

Town of Windham

Manager's Proposed Municipal Budget
2018-2019



STRATEGIC PLAN-BASED BUDGET
March 31, 2018

TOWN of WINDHAM

FY 2018-2019 MUNICIPAL BUDGET

MANAGER'S BUDGET MESSAGE

March 30, 2018

To the Town Council:

As required by Article V, Section 2 of Windham's Charter, I am pleased to submit the manager's proposed budget for fiscal year 2017-2018 and this explanatory budget message.

Respectfully,



Anthony T. Plante
Town Manager

Strategic plan-based budgeting.

In October 2015 the Council adopted a strategic plan. As a ~~bridge~~ or ~~stub~~ strategic plan, its purpose was to identify key issues, strategies to address those issues, and get us from fiscal 2016 to the adoption of a newly-updated comprehensive master plan in 2017. Since the adoption of the new Comprehensive Master Plan Update (Order 17-118 on June 13, 2017) the town has worked toward a more comprehensive strategic plan to include the goals of the comprehensive master plan as well as incorporate other trends affecting the town. A copy of that draft plan is attached to, included in, and helped guide the development of this budget consistent with the spirit of the Council's strategic planning and budgeting policy.

Mission.

No one year's budget can or should stand alone. Many of the services, issues, and projects the town undertakes extend beyond a single fiscal year. The challenge is to articulate a vision, be clear about our mission, establish specific measurable goals, and take steps to accomplish them over the long term. The budget I have submitted continues to fund, staff, and equip the town to achieve that mission, tries to quantify how much of that mission we accomplish or how well, where there are gaps, and what we propose to do to close those gaps. As I have said in previous budget messages, a budget is a plan for what we are to accomplish in the

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coming year, expressed in terms of dollars and cents. Before we can talk meaningfully about the dollars and cents, however, we have to understand what it is we are here to do.

Each department has addressed the question of mission. Each department has identified areas where there are gaps between what it is currently doing or is currently able to do, and what it should be doing, in quantity, quality, or both. In some instances departments have identified factors or trends that affect what they do and may become gaps in the future. Many of the departments proposed adding resources, often in the form of added hours or added positions, to deliver on more of their mission or to deliver on it in a better, more efficient, or more effective manner. Some of these proposals are included in the strategic plan the Council adopted. Other proposals respond to needs or issues that have arisen since. All of these proposals are included in the preliminary budget column.

Preliminary budget.

The preliminary budget column is an answer to what the budget would look like if departments were, in the judgment of their department heads, either delivering on their mission fully or making progress toward delivering on it fully. All of their proposals are included in the budget narratives and notes that accompany the numbers. Those proposals all express an understanding of their departments' purpose, a commitment to meeting that purpose, and finding ways to deliver on that. Many of the departments' budget narratives include indicators to show how well they are delivering on their mission.

The proposals included in the preliminary budget are another reflection of what the Council already has seen elsewhere. In nearly every instance we are finding that the community's needs and expectations have outgrown the local government whose purpose is to meet them. A facilities master plan in 1998, a property condition assessment in 2013, and another facilities master plan in 2014 have all pointed to existing and growing deficiencies. Under the Council's leadership, progress has been made over the past couple of years in particular to address some of the most pressing needs, but more remain. Staffing has been increased over the last three years as part of the town's efforts to address strategic issues relating to growth. Added paramedics in fire-rescue, a 27th sworn police officer, public works buildings and vehicle maintenance positions, tax collection/town clerk office part-time help, parks and recreation maintenance hours, library circulation supervisor and teen services assistant, and a shared stormwater compliance coordinator, for example.

Staffing changes and new positions all have been put in place to address service level needs and expectations, needs and expectations that vary from community to community and are reflected in their staffing numbers and patterns. Some of the differences between communities may be the result of service delivery choices: Do we deliver the service (public safety dispatch and solid waste collection, for example) in-house or do we contract it out? There are other differences, such as code enforcement, that raise other questions: In a community that is routinely at or near the top of the list for construction activity, is Windham staffed at a level that meets its mission? Throughout the budget process, any time a request is made or a change is contemplated, the question needs to be asked, "What effect will this have on the department's ability to accomplish its mission? Will this add to, strengthen, or increase the level or quality of the service, or will it detract from, weaken, or decrease it?" We are fundamentally a service organization, and virtually every budgetary choice needs to be viewed through the lens of whether a choice gets us closer to, or moves us further away from, meeting our service goals.

