

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1110 – TOWN COUNCIL

MISSION:

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

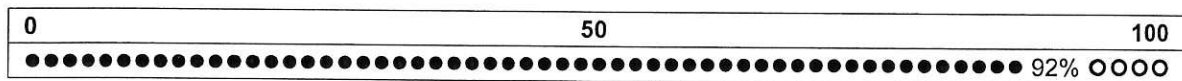
SUCCESS:

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

MEASUREMENT:

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

INDICATOR: GOALS ACCOMPLISHED, 2015-2016



- Completed
- Remaining

The Council's goals for 2015-2016 were:

Priority A:

- Comprehensive Plan ON SCHEDULE
 - Maintain progress toward completion, Council action by 2Q 2017
 - Future land use map discussed at Council meeting of March 15, 2016
 - 1st draft completed and reviewed with the Council August 23, 2016
 - Public awareness "road show" under way
 - Community meeting planned for October 20, 2016
- Private Roads, Standards, and Development IN PROGRESS
 - Identify ordinance amendments to strengthen standards for development on private roads and existing private ways
 - Discussion items January 5, February 16, March 1, June 21, July 26, August 9, and September 20, 2016
 - Amendments to require engineering, site plan approval, and simplified standards for private roads sent to Planning Board for review and recommendation, discussed September 20, 2016
 - Consider and act on amendments by July 1, 2016 BEHIND SCHEDULE
 - Reviewing discussion of September 20, 2016 for possible options
 - No other discussion or action scheduled at this time

Priority B:

- 21st Century Downtown plan
 - Complete preliminary engineering COMPLETED
 - Identify specific projects for funding application, incorporation into capital plans for FY 2018 and beyond
 - Application for PACTS funding of sidewalk improvements in portions of the 21st Century Downtown area submitted and approved; matching funds to come from FY 2018 or FY 2019 budget and/or sidewalk impact fees. COMPLETED

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- RFP for 21st Century Downtown land use ordinance development issued and proposal received September 30, 2016. IN PROGRESS

Noted:

- Strategic Planning/Budget Approach ALREADY IN POLICY – NOT NEEDED
 - Base FY 2017 preliminary budget on strategic plan, fill in multi-year budget/fund projections
- Capital/Facilities Planning ALREADY IN POLICY – NOT NEEDED
 - Reevaluate/reschedule public works facility, other facilities projects
 - Continue development of Lippman Park

Items previously listed in “Other” are reflected in the “Projects & Issues” list and sheets sent to the Council on a regular basis.

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acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
41010	Compensation	8,295	13,230	3,465	13,230	13,230	
42010	Legal Services	110,358	80,000	33,220	80,000	80,000	
42020	Audit Fees	18,050	19,300	12,500	19,300	19,300	
42090	Training/Conferences	17	500	-	500	500	
42100	Travel/Meals	231	250	431	250	250	
42110	Memberships	44,365	45,000	22,329	45,971	45,971	
		181,316	158,280	71,944	159,251	159,251	-

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1110 – TOWN COUNCIL

ACCOUNT DETAIL

41010	Council members are paid according to Chapter 2 of the Code of the Town of Windham. Elected officials are paid \$35 for each public meeting at which a quorum is present. Due to the change in the Council's meeting schedule during fiscal 2015-2016, meetings are budgeted as follows:	
	Council meetings	48
	Workshops (special topics, public forums, etc.)	4
	<u>Budget workshops</u>	<u>2</u>
	Total meetings	54
	Fifty-four (54) meetings, seven council members, \$35 each	\$13,230
42010	Payments to legal counsel are highly variable due to the unpredictability of issues that may arise. With the change in counsel in 2016 and a number of active issues, this account was increased for 2017 and remains the same for 2018.	
42020	Independent auditor's engagement for the 2016-2017 fiscal year.	
42090	Registration and attendance at seminars and events.	
42100	Reimbursement of mileage at the town rate, plus the cost of meals when attending meetings in official capacity.	
42110	Membership fees or costs for the town to participate in regional associations or agreements:	
	Greater Portland Council of Governments (GPCOG)	\$17,001
	Maine Municipal Association (MMA)	16,266
	Regional Transportation Program (RTP) Lakes Region Bus	9,656
	Maine Service Centers Coalition	2,088
	Maine Development Foundation	300
	American Society of Composers, Authors & Publishers (ASCAP)	335
	Broadcast Music, Inc. (BMI)	335
	<u>Portland Area Comprehensive Transportation Systems (PACTS)*</u>	<u>0</u>
	Total	\$45,971

