675</b>	<b>11,908</b>	<b>12,147</b>	<b>12,390</b>	<b>12,637</b>	
<b>7510 Town Clerk</b>												
7510	41010 Compensation	96,121	99,792	100,638	100,638	100,638	103,657	106,767	109,970	113,289	116,667	3.00%
7510	41030 Part-time Compensation	30,724	33,208	33,712	33,712	33,712	34,723	35,765	36,838	37,943	39,081	3.00%
7510	42030 Professional Services	3,147	5,530	5,530	5,530	5,530	5,641	5,753	5,868	5,986	6,106	2.00%
7510	42040 Print Services	1,441	4,000	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
7510	42050 Equipment Maintenance	55	900	900	900	900	918	936	955	974	994	2.00%
7510	42060 Telephone	1,199	1,300	1,300	1,300	1,300	1,326	1,353	1,380	1,407	1,435	2.00%
7510	42070 Advertising	3,179	3,300	3,300	3,300	3,300	3,366	3,433	3,502	3,572	3,643	2.00%
7510	42080 Postage	1,227	1,100	1,100	1,100	1,100	1,122	1,144	1,167	1,191	1,214	2.00%
7510	42090 Training/Conferences	680	750	750	750	750	765	780	796	812	828	2.00%
7510	42100 Travel/Meals	1,501	2,200	2,200	2,200	2,200	2,244	2,289	2,335	2,381	2,429	2.00%
7510	42110 Memberships	110	140	140	140	140	143	146	149	152	155	2.00%
7510	43010 Supplies & Materials	2,899	3,000	3,000	3,000	3,000	3,060	3,121	3,184	3,247	3,312	2.00%
7510	43030 Books, Maps & Publications	2,459	2,500	2,500	2,500	2,500	2,550	2,601	2,653	2,706	2,760	2.00%
<b>7510 Total</b>		<b>144,742</b>	<b>157,720</b>	<b>159,070</b>	<b>159,070</b>	<b>159,070</b>	<b>163,595</b>	<b>168,250</b>	<b>173,041</b>	<b>177,970</b>	<b>183,041</b>	
<b>8110 Social Services</b>												
8110	41010 Compensation	76,752	87,084	89,424	89,424	89,424	92,107	94,870	97,716	100,648	103,667	3.00%
8110	42030 Professional Services	-	-	-	-	-	-	-	-	-	-	-
8110	42060 Telephone	742	700	700	700	700	714	728	743	758	773	2.00%
8110	42080 Postage	153	200	200	200	200	204	208	212	216	221	2.00%

Budget 2016

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**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