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Preliminary budget proposals from the draft strategic plan intended to help close gaps between a department's mission and its current capabilities include:

- A compliance and safety officer, to increase focus on labor law compliance and workplace safety, starting 1/1/2019
- Increasing the size of the public works crew by two truck drivers (restoring one, adding another) to improve productivity and flexibility, starting 4/1/2019 to coincide with completing the move into the new shared maintenance facility,
- Adding a custodian to account for the additional space at the shared maintenance facility, starting 4/1/2019,
- Adding a 28th police officer, starting 1/1/2019, with two more in each of the following two years,
- Establishing an EMS supervisor's position, starting 1/1/2019, and
- Restoring a 2nd administrative assistant in code enforcement, also reducing the burden for coverage on assessing and planning staff, starting 1/1/2019, and
- Studying space utilization and identifying ways to improve the work environment occupied by assessing and the shared administrative support area with planning and code enforcement.

There are other adjustments in the budget that respond to other issues and needs, but those listed above represent the most significant, especially where they add staff, add hours, add capacity, and/or increase productivity, flexibility, and responsiveness to the needs of the community.

In addition to the staff and other operational proposals, there is a significant commitment to meeting the town's capital needs in the preliminary budget. Capital equipment, roads, buildings, and other facilities are shown at levels consistent with plans discussed with or approved by the Council.

Manager's proposal.

The manager's proposed budget seeks to balance the challenges maintaining financial stability and solidity with addressing the mission-based needs identified by department heads and significant increases in capital investment, especially roads, other infrastructure, and facilities.

As part of a plan begun in fiscal 2015, municipal revenue sharing has been phased out of the budget. Whatever the state provides will be available to help reduce the tax levy, as it is designed to do, and/or meet some of the town's capital needs under the Town Council's fund balance policy. Regardless of the Legislature's future actions on municipal revenue sharing, the town's approach has eliminated its reliance on it for budgetary purposes, insulating the town's budget process from the volatility of the legislative session, and provides time to adjust to any changes.

Capital equipment (19100) continues to be funded according to plan. Road improvement funding (19200) is proposed to increase to \$1,150,000, though this still leaves a considerable gap and forces choosing between needed projects and pavement preservation efforts. \$500,000 has been shifted from pavement preservation to Brand Road in 19400 based on engineering evaluations that show a need for more extensive work than originally thought. Building and land improvements

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(19300) continue to address maintenance and repair needs as well as issues identified in the 2013 property condition assessment, but does not address long-standing (and growing) facilities needs throughout the town's departments and offices. Building and land improvements also includes engineering and building an expansion to Smith Cemetery from existing funding, a project estimated at \$400,000. Funding for land and facilities improvements (account 19400) is mostly offset by recreation impact fees for the continued development of Lippman Park, the completion of plans for and construction of a community park which incorporates the town's skate park under a Land & Water Conservation Fund grant.

The proposed budget continues to include \$250,000 in FY 2019 and the road improvement plan calls for another \$250,000 in FY 2020 to pay for final engineering of the road, sidewalk, signal, intersection, and other improvements along Route 302 as part of the 21st Century Downtown plan. Doing so would better position the town for any infrastructure funding that may come from Washington, and make a down payment on one of the four pillars of the comprehensive master plan, "Creating a North Windham to be proud of." This level of commitment also will help set the stage for the infrastructure and facilities investments the community will be called on to make in the coming years, after too many years of too little spending to meet the needs of a town that has been, and continues to be, one of southern Maine's fastest growing.

The manager's proposed budget for fiscal 2019 makes use of municipal revenue sharing through fund balance, instead of directly, to help fund long-standing capital needs or reduce the property tax levy. It is used in both of these ways, as allowed under the Council's fund balance policy, making use of available unassigned fund balance at the end of fiscal 2017 for capital projects and for managing the tax levy increase. At the same time, it does not use all of the fund balance allowed, in order to leave "money in the bank" for fiscal 2020 and the roughly \$500,000 bump in debt service costs for the shared maintenance facility. It provides a path forward in addressing strategic and service needs identified in the plan adopted by the Council, and continues to sharpen the focus on our mission to serve Windham's residents and taxpayers.