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1120 – TOWN MANAGER’S OFFICE

MISSION:

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

SUCCESS:

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

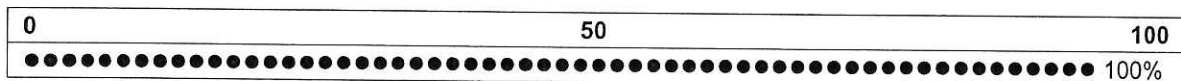
Key to managing the overall performance of the organization is regularly evaluating the performance of its employees. Over time this will evolve as the town identifies new strategic goals and departmental work plans and employee goals are brought into alignment, but employee performance evaluations will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

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

MEASUREMENT:

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

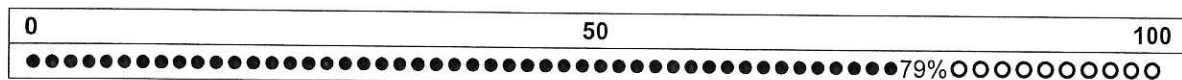
INDICATOR: AGENDAS COMPLETED AND PUBLISHED, 2016



- Completed
- Remaining

Annual performance evaluations for regular full-time and part-time employees will be conducted on time, defined as taking place within thirty days of when the evaluation was due. Seasonal, call, and per-diem employees will be evaluated according to schedules by the departments in which they work. 2014’s completion rate was 83%.

INDICATOR: EVALUATIONS COMPLETED ON TIME, 2016



- Completed
- Remaining

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1120 – TOWN MANAGER’S OFFICE

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

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

MISSION GAP:

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

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

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

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1120 - TOWN MANAGEMENT

acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
41010	Compensation	401,842	418,181	209,436	481,656	432,199	
41030	Part-Time Compensation	647	-	-	-	-	
42030	Professional Services	15,229	25,000	3,825	25,000	25,000	
42040	Print Services	-	500	-	500	500	
42050	Equipment Maintenance	55	55	-	55	55	
42060	Telephone	7,930	7,500	3,813	7,800	7,800	
42070	Advertising	4,117	2,500	2,724	6,000	6,000	
42080	Postage	4,932	5,500	2,400	5,500	5,500	
42090	Training/Conferences	797	2,000	1,450	2,000	2,000	
42100	Travel/Meals	5,153	4,500	4,159	5,500	5,500	
42110	Memberships	1,695	2,000	1,533	2,000	2,000	
43010	Supplies & Materials	7,312	7,250	3,150	7,500	7,500	
43030	Books, Maps & Publications	3,667	3,700	1,085	3,700	3,700	
43220	Other Equipment	-	-	-	-	-	
43300	Copy Services	2,432	2,000	706	2,500	2,500	
		455,807	480,686	234,283	549,711	500,254	-

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FY 2017-2018 MUNICIPAL BUDGET

1120 – TOWN MANAGER'S OFFICE

ACCOUNT DETAIL

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

Town Manager	1.0
Assistant Town Manager/HR Director	1.0
Executive Assistant	1.0
Finance Director	1.0
Finance Administrative Assistant	0.8
Finance Administrative Assistant	0.8
Total current authorized positions	5.6
Strategic plan:	
Compliance/Safety Coordinator	1.0
<u>Eliminated in manager's proposal*</u>	<u>(1.0)</u>
Total staffing as proposed	5.6

*included in the projected budget for the second quarter of fiscal 2018-2019, though this is dependent on work space being freed due to a maintenance facility project or identified in another facility.