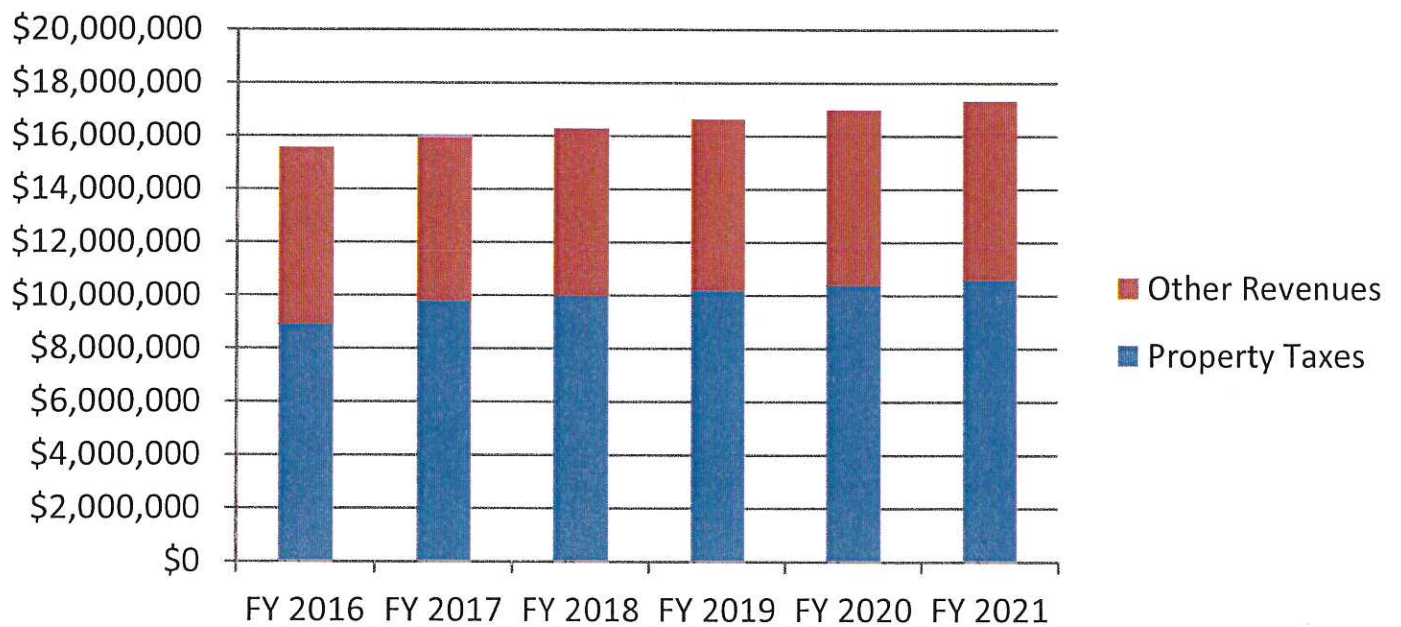
dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
8110	42090 Training/Conferences	195	300	345	345	345	352	359	366	373	381	2.00%
8110	42100 Travel/Meals	128	350	350	350	350	357	364	371	379	386	2.00%
8110	42110 Memberships	-	-	200	200	200	204	208	212	216	221	2.00%
8110	43010 Supplies & Materials	649	1,000	1,000	1,000	1,000	1,020	1,040	1,061	1,082	1,104	2.00%
8110	43090 General Assistance	46,033	50,000	40,000	40,000	40,000	40,800	41,616	42,448	43,297	44,163	2.00%
8110	43100 User Fee Offset	8,956	10,000	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
<b>8110 Total</b>		<b>133,608</b>	<b>149,634</b>	<b>142,219</b>	<b>142,219</b>	<b>142,219</b>	<b>145,958</b>	<b>149,798</b>	<b>153,743</b>	<b>157,795</b>	<b>161,957</b>	
<b>8120 Social Service Agency Funding</b>												
8120	44070 Contributions to Agencies	28,750	21,400	23,200	23,200	23,200	23,664	24,137	24,620	25,112	25,615	2.00%
<b>8120 Total</b>		<b>28,750</b>	<b>21,400</b>	<b>23,200</b>	<b>23,200</b>	<b>23,200</b>	<b>23,664</b>	<b>24,137</b>	<b>24,620</b>	<b>25,112</b>	<b>25,615</b>	
<b>TOTAL OPERATING</b>		<b>11,409,556</b>	<b>12,010,855</b>	<b>13,171,918</b>	<b>12,404,508</b>	<b>12,470,805</b>	<b>12,762,562</b>	<b>13,123,516</b>	<b>13,495,370</b>	<b>13,878,475</b>	<b>14,273,193</b>	
<b>9110 Capital Equipment Replacement</b>												
9110	44190 Capital Equipment	976,219	625,000	625,000	625,000	625,000	725,000	825,000	825,000	725,000	725,000	0.00%
<b>9110 Total</b>		<b>976,219</b>	<b>625,000</b>	<b>625,000</b>	<b>625,000</b>	<b>625,000</b>	<b>725,000</b>	<b>825,000</b>	<b>825,000</b>	<b>725,000</b>	<b>725,000</b>	