We have work to do. The town's employees, department heads, and I look forward to working with the Council, taxpayers, residents, and volunteers to get it done.

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NOTES ON BUDGET DOCUMENT FORMAT

The fiscal 2018-2019 budget marks the first time we have used the Munis budget development module. The advantage is that it is completely integrated into our financial management and accounting systems. It does, however, mean that we will have to get used to new reports and some new ways of looking at things. As we go through the budget process with the Council, and again when we work on a budget for fiscal 2020, we will continue to refine the reports we use and how information is presented.

One of the first things you might notice is that the book is back in landscape (horizontal) orientation after the last few being in portrait (vertical) mode. This is a function of how Munis reports print out. So far we have not been able to find an effective way to render them in portrait mode and contain the kind of information needed.

Department narratives are still individual Word documents that appear before each department, or org code (see below), and discuss the purpose of that account. Where it is a department, or a division within a department with a distinct purpose and mission, the Word document discusses the elements of mission, success, and measurement that we have been trying to gradually incorporate into the budget discussion.

Detail for individual line items is listed on pages of ~~%~~Next Year Budget Detail+reports that will have to be updated as we go from level to level in the process, since the detail report only shows the total for the level being worked or reported on. The budget request/approval levels are:

- PRELIM : Department head requests
- MANAGER : Manager's proposed budget
- FIN COMM : Finance committee recommendation
- COUNCIL : Council adopted/recommended to town meeting
- ADOPTED : Town meeting adopted

~~%~~Next Year Budget Levels+reports, which will be used as summary reports, show the changes in the accounts from PRELIM to COUNCIL. There are other reports, and various combinations of report options, that we can explore to come up with the optimal set of reports as we go through the process.

Listed below are some changes/features in the budget book to help orient you:

- Budgeting by fund. Instead of mashing the general fund, recreation program fund, and sewer fund all together for the purposes of budgeting, then separating them for the purposes of accounting, we are starting the process for 2019 budgeting by fund. A fund, by definition, is a series of self-balancing accounts, i.e. revenue equals expenses.
 - Revenues and expenditures will be shown by fund.

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NOTES ON BUDGET DOCUMENT FORMAT

- Revenues will show up as credits (negative amounts), thus offsetting expenditures as debits.
- New department codes, called %orgs+or %org codes, the shorthand we use to refer to the various divisions of the budget. Most should be somewhat familiar, as we tried to keep the order as familiar as possible while also making the chart of accounts more consistent with state and GFOA model charts of accounts. This should make reporting clearer and analysis easier. That said, some things have moved around:
 - The major divisions by which the budget will be voted on and funds appropriated are %functions. They are:
 - 10 General Government
 - 20 Public Works
 - 30 Police & Safety
 - 40 Fire-Rescue & Emergency Management
 - 50 Recreation & Culture
 - 60 Property & Inspection
 - 70 Development & Conservation
 - 80 Health & Welfare
 - 90 Capital, Debt & Other
 - The town clerk's office, formerly department 7510, is now in General Government as org 11700.
 - Sewer, instead of former account 9170, is org 22110 and accounted for in its own fund.
 - Recreation programs, formerly account 5111 as part of Parks & Recreation, is now shown in the Recreation Program Fund as org 22120.
- More orgs were defined when the chart of accounts as designed than we are using in the proposed budget. These can be used to further break department budgets into activity or cost centers, such as:
 - In Police (function 30), orgs in the 13000 series:
 - 13200 Patrol
 - 13300 Investigations
 - In Fire-Rescue (function 40), orgs in the 14000 series
 - 14200 Fire-Rescue Services
 - In Parks & Recreation (part of function 50), orgs in the 15000 series
 - 15230 Lippman Park

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NOTES ON BUDGET DOCUMENT FORMAT

- 15240 Other Parks & Trails
- 15320 Community Events
- 15340 Senior Programs
- In Planning & Conservation (function 70), orgs in the 17000 series
 - 17310 Watershed Protection (perhaps move this from org 11500, Community Participation, along with things like the Natural Resources Advisory Committee)

The draft strategic plan, oversized budget projection spreadsheets (when completed), oversized capital plan spreadsheets, the audited financial statements, and other supporting documents will be attached as appendices, and oriented so you can use that portion of the book in portrait (vertical) orientation.