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

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1130 – COLLECTION AND REGISTRATION SERVICES

MISSION:

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

TAX COLLECTION SERVICES:

ATV registrations, resident and non-resident

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

Dog Licenses new and renewal

Create Town Report

Hunting / Fishing licenses

Issue and accept ballots

Notary Services

Passport applications and photos

(we are now averaging 85-95 applications per month)

We also verify renewal applications for people)

Process and balance all monies that come into the Town

Scan checks on a daily basis

Research and collect all insufficient funds checks

Register new voters and update addresses

Sewer Collections

Create and send notices

File Sewer Liens when necessary

File Sewer Discharges

- Snowmobile, resident and non-resident
- Take rescue payments
- Tax collection
 - Create and send tax bills
 - File and discharge tax liens
 - Mass mailings (2,000 courtesy notices; 1,500 30 day notices, and 300-500 automatic foreclosure notices).
 - Search all mortgage holders at the Registry of Deeds(this has to be done before liens are placed and before we can mail automatic foreclosure notices)

Telephone Services

Verify Tax payments for banks, townspeople, and title companies

Give excise tax information

Verify property owners

Goals/Objectives:

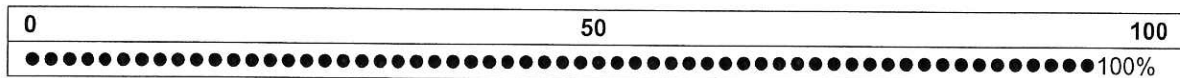
- Maintain/improve efficiency through training.
 - Staying current with laws and current practices by attending yearly trainings of the US State Department and the Bureau of Motor Vehicles, and attending other training when available.
- Structure staffing to maximize service during peak customer hours.

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- Passports are now accepted from 8am to 3pm. We are required to mail passports on a daily basis to the US Dept. of State..
- There are times when one of the passport agents has to bring the passports to the post office, on their way home.(This is a requirement of the US Dept of State. The only people who can handle the passport applications are trained Passport Acceptance Agents.)
- Increase use of on-line registrations through InforMe; in the very near future, the option for payment of taxes on-line and via telephone.
- Processes are cross-checked and all transactions are balanced daily.
 - Peak morning hours are 8:00 – 8:30 am. People want to do their business on their way to work. People would also like us to be open at 7am like we used to be.
 - Mid-day peak between 11:30 am and 1:00 pm. The office averages 4-5 passports between 11:30am - 12:30 when people use their lunch hour to do business.
 - Late afternoon business peaks from 3:00 – 4:00 pm.
 - Beginning of the month and end of the month, Mondays and Fridays, the office is busy all day with very few quiet times during the day.

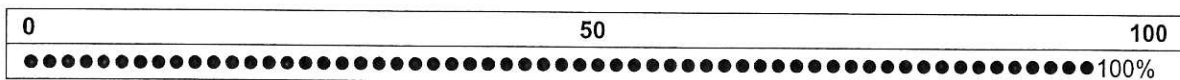
Periodic audits are conducted by the U.S. Department of State demonstrate compliance with government regulations. The last audit done by the State Department reported the office's accuracy rate at 99%.

INDICATOR: PASSPORT PROCESSING AUDIT ACCURACY RATE



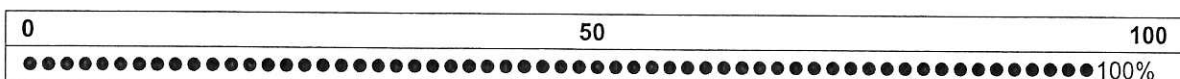
Periodic audits are conducted by the Maine Bureau of Motor Vehicles (BMV) and the Maine Department of Inland Fisheries & Wildlife (IF&W) demonstrate compliance with Maine law. Audits are done on a weekly basis by the Motor Vehicle Department, and monthly by Inland Fisheries & Wildlife. Money totals are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

INDICATOR: BMV/IF&W AUDIT ACCURACY RATE



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

INDICATOR: EVALUATIONS COMPLETED ON TIME



- Completed
- Remaining

TOWN of WINDHAM

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1130 – COLLECTION AND REGISTRATION SERVICES

MISSION GAP:

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

Voicemail can be used for incoming calls; however, callers often hang up when they get the voicemail system and keep calling back until they reach a live person. Taking a person's call and talking to them provides better customer service. Another staff person would be trained and expected to do back office work between answering the phones, and would be trained to do registrations to help cover at the counter when needed. This is an everyday occurrence, not just the beginning and ending of the month. Six years ago the office had 4 full-time and 2 part-time positions. Adding a 36 hour part-time position also would improve customer service and scheduling flexibility.