<b>9120 Road Improvements</b>												
9120	42190 Contracted Services	857,208	750,000	1,080,000	1,080,000	1,080,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	0.00%
<b>9120 Total</b>		<b>857,208</b>	<b>750,000</b>	<b>1,080,000</b>	<b>1,080,000</b>	<b>1,080,000</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,700,000</b>	
<b>9130 Building &amp; Facilities Improvements</b>												
9130	42030 Professional Services	-	-	-	-	-	-	-	-	-	-	
9130	42260 Contracted Services	230,802	150,000	327,935	200,000	200,000	230,000	304,500	150,000	150,000	150,000	0.00%
9130	44020 Land Improvements	260,000	260,000	260,000	400,650	400,650	408,663	416,836	425,173	433,676	442,350	2.00%
<b>9130 Total</b>		<b>490,802</b>	<b>410,000</b>	<b>587,935</b>	<b>600,650</b>	<b>600,650</b>	<b>638,663</b>	<b>721,336</b>	<b>575,173</b>	<b>583,676</b>	<b>592,350</b>	
<b>9140 Land &amp; Facilities Improvements</b>												
9140	44020 Land Improvements	50,000	-	325,000	50,000	50,000	325,000	325,000	325,000	325,000	325,000	
<b>9140 Total</b>		<b>50,000</b>	<b>-</b>	<b>325,000</b>	<b>50,000</b>	<b>50,000</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>	
<b>9170 Sewer Assessment</b>												
9170	44120 PWD Assessment	351,756	351,756	351,756	351,756	351,756	358,791	365,967	373,286	380,752	388,367	2.00%
<b>9170 Total</b>		<b>351,756</b>	<b>351,756</b>	<b>351,756</b>	<b>351,756</b>	<b>351,756</b>	<b>358,791</b>	<b>365,967</b>	<b>373,286</b>	<b>380,752</b>	<b>388,367</b>	