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
1000	31100	PROP TAXES	-9,514,632.00	-9,872,960.00	-10,198,138.00	-10,198,138.00	.00	.00
1000	31110	SUPP TAXES	.00	.00	.00	.00	.00	.00
1000	31120	PILOTS	-29,247.00	-29,247.00	-29,247.00	-29,247.00	.00	.00
1000	31130	INT TAX	-100,000.00	-100,000.00	-100,000.00	-100,000.00	.00	.00
1000	31140	TX LN FEES	-15,000.00	-15,000.00	-15,000.00	-15,000.00	.00	.00
1000	31200	EXCISE TAX	-3,250,000.00	-3,400,000.00	-3,700,000.00	-3,700,000.00	.00	.00
1000	31210	BOAT EXC	-25,000.00	-25,000.00	-25,000.00	-25,000.00	.00	.00
1000	32110	DOGS	-9,000.00	-9,000.00	-9,000.00	-12,500.00	.00	.00
1000	32120	HUNT/FISH	-3,000.00	-3,000.00	-3,000.00	-3,000.00	.00	.00
1000	32210	MV REG	-50,000.00	-50,000.00	-50,000.00	-50,000.00	.00	.00
1000	32220	SNOW REG	-7,132.00	-7,132.00	-7,633.00	-7,633.00	.00	.00
1000	32230	BOAT REG	-1,000.00	-1,000.00	-1,000.00	-1,000.00	.00	.00
1000	32240	ATV REG	-400.00	-400.00	-400.00	-400.00	.00	.00
1000	32310	BLDG FEES	-125,000.00	-150,000.00	-150,000.00	-150,000.00	.00	.00
1000	32320	PLMB FEES	-40,000.00	-50,000.00	-50,000.00	-50,000.00	.00	.00
1000	32330	HOME OCC	.00	.00	.00	.00	.00	.00
1000	32340	ACC APTS	.00	.00	.00	.00	.00	.00
1000	32350	CH USE PMT	.00	.00	.00	.00	.00	.00
1000	32360	SHORELAND	-2,000.00	-2,000.00	-2,000.00	-2,000.00	.00	.00
1000	32370	SUBSURF	-2,000.00	-2,000.00	-4,650.00	-4,650.00	.00	.00
1000	32380	JUNKYARD	-350.00	-350.00	-350.00	-350.00	.00	.00
1000	32410	ZBA	-1,500.00	-1,500.00	-1,500.00	-1,500.00	.00	.00
1000	32420	SUBDIV	-60,000.00	-60,000.00	-60,000.00	-60,000.00	.00	.00
1000	32430	SUBDIV AMD	.00	.00	.00	.00	.00	.00
1000	32440	SITE PLAN	-5,000.00	-5,000.00	-5,000.00	-5,000.00	.00	.00
1000	32450	GRAVEL PIT	.00	.00	.00	.00	.00	.00
1000	32460	ZONE CHG	.00	.00	.00	.00	.00	.00
1000	33100	REV SHRNG	.00	.00	.00	.00	.00	.00
1000	33110	TREE GR	-20,000.00	-20,000.00	-20,000.00	-20,000.00	.00	.00
1000	33120	URIP	-250,000.00	-250,000.00	-252,604.00	-252,604.00	.00	.00
1000	33130	GEN ASST	-28,000.00	-28,000.00	-28,000.00	-28,000.00	.00	.00
1000	33140	SSI RECOV	.00	.00	.00	.00	.00	.00
1000	34100	TAX RPS	.00	.00	.00	.00	.00	.00
1000	34110	CLERK FEES	-45,000.00	-45,000.00	-45,000.00	-45,000.00	.00	.00
1000	34140	INS FAX	.00	.00	.00	.00	.00	.00
1000	34190	PASSPORTS	-12,500.00	-12,500.00	-20,000.00	-20,000.00	.00	.00
1000	34200	ASR FEES	-500.00	-500.00	-500.00	-500.00	.00	.00
1000	34280	SEWER FEES	-351,756.00	-362,962.00	.00	.00	.00	.00
1000	34310	DUNDEE	-37,000.00	-49,000.00	-49,000.00	-49,000.00	.00	.00
1000	34340	RESC FEES	.00	.00	.00	.00	.00	.00
1000	34350	RESC REIMB	-620,000.00	-705,000.00	-705,000.00	-705,000.00	.00	.00
1000	34370	SOL WASTE	-450,000.00	-450,000.00	-450,000.00	-550,000.00	.00	.00
1000	35100	INT ON INV	-25,000.00	-25,000.00	-75,000.00	-75,000.00	.00	.00
1000	35130	RSU PMTS	-41,100.00	-45,000.00	-45,000.00	-45,000.00	.00	.00