Whenever a house permit is given, consider that that household will register at least 2 cars, maybe a boat and or an ATV or Snowmobile. These same residents could also have a dog or several dogs to register and may want to apply for passports for the entire family. The last few months, we have been averaging 100 passports a month. It would be outstanding if we could train another Passport Agent. We are seeing a huge increase due to the non-compliant Maine Drivers License. We provide passport services to many surrounding communities. In down times the extra person could help with paperwork and back office work.

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1130 - COLLECTION AND REGISTRATION SERVICES

acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
41010	Compensation	194,583	197,967	95,025	202,430	202,430	
41020	Overtime Compensation	-	150	506	750	750	
41030	Part-time Compensation	412	-	-	33,550	-	
42030	Professional Services	14,360	22,500	12,942	23,000	23,000	
42050	Equipment Maintenance	-	300	-	500	500	
42060	Telephone	100	300	75	300	300	
42070	Advertising	216	300	(20)	300	300	
42080	Postage	11,298	18,500	8,026	19,000	19,000	
42090	Training/Conferences	-	250	-	250	250	
42100	Travel/Meals	611	900	558	1,000	1,000	
43010	Supplies & Materials	4,070	3,750	1,399	3,750	3,750	
43030	Books, Maps & Publications	746	800	245	800	800	
43220	Other Equipment	740	1,200	581	2,000	2,000	
		227,137	246,917	119,336	287,630	254,080	-

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1130 – COLLECTION AND REGISTRATION SERVICES

ACCOUNT DETAIL

41010 Annual salaries and wages for positions as authorized:

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

Total current authorized positions (4.0 FTE)

This budget proposes to:

Add a part time Administrative Assistant Position (0.9 FTE)

Eliminated in the manager's proposal

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

41030 A part time (36 hour per week) position would allow the office to have more people here at 8:00 to handle the early morning rush from 8:00 to 8:30 and is included in the preliminary budget. This would also help restore some of the 57 hours lost in this department six years ago. It would also be possible to open at 7:00 if we were to add a 24 hour position. We have a lot of people that would love to be able to do their town hall business before work. There has been an increase of over 20% in daily transaction volume since 2012.

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

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

42060 Costs of two telephone lines and a fax line.

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

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

Last year the office processed 663 passports applications, for which a \$25 processing fee is charged, which resulted in \$16,575 collected. Passport photos fees for that same time period were approximated \$750(we take photos for the renewals. Passport applications have to be sent by priority mail. This fee just increased from \$5.75 to \$6.45. (Other fees associated with this are the camera, paper, toner and two copiers. Approximate total fees were \$3,000.)

From July through February of fiscal 2017 the office has already processed 486 applications.

42090 Training for employees to attend seminars and workshops throughout the year. Training is required by the Motor Vehicle division to keep current on new laws. Yearly training has to be completed by everyone who does motor vehicle registrations. This account also includes attendance at tax school and the Maine Municipal Association (MMA) convention for the Assistant Tax Collector and the Administrative Assistants. This also allows the Assistant Tax Collector to attend the New England Tax School. Collection, customer service and tax classes are offered at both schools. It is mandatory that office staff attend U.S. Passport Training School once a year. In the year 2017 people have to attend training with the Secretary of State's office. Four people have to attend passport training classes every year to keep current.

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1130 – COLLECTION AND REGISTRATION SERVICES

- 42100 Reimbursement for mileage and other expenses incurred on department business, attending training classes, etc.
- 43010 Operating supplies such as paper goods, printer and calculator ribbons, photo paper, ink cartridges, pens for the counter, paperclips, elastics, envelopes to mail re-registrations, calculator paper rolls and staples. Copier and fax expenses are shared with the town clerk's office.
- 43030 Required M.S.R.P. reference books for automobiles, trucks, motorcycles, camper trailers and motor homes to properly calculate excise tax due to the town. The State Department requires regular updates for the ID guide for passports. We wouldn't be in compliance if we didn't keep these books current.
- 43220 Replacement of office equipment not included in the capital equipment replacement plan in case of mechanical failure. Due to the volume of registrations, three working motor vehicle printers are needed at all times. We have two color copiers, one for copying driver's licenses for passports and one for printing the passport photos. A lock box on the outside of the building has been suggested as a convenience for townspeople to drop their tax payments off after hours; it could also be used for motor vehicle renewals as long as customers were instructed ahead of time as to what paperwork they need to leave, either by phone or through the town's web site. The Bureau of Motor Vehicles is changing the registration forms. Because of this change we have to order three new printers.