**TOWN of WINDHAM**  
**FY 2015-2016 MUNICIPAL BUDGET**

**OBJECT SUMMARY (w/subtotals)**

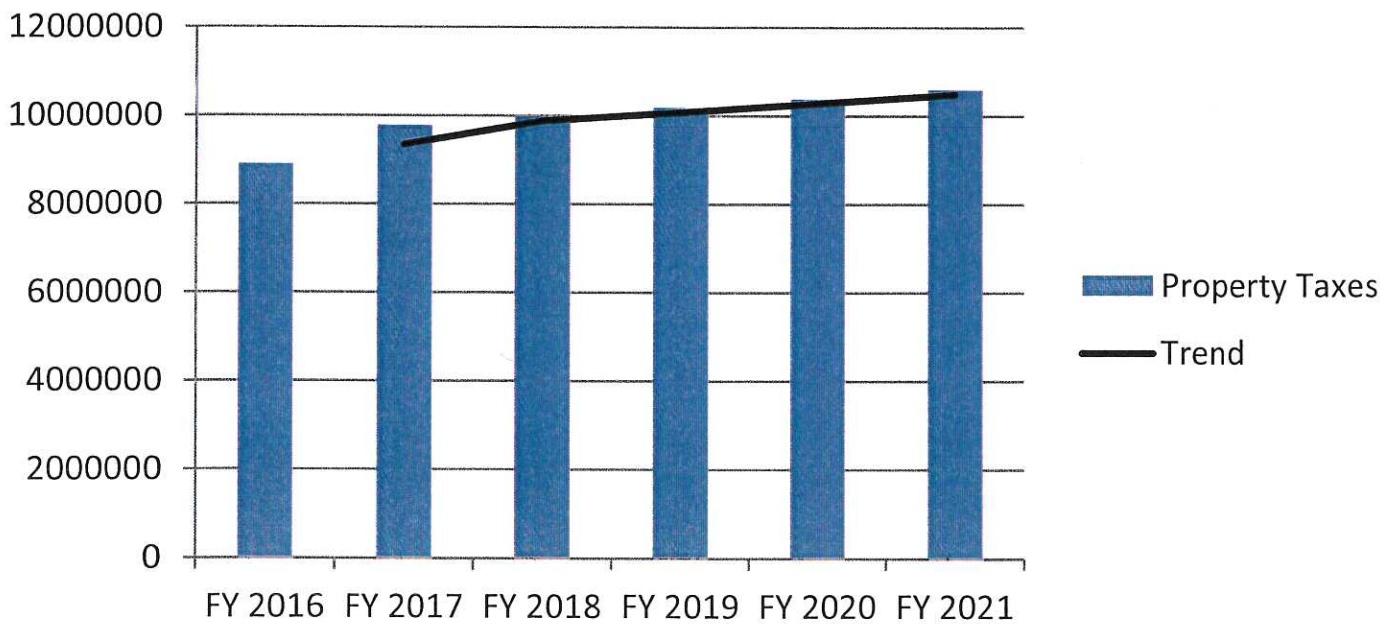
dept	acct description	FY 2014 actual	FY 2015 approved	FY 2016 preliminary	FY 2016 manager	FY2016 approved	FY 2017 projected	FY 2018 projected	FY 2019 projected	FY 2020 projected	FY 2021 projected	projection factor
<b>9510 Debt Service</b>												
9510	46010 Debt Principal	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	145,000	145,000	0.00%
9510	46020 Debt Interest	60,375	55,125	50,625	50,625	50,625	46,500	41,625	35,625	30,088	23,925	-20.48%
	Other Debt						197,450	409,401	830,618	963,956	962,388	
<b>9510 Total</b>		<b>210,375</b>	<b>205,125</b>	<b>200,625</b>	<b>200,625</b>	<b>200,625</b>	<b>393,950</b>	<b>601,026</b>	<b>1,016,243</b>	<b>1,139,044</b>	<b>1,131,313</b>	
<b>9910 Contingency</b>												
9910	43010 Supplies and Materials	6,660	100,000	100,000	100,000	100,000	102,000	104,040	106,121	108,243	110,408	2.00%
<b>9910 Total</b>		<b>6,660</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>102,000</b>	<b>104,040</b>	<b>106,121</b>	<b>108,243</b>	<b>110,408</b>	
<b>9920 Energy &amp; Weather Emergency Fund</b>												
9920	43010 Emergency Fund	-	100,000	100,000	100,000	100,000	102,000	104,040	106,121	108,243	110,408	2.00%
<b>9920 Total</b>		<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>102,000</b>	<b>104,040</b>	<b>106,121</b>	<b>108,243</b>	<b>110,408</b>	
<b>TOTAL CAPITAL &amp; NON-OPERATING</b>		<b>2,943,020</b>	<b>2,541,881</b>	<b>3,370,316</b>	<b>3,108,031</b>	<b>3,108,031</b>	<b>4,345,404</b>	<b>4,746,409</b>	<b>5,026,944</b>	<b>5,069,959</b>	<b>5,082,846</b>	
<b>Grand Total</b>		<b>14,352,575</b>	<b>14,552,736</b>	<b>16,542,234</b>	<b>15,512,539</b>	<b>15,578,836</b>	<b>17,107,966</b>	<b>17,869,925</b>	<b>18,522,314</b>	<b>18,948,434</b>	<b>19,356,039</b>	