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Town of Windham
 NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
1000	36210	CATV FEES	-115,000.00	-115,000.00	-125,000.00	-140,000.00	.00	.00
1000	36230	PD FEES	-4,000.00	-4,000.00	-4,000.00	-4,000.00	.00	.00
1000	36240	COURT FEES	.00	.00	.00	.00	.00	.00
1000	36250	F/RES FEES	.00	.00	.00	.00	.00	.00
1000	36260	MECH SYS	.00	.00	-10,000.00	-10,000.00	.00	.00
1000	36270	LIB FEES	-7,500.00	-7,500.00	-7,500.00	-7,500.00	.00	.00
1000	36280	RD CONST	.00	.00	-5,000.00	-5,000.00	.00	.00
1000	36300	PROP SALES	.00	.00	.00	.00	.00	.00
1000	36310	GAR LEASE	-9,416.00	-9,416.00	-75,000.00	-75,000.00	.00	.00
1000	36320	BLDG/SPACE	.00	.00	.00	.00	.00	.00
1000	36400	CSH SH/OVR	.00	.00	.00	.00	.00	.00
1000	36900	MISC REV	-97,000.00	-110,000.00	-115,000.00	-115,000.00	.00	.00
1000	37110	CEMTERY FS	-2,800.00	-2,800.00	-2,800.00	-2,800.00	.00	.00
1000	37120	CHAFFIN	.00	.00	.00	.00	.00	.00
1000	37130	TIF XFERS	-395,602.00	-763,114.00	-400,000.00	-450,000.00	.00	.00
1000	37140	RC IMPFEES	-75,000.00	-75,000.00	-75,000.00	-75,000.00	.00	.00
1000	37150	FND BAL	-763,927.00	-1,008,901.00	-750,000.00	-1,286,289.00	.00	.00
TOTAL GENERAL FUND			-16,591,362.00	-17,872,282.00	-17,671,322.00	-18,376,111.00	.00	.00

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

SEWER FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
22110	34280	SEWER FEES	.00	.00	-380,628.00	-380,628.00	.00	.00
TOTAL SEWER FUND			.00	.00	-380,628.00	-380,628.00	.00	.00

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

RECREATION PROGRAM FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
22120	34360	REC FEES	-210,663.00	-228,000.00	-222,500.00	-222,500.00	.00	.00
22120	34361	REC REFUND	.00	.00	.00	.00	.00	.00
TOTAL RECREATION PROGRAM FUN			-210,663.00	-228,000.00	-222,500.00	-222,500.00	.00	.00
GRAND TOTAL			-16,802,025.00	-18,100,282.00	-18,274,450.00	-18,979,239.00	.00	.00

** END OF REPORT - Generated by Tony Plante **

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

RECREATION PROGRAM FUND	2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
Sequence 1	Field # 1	Total Y	Page Break Y			
Sequence 2	0	N	N			
Sequence 3	0	N	N			
Sequence 4	0	N	N			

Report title:

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

Report type: 2
Budget level: 2
Percentage change calculation method: 1
Print first or second year of budget requests: F
Print revenue as credit: Y
Include cfwd in rev bud: N
Include cfwd in actuals: N
Print totals only: N
Include segment code: N
Include report grand totals by account type: N
Print full GL account: N
Double space: N
Suppress zero bdgt accts: N
Print as worksheet: N
Print percent change or comment: C
Print text: N
Amounts/totals exceed 999 million dollars: N
Print five budget levels: N
Report view: D

Find Criteria
Field Name Field Value
Org
Object 3*
Project
Account type
Account status