TOWN of WINDHAM

FY 2016-2017 MUNICIPAL BUDGET

1140 - INFORMATION SERVICES

acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
41010	Compensation	102,502	106,788	52,253	112,076	112,076	
41020	Overtime Compensation	1,360	2,000	544	2,000	2,000	
42030	Professional Services	118	1,000	-	1,000	1,000	
42050	Equipment Maintenance	36,907	40,000	29,659	131,421	131,421	
42060	Telephone/Data Lines	18,048	19,776	14,868	20,736	20,736	
42090	Training/Conferences	1,107	500	-	250	250	
42100	Travel/Meals	174	300	163	300	300	
42110	Memberships	272	300	-	200	200	
43010	Supplies & Materials	35	1,000	47	500	500	
43030	Books/Maps/Publications	-	200	-	200	200	
44190	Capital Equipment	-	-	-			
		160,522	171,864	97,532	268,683	268,683	-

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1140 – INFORMATION SERVICES

ACCOUNT DETAIL

41010	Annual salaries and wages for positions as authorized: Systems Administrator (1.0 FTE) Network Technician (1.0 FTE) Total current authorized positions (2.0 FTE)
41020	Overtime for unscheduled work after-hours for system changes/maintenance, software installation, repairs from lightning strikes and hardware failures, and weekend on-call coverage. It also includes IT support for an Emergency Operations Center (EOC) when necessary.
42030	Time and materials for consulting services and other work for system engineering, network design, and system support.
42050	Service and support contracts for servers and other devices, software licensing, and print management services, as well as non-capital equipment replacements and software. Part of this equipment replacement will be to proactively equip the department with some basic replacement parts in order to avoid downtime. This line also reflects an \$86,968.00 increase with the addition of the MUNIS financial software. The remainder of the increase is due to new backup system licensing, retention of social media records software, and additions to firewall licensing.
42060	Annual cost of phone, Internet provider and data lines through Verizon, Spectrum and OTT Communications.
42090	Training and Conferences for Information Services staff. Increased need to acquire training on the ever changing technologies, software, and hardware the town uses.
42100	Mileage and expenses for on-site service by staff, attendance at meetings, training sessions, or demos.
42110	Membership fees for IT related societies and organizations such as Experts Exchange.
43010	Paper, forms, tapes, and other supplies for centralized computer operations.
43030	Technical books, technical support subscriptions.

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1150 – COMMUNITY PARTICIPATION

MISSION:

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

SUCCESS:

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

MEASUREMENT:

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

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FY 2016-2017 MUNICIPAL BUDGET

1150 - COMMUNITY PARTICIPATION

acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
41010	Compensation	-	6,370	735	6,370	6,370	
42090	Training/Conferences	-	200	0	200	200	
42100	Travel/Meals	-	500	139	500	500	
42110	Memberships	-	-	0	-	-	
43010	Supplies & Materials	123	1,500	0	1,500	1,500	
43030	Books, Maps & Publications	(35)	500	0	500	500	
44070	Contributions to Agencies	58,561	60,118	39,172	40,452	55,452	
		58,649	69,188	40,046	49,522	64,522	-

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1150 – COMMUNITY PARTICIPATION

ACCOUNT DETAIL

- 41010 Planning board compensation.
- 42090 Funding for committee members to attend conferences and seminars related to their committee work.
- 42100 Reimbursement to committee members for mileage, tolls and meals.
- 42110 Membership for committees in appropriate regional or state associations.
- 43010 General committee expenses, flowers, refreshments for public meetings, etc.
- 43030 Materials for various boards and committees.
- 44070 Proposed contributions are as follows:

AGENCY/PURPOSE	BUDGET FY2017	PROPOSED FY2018	COUNCIL APPROVED
Memorial Day Parade	\$ 1,500	\$1,500	
Holiday Lights & Banners	25,000	5,000	
Windham Drifters Snowmobile Club	6,818	7,152	
Volunteer Recognition Event	5,000	5,000	
Memorial Day Flags/Markers	1,200	1,200	
Additional/Miscellaneous	0	0	
Watershed Protection	10,000	25,000	
Windham Community Garden	0	0	
Windham Senior Meals	600	600	
Windham Historical Society	10,000	10,000	
TOTAL	\$60,118	\$55,452	

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1160 – COMMUNITY TV & E-GOVERNMENT

MISSION:

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

SUCCESS:

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

MEASUREMENT:

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

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

MISSION GAP:

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

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

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

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

TOWN of WINDHAM

FY 2016-2017 MUNICIPAL BUDGET

1160 - COMMUNITY TV & E-GOVERNMENT

acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
41030	Part-time Compensation	9,187	10,843	2,851	10,658	10,658	
42030	Professional Services	37,285	39,815	24,249	39,815	39,815	
42060	Telephone	80	600	60	600	600	
42070	Advertising	-	-	-	-	-	
42100	Travel/Meals	-	-	-	-	-	
42110	Memberships	-	-	10	-	-	
42210	Electrical Equipment Maintenance	1,344	1,500	150	1,500	1,500	
43010	Supplies & Materials	30	300	10	300	300	
43220	Other Equipment	-	-	-	-	-	
44190	Capital Equipment	2,784	3,000	-	3,000	3,000	
		50,710	56,058	27,330	55,873	55,873	-

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1160 – COMMUNITY TV & E-GOVERNMENT

ACCOUNT DETAIL

41030	Compensation:	
	Part-time station coverage	\$ 10,658
42030	Professional Services	
	<u>Granicus</u>	
	Live and archived video webcasting, agenda management, iLegislate and e-government	
	Video managed services, annual	\$ 11,600
	Monthly support, annual	3,500
	Agenda management, legislative management, and government transparency suite	
	Monthly support, annual	9,600
	<u>Open Platform managed hardware</u>	<u>3,300</u>
	Total, Granicus services	28,000
	<u>Web site</u>	
	<u>Annual hosting, support</u>	<u>\$ 11,815</u>
	Total, Professional Services	\$ 39,815
42060	Studio telephone lines, data services	600
42210	Professional cleaning and repair of station equipment.	1,500
43010	General Office Supplies	300
44190	Equipment purchases to replace/upgrade failing equipment	3,000
	Includes video cameras, disks, other small items for day to day operations	

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1180 – ECONOMIC DEVELOPMENT

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

Windham Economic Development Corporation

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

Mission

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

Vision

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

Strategic Objectives

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

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

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

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

Performance Measures

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

TOWN of WINDHAM

FY 2016-2017 MUNICIPAL BUDGET

1180 - ECONOMIC DEVELOPMENT

acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
44070	Contributions to Agencies	164,488	186,468	186,968	184,490	184,490	
		164,488	186,468	186,968	184,490	184,490	-

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1180 – ECONOMIC DEVELOPMENT

44070 Allocation of TIF funding for WEDC operations and projects:

\$184,490

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

WINDHAM ECONOMIC DEVELOPMENT CORPORATION					
Proposed FY 2018 Budget					
		WEDC	WEDC	WEDC	
		FY 2016	FY 2017	FY 2018	
acct	description	Budget	Budget	Proposed	
41010	Compensation	77,883	79,441	83865	
	Social Security	5,960	6,077	6375	
	Benefits	8,000	8,000	8800	
42030	Professional Services	54,750	43,750	32750	
	Operations	12,750	18,750	22750	
	Projects	42,000	25,000	10000	
42040	Print Services	5,000	3,000	3000	
42060	Telephone/Internet	2,500	2,000	2000	
42070	Advertising	25,000	20,000	20000	
42080	Postage	500	500	500	
42090	Training/Conferences	5,500	5,500	5500	
	Board Meeting Expenses			3500	
42100	Travel/Meals	4,600	5,000	5000	
42110	Memberships	1,000	1,000	1000	
43010	Supplies/Materials	1,200	1,200	1200	
43030	Books/Maps/Publications	500	500	500	
43140	Vehicle Fuel	0	0	0	
43220	Other Equipment/Support	2,000	2,000	2000	
43300	Copy Services	1,000	1,000	1000	
44070	Contributions to Agencies	7,500	7,500	7500	
	Total	202,893	186,468	184,490	
	Town allocation request:	160,893	186,468	184,490	