## Total Revenue Sources

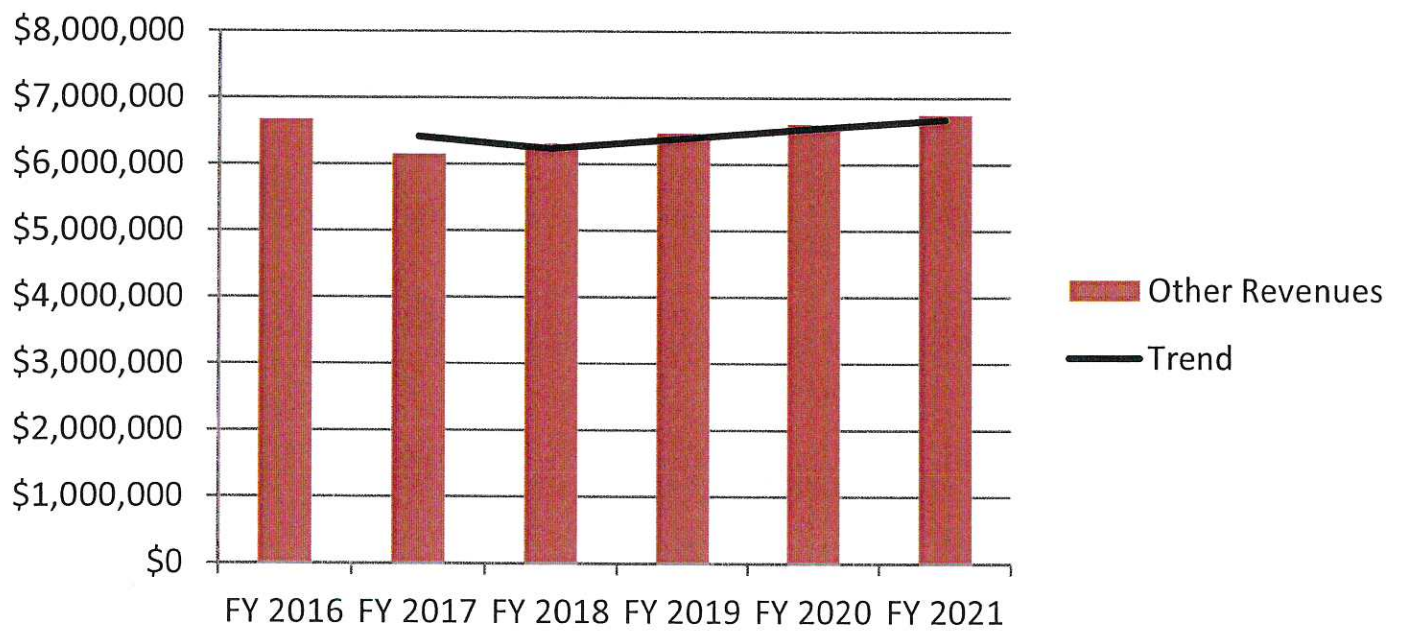




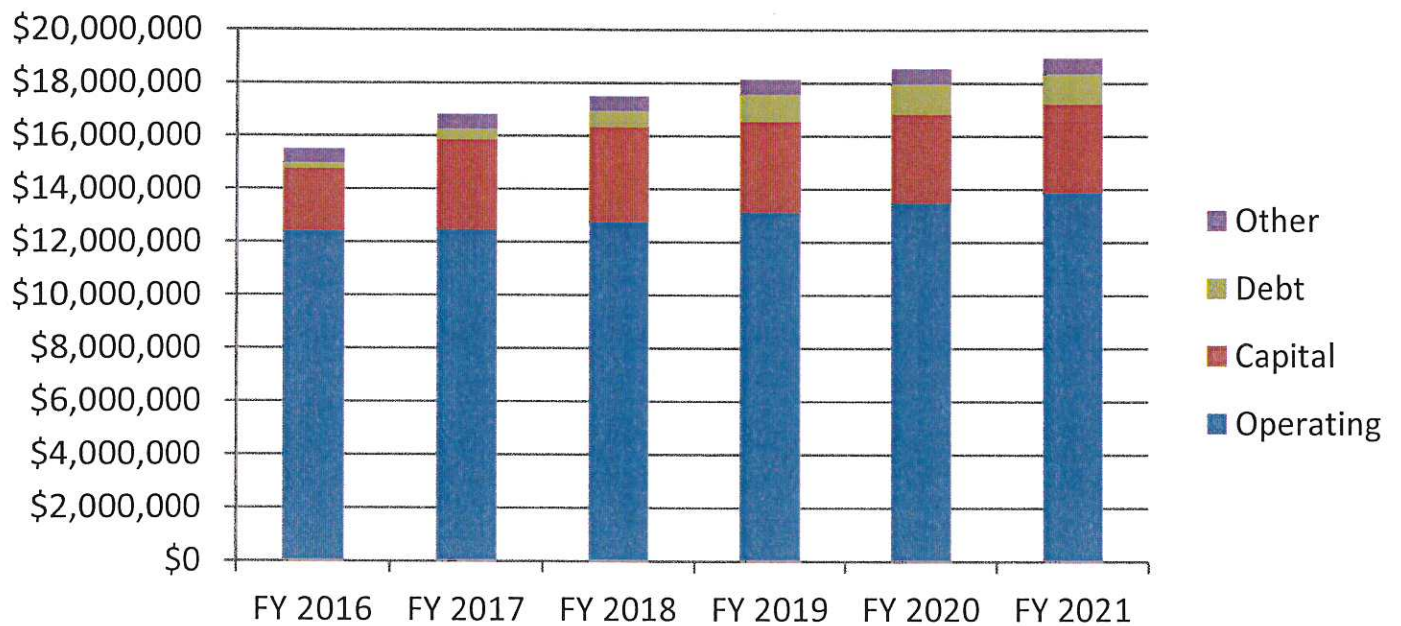