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000	31100 - PROPERTY TAXES		1.00	10,198,138.00	-10,198,138.00	-10,198,138.00 *
	<p>The projected levy increase is about 3.3%. The base levy plus the town's current municipal development (i.e. TIF) districts as proposed is estimated to be at the statutory limit.</p> <p>Aside from the statutory property tax levy limit enacted by the Legislature in 2005 the amount of property tax revenue is a function of the budget approved, ultimately, by the voters at town meeting. That appropriation (the legal authorization to expend public funds) less the amount of revenue estimated from all revenues other than property taxes results in the amount of taxes to be raised. The amount raised for overlay, which pays for tax refunds or allows for reductions in property taxes due to abatements or other changes in value after the budget has been set, is not counted as a revenue for budgetary purposes. Any amount of overlay not used in the year in which it is raised contributes to fund balance at the end of the fiscal year.</p>					
1000	31110 - SUPPLEMENTAL TAXES		1.00	.00	.00	.00
	<p>Supplemental taxes assessed following annual commitment.</p>					
1000	31120 - PAYMENTS IN LIEU OF TAXES		1.00	29,247.00	-29,247.00	-29,247.00 *
	<p>Payments in lieu of taxes on certain tax-exempt properties.</p>					

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000	31130 - INTEREST ON TAXES		1.00	100,000.00	-100,000.00	*
	Interest accrued on outstanding property taxes, lien fees collected.				-100,000.00	
1000	31140 - TAX LIEN FEES		1.00	15,000.00	-15,000.00	*
	Fees collected on tax liens as they are paid.				-15,000.00	
1000	31200 - EXCISE TAX		1.00	3,700,000.00	-3,700,000.00	*
	Excise taxes, those paid at the time a motor vehicle is registered, represent the single largest source of revenue other than property taxes. It is also a revenue source over which the Town has no control, since excise tax rates are set by the State of Maine.				-3,700,000.00	
1000	31210 - BOAT EXCISE		1.00	25,000.00	-25,000.00	*
	Boat excise taxes.				-25,000.00	
1000	32110 - DOG LICENSES		1.00	9,000.00	-12,500.00	*
	Dog licenses.				-9,000.00	
	Adjust to correspond to FY 2017 actual.		1.00	3,500.00	-3,500.00	
1000	32120 - HUNTING & FISHING LICENSES		1.00	3,000.00	-3,000.00	*
	Hunting and fishing license fees collected by the town as an agent for the state.				-3,000.00	

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000 32210 - MOTOR VEHICLE REGISTRATIONS		1.00	50,000.00	-50,000.00 *	
Motor vehicle agent fees.				-50,000.00	
1000 32220 - SNOWMOBILE REGISTRATIONS		1.00	7,633.00	-7,633.00 *	
Snowmobile registrations, recently used as the basis for support of the Windham Drifters in account 11500.				-7,633.00	
1000 32230 - BOAT REGISTRATIONS		1.00	1,000.00	-1,000.00 *	
Boat registration fees payable to the town as the state's agent.				-1,000.00	
1000 32240 - ATV REGISTRATIONS		1.00	400.00	-400.00 *	
ATV registration fees payable to the town as the state's agent.				-400.00	
1000 32310 - BUILDING FEES		1.00	150,000.00	-150,000.00 *	
Building fees, increasing and decreasing along with the economy and building activity.				-150,000.00	
1000 32320 - PLUMBING FEES		1.00	50,000.00	-50,000.00 *	
Plumbing fees, increasing and decreasing along with the economy and building activity.				-50,000.00	
1000 32330 - HOME OCCUPATION FEES		1.00	.00	.00	
Other permit fees.				.00	