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1180 – ECONOMIC DEVELOPMENT

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ACCOUNT DESCRIPTIONS

41010	Compensation	Salary for Executive Director Based on Town's Management Pay Plan M3F To stay in alignment with Town's Department Head Pay Plan
	Social Security	FICA
	Benefits	Health, Dental, Disability
42030	Professional Services	Operations: Audit
		WEDC's portion of the Annual Audit
		Legal
		Corporate and real estate legal costs
		Insurances
		Part of the MMA Insurance pool
		TIF/ED Consultant
		Used for consultations on TIF and also labor market and industry research
		Marketing Consultant
		Used for developing marketing campaigns for WEDC and Town functions
		Total
		Projects:
		Funding to be used as needed to initiate projects including Anglers Road, Broadband, Wastewater, Enterprise Development District Downtown, and/or local food initiatives.
42040	Print Services	Includes: Services related to marketing; meeting preparations; Annual Report; etc.
42060	Telephone/Internet	Includes: Land line; Cell Phone; Website Hosting Includes hosting: WindhamMarketplace, WindhamMainstreet, and WindhamFindHere websites
42070	Advertising	Display and legal advertisement; Print advertisement; Business Promotions; Area Guide Includes ad buys for local and regional ED promotion
42080	Postage	Mailings
42090	Training/Conferences	Professional Training; Trade Show Attendance; Development Forums MEREDA, Maine Downtown Institute, ICSC Retail Development, EDCM training events, etc
	Board Meeting Expenses	Costs specific to the WEDC Board and Annual Meetings
42100	Travel/Meals	Travel to: Area Meetings; Trade Shows; Site Visits; Meeting Expenses
42110	Memberships	Fees: International Council of Shopping Centers; MEREDA; Chamber; NEEA; Economic Development Council of Maine, Maine Municipal Association
43010	Supplies/Materials	Office supplies and materials
43030	Books/Maps/Publications	Books; Software Updates; Mapping Services
43140	Vehicle Fuel	No longer required
43220	Other Equipment/Support	Technology purchases; Other services.
43300	Copy Services	Charges for copies; mailer production
44070	Contributions to Agencies	Sponsorships: Rotary Ice Fishing Derby; Chamber of Commerce events; Shop Local Events

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1210 – MUNICIPAL INSURANCES

MISSION:

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

SUCCESS:

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

MEASUREMENT:

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

TOWN of WINDHAM

FY 2016-2017 MUNICIPAL BUDGET

1210 - MUNICIPAL INSURANCES

acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
42610	Vehicle Insurance	51,343	55,500	52,509	57,850	57,850	
42620	Property & General Liability	38,797	40,800	38,472	22,340	22,340	
42630	Professional Liability	26,915	30,020	27,185	46,660	46,660	
44080	Safety Committee	4,398	5,000	741	5,000	5,000	
		121,453	131,320	118,907	131,850	131,850	-

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1210 – MUNICIPAL INSURANCES

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

ACCOUNT DETAIL

42610	Auto Physical Damage/Liability (for Municipal Vehicles, owned and leased) Garage Keepers Coverage	\$ 57,850
42620	Property Liability Building, Contents, Equipment Breakdown Electronic Data Processing (EDP) Boiler Coverage Crime including Faithful Performance Coverage Mobile Equipment/Contractors Equipment	\$ 22,340
42630	Professional and General Liability Fire/Rescue Liability Public Officials Liability Law Enforcement Liability Ambulance/Medical Malpractice Road Treatment Umbrella Policy Bonds	\$ 46,660
44080	Funding for safety committee and training materials.	\$ 5,000

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

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1220 – EMPLOYEE BENEFITS

MISSION:

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

SUCCESS:

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

MEASUREMENT:

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

TOWN of WINDHAM

FY 2016-2017 MUNICIPAL BUDGET

1220 - EMPLOYEE BENEFITS

acct	description	FY 2016 actual	FY 2017 approved	FY 2017 ytd (12/31)	FY 2018 preliminary	FY 2018 manager	FY 2018 council
41060	Social Security	483,082	522,843	255,038	571,373	541,105	
41070	Health & Dental	819,428	856,231	348,458	1,223,461	987,552	
41080	Deferred Compensation	137,130	137,000	65,627	158,699	140,000	
41090	Tuition Reimbursement	743	5,000	743	5,000	5,000	
41110	Classification Plan	-	-	-	-	-	
41120	MPERS Contributions	162,710	186,740	85,151	247,910	200,912	
41140	Income Protection	5,707	7,200	-1,611	8,000	8,000	
41150	Long Term Disability	6,171	6,500	3,160	6,500	6,500	
42600	Workers Compensation	243,382	261,098	62,279	279,316	224,289	
42650	Unemployment Compensation	-	5,000	-	5,000	5,000	
		1,858,353	1,987,612	818,844	2,505,259	2,118,358	-

TOWN of WINDHAM

FY 2017-2018 MUNICIPAL BUDGET

1220 – EMPLOYEE BENEFITS

ACCOUNT DETAIL

41060	The Town pays FICA (6.2%) and Medicare (1.45%) payroll taxes on wages and the employer's matching contribution to employees' retirement accounts. Actual funding is usually less than the budget due to vacancies which occur throughout the year. FICA and Medicare expense for Recreation Programs, a self-funded program, is included in that budget (account 5111).										
41070	All employees are insured under the PPO-500 plan with Maine Municipal Employees Health Trust (MMEHT). This plan combines deductibles and coinsurance with a health reimbursement account (HRA) funded by the Town to manage overall costs. The budget provides for a 10% premium increase in calendar 2018, which will affect the last six months of the budget year.										
	<table><tr><td>Health & dental insurance</td><td>\$ 1,110,584</td></tr><tr><td>Health insurance buyout</td><td>74,062</td></tr><tr><td>HRA funding</td><td>31,500</td></tr><tr><td>Third party administrator</td><td>7,315</td></tr><tr><td>Total</td><td>\$ 1,223,461</td></tr></table>	Health & dental insurance	\$ 1,110,584	Health insurance buyout	74,062	HRA funding	31,500	Third party administrator	7,315	Total	\$ 1,223,461
Health & dental insurance	\$ 1,110,584										
Health insurance buyout	74,062										
HRA funding	31,500										
Third party administrator	7,315										
Total	\$ 1,223,461										
	<table><tr><td>Manager's proposal deducts for positions not funded, estimated turnover</td><td>(235,909)</td></tr><tr><td>Total in manager's budget proposal</td><td>\$ 987,552</td></tr></table>	Manager's proposal deducts for positions not funded, estimated turnover	(235,909)	Total in manager's budget proposal	\$ 987,552						
Manager's proposal deducts for positions not funded, estimated turnover	(235,909)										
Total in manager's budget proposal	\$ 987,552										
41080	Town matching contributions of up to 6% of regular pay for participants in the ICMA Retirement Corporation or MaineSTART deferred compensation plans.										
41120	Maine Public Employees Retirement System employer contributions for members of the police and professional firefighters unions as required by contract, 7.7% of gross pay for police for the first half of the year and 11.4% of gross pay for the firefighters and for police the second half of the year. The police contract includes a change in police retirement plan effective January 1, 2018.										
41140	Town share of short term disability insurance required in the police contract. The Town pays the premium necessary for the employee to receive a benefit of \$1,000 per month.										
41150	Town cost of long term disability insurance plan required in the police contract.										
42600	Worker's compensation expense insurance premiums. Premiums for Recreation Programs are carried in account 5111. Claims experience continues to improve due to risk management and loss control efforts; however, this premium is driven not only by claims experience, but by audited payroll records. The preliminary budget is up due to proposed new positions and positions funded only for part of FY 2017.										
42650	Unemployment benefits as assessed by the State of Maine. The town is a "direct pay" employer and does not carry unemployment compensation insurance.										