## Property Taxes



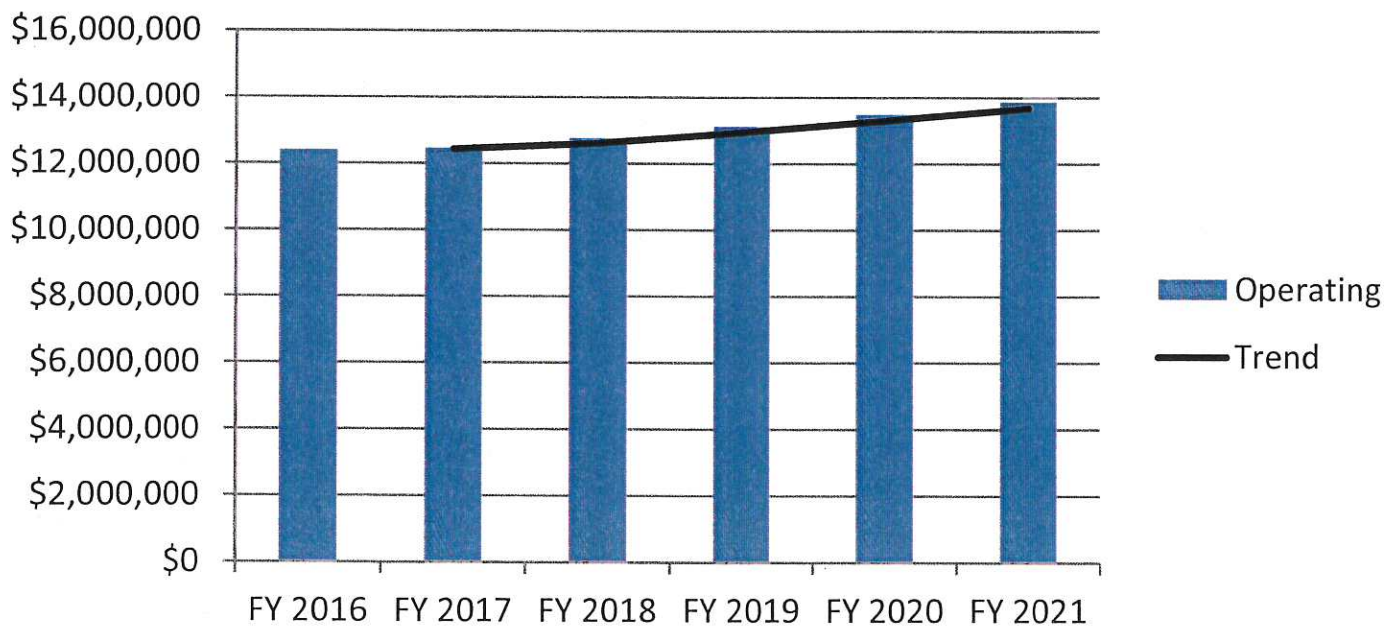
## Other Revenues



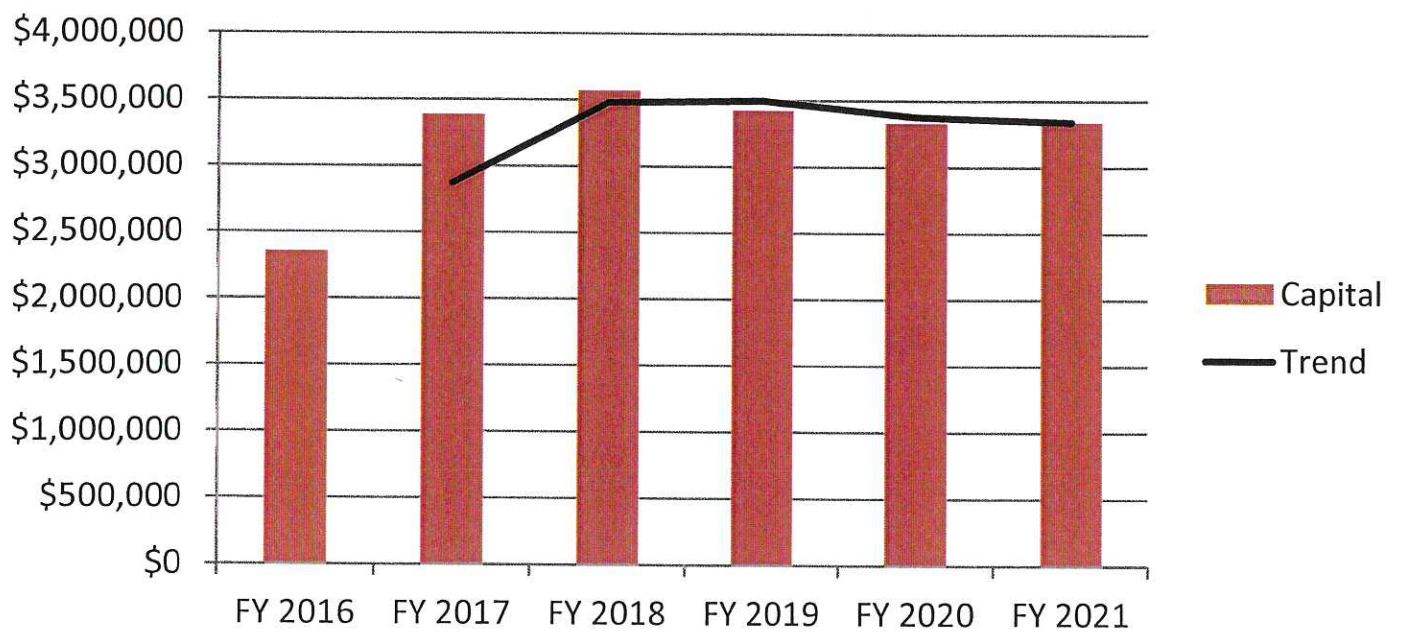