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000 32340 - ACCESSORY APARTMENT PERMITS		1.00	.00		.00
Other permit fees.					.00
1000 32350 - CHANGE OF USE PERMIT		1.00	.00		.00
Other permit fees.					.00
1000 32360 - SHORELAND CEO PERMIT		1.00	2,000.00		-2,000.00 *
Shoreland zoning permit fees.					-2,000.00
1000 32370 - SUB-SURFACE REVIEW FEES		1.00	4,650.00		-4,650.00 *
Sub-surface review fees.					-4,650.00
1000 32380 - AUTO JUNKYARD FEES		1.00	350.00		-350.00 *
Annual licensing of auto graveyards/junkyards grandfathered under state law.					-350.00
1000 32410 - BOARD OF APPEALS		1.00	1,500.00		-1,500.00 *
Board of appeals applications.					-1,500.00
1000 32420 - SUBDIVISION/REVIEW FEES		1.00	60,000.00		-60,000.00 *
Subdivision/review fees. For 2019, as was the case in 2018, this account includes \$55,000 in fees as revenue to offset the town engineer's position in account 17110. Previously, these were only accounted for on the balance sheet and not counted as revenue, since they have been paid out to third-party engineers conducting inspections on the town's behalf.					-60,000.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000 32430 - SUBDIVISION AMENDMENT		1.00	.00		.00
Subdivision amendment fees.					
1000 32440 - SITE PLAN FEES		1.00	5,000.00		-5,000.00 *
Site plan review application fees.					
1000 32450 - GRAVEL PIT FEES		1.00	.00		.00
Gravel pit fees.					
1000 32460 - ZONE CHANGE FEES		1.00	.00		.00
Zone change fees.					
1000 33100 - STATE REVENUE SHARING		1.00	.00		.00
<p>Maine cities and towns receive a share of state sales and income tax revenue as a set-aside. In recent years the amount of revenue sharing has decreased and increased as the Administration and the Legislature seek ways to balance the state budget, creating considerable uncertainty and potential volatility in the town's budget process.</p> <p>The manager's budget reduced estimated revenue sharing to zero in fiscal 2017 and continues that practice for 2019. Any revenue sharing actually received becomes part of fund balance at the end of the fiscal year and could be used to offset taxes or capital in future years in accordance with the Council's fund balance policy.</p>					

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000 33110 - STATE OF MAINE TREE GROWTH		1.00	20,000.00	-20,000.00 *	
Tree growth payments from the State of Maine.					
1000 33120 - LOCAL ROAD ASSISTANCE		1.00	252,604.00	-252,604.00 *	
Local Road Assistance (until recently the Urban-Rural Initiative Program) payments are those from the Maine Department of Transportation for road improvements. This is considered to be an offset for the Town's road improvement program (account 19200).					
1000 33130 - GENERAL ASSISTANCE REVENUE		1.00	28,000.00	-28,000.00 *	
The Town receives reimbursement for 70% of its direct general assistance expenses from the State of Maine.					
1000 33140 - SSI RECOVERIES		1.00	.00	.00	
Recoveries of income from GA recipients who later are granted SSI.					
1000 34100 - TAX REPORTS		1.00	.00	.00	
Tax reports.					
1000 34110 - TOWN CLERK FEES		1.00	45,000.00	-45,000.00 *	
Town clerk fees on transactions as authorized by statute.					

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000 34140 - PROOF OF INSURANCE FAX		1.00	.00		.00
Fees collected for incoming faxes with proof of insurance for motor vehicle registrations.					
1000 34190 - PASSPORTS		1.00	20,000.00	-20,000.00 *	-20,000.00
Passport fees collected by the town as agent for the US State Department.					
1000 34200 - ASSESSOR'S FEES		1.00	500.00	-500.00 *	-500.00
Assessor's fees, property lists.					
1000 34280 - SEWER FEES		1.00	.00		.00
Sewer user fees moved to the sewer fund, account 22110-34280. Charges based on water usage for sewer users in South Windham. Revenue offset to the annual Portland Water District sewer assessment.					
1000 34310 - DUNDEE PARK		1.00	49,000.00	-49,000.00 *	-49,000.00
Dundee Park passes and fees.					
1000 34340 - RESCUE FEES		1.00	.00		.00
Rescue report fees.					
1000 34350 - RESCUE SERVICE REIMBURSEMENT		1.00	705,000.00	-705,000.00 *	-705,000.00
Rescue fees are only partially within the Town's control, since they are dependent on the number of calls, the reimbursement rates under Medicare and Medicaid, payments from insurance companies, and collections from individual patients. The Town provides a					