## Total Projected Expenses



## Operating

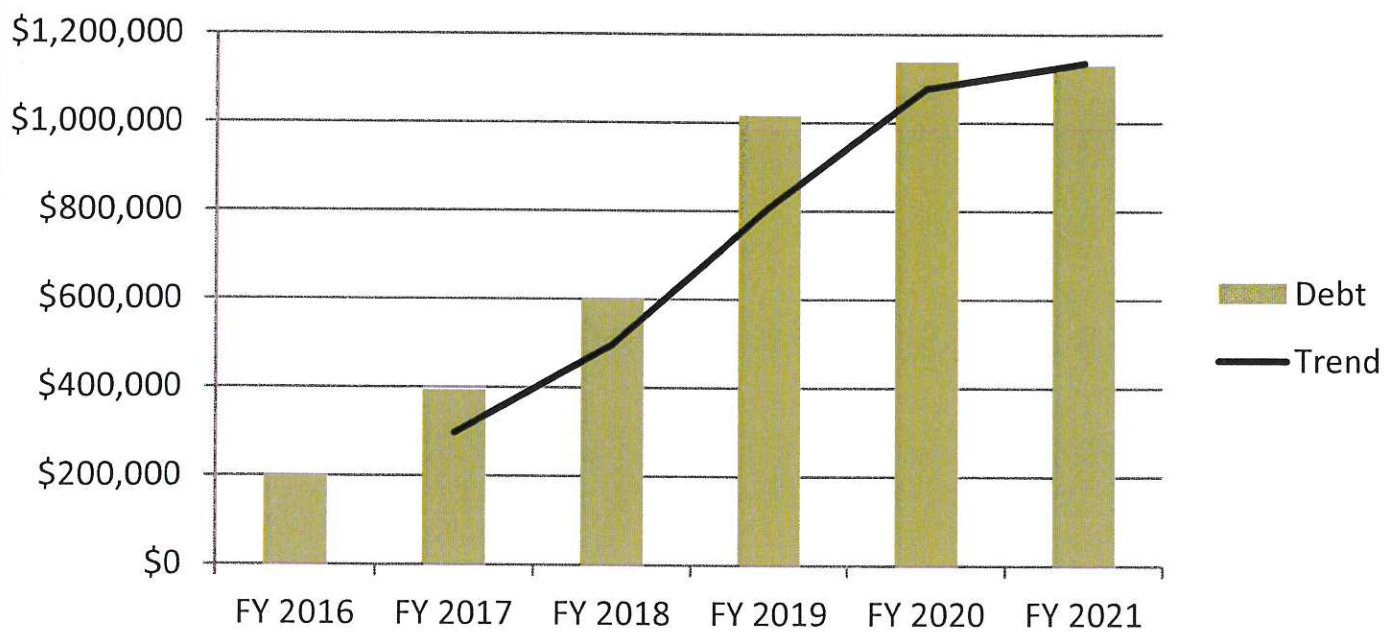


## Capital





## Debt





## Other