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
		self-declared hardship waiver, and despite using a collection agency, still builds up substantial balances of uncollectible revenue. In order to more appropriately account for revenue, this account shows the gross amount of estimated billings with an offset for "bad debt" in 14100-48210.				
1000	34370 - SOLID WASTE FEES		1.00	450,000.00	-550,000.00 *	
					-450,000.00	
	Revenues from the sale of Windham RECYCLES! trash bags pays for most of the cost of the Town's curbside trash collection, transportation, and disposal program (account 12900). This account also reflects the sale of recycling bins. It is important to note that Windham has chosen to pay for most of its program through user fees, while other communities charge less for their bags, but also subsidize their programs to a far greater degree than Windham does.		1.00	100,000.00	-100,000.00	
	Adjusted to correspond to FY 2017 actual.					
1000	35100 - INTEREST ON INVESTMENTS		1.00	75,000.00	-75,000.00 *	
					-75,000.00	
	Investment income is a function of the Town's cash flow, cash balances, and interest rates. The Town follows investment policies which make protection of principal a top priority. As a result the Town invests in highly secure instruments that are either insured or (since the Town's available cash for investment exceeds insurance limits) collateralized (meaning that US government or agency securities are pledged as collateral). Interest income					

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	is low because of low interest rates and the focus on security.					
1000	35130 - RSU SERVICE PAYMENTS		1.00	45,000.00	-45,000.00 *	
	Payment from the Windham-Raymond School District (RSU 14) as roughly half the cost of the school resource officer program.				-45,000.00	
1000	36210 - CATV FEES		1.00	125,000.00	-140,000.00 *	
	Franchise fees due to the town by cable operators.				-125,000.00	
	Adjusted to correspond to FY 2017 actual.		1.00	15,000.00	-15,000.00	
1000	36230 - POLICE FEES		1.00	4,000.00	-4,000.00 *	
	Police related fines and fees.				-4,000.00	
1000	36240 - COURT/WITNESS FEES		1.00	.00	.00	
	Court fees.				.00	
1000	36250 - FIRE/RESCUE FINES & FEES		1.00	.00	.00	
	Fire/rescue fines and fees.				.00	
1000	36260 - MECHANICAL SYSTEMS		1.00	10,000.00	-10,000.00 *	
	Mechanical systems fees charged by code enforcement.				-10,000.00	
1000	36270 - LIBRARY FINES & FEES		1.00	7,500.00	-7,500.00 *	
	Library fines and fees.				-7,500.00	

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000 36280 - ROAD CONSTRUCTION FEES		1.00	5,000.00		-5,000.00 *
Road and driveway permit fees.					
1000 36300 - SALE OF TOWN PROPERTY		1.00	.00		.00
Sale of town property, both real estate and personal property.					
1000 36310 - TOWN GARAGE LEASE		1.00	75,000.00		-75,000.00 *
Transition from lease of the current facility to the new shared maintenance facility expected to be occupied in early 2019. Includes 25% share in interest for the SMF, plus one half of the annual lease prior to occupancy, plus 25% of operating costs for the second half of FY 2019.					
1000 36320 - BUILDING/SPACE RENTAL		1.00	.00		.00
Use of town facilities by outside groups/users.					
1000 36400 - CASH-UP SHORT/OVER		1.00	.00		.00
To account for daily cash-up variances.					
1000 36900 - MISCELLANEOUS REVENUES		1.00	115,000.00		-115,000.00 *
Miscellaneous revenue accounts for revenue from an agreement with the Town of Gorham to provide general assistance administration services (see account 18100), half of a the stormwater compliance officer's position (see account 12100) and other revenues not accounted for anywhere else.					

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
1000 37110 - CEMETERY TRUST FUND FEES		1.00	2,800.00		-2,800.00 *
Cemetery trust fund income to offset cemetery maintenance.					
1000 37120 - CHAFFIN POND PRESERVE		1.00	.00		.00
Chaffin Pond preserve.					
1000 37130 - TIF TRANSFERS		1.00	400,000.00		-450,000.00 *
Funds from the Town's municipal development, or "TIF," districts, used to offset expenses in the operating budget (see the fiscal note in account 10). They are called "TIF" districts because they operate by tax increment financing - using the incremental value to generate tax revenue and capture it for certain purposes, and realizing financial benefits by sheltering value from the action of state formulas governing the distribution of municipal revenue sharing, state school aid, and the town's share of county tax.					
		1.00	50,000.00		-50,000.00
Adjusted to reflect prior years' funding levels, uses of TIF funding.					
1000 37140 - RECREATION IMPACT FEES		1.00	75,000.00		-75,000.00 *
Recreation impact fee funds are shown here as an offset to expenses in account 19400 for the continued development of Lippman Park, as well as assessment, planning, and capital improvements to the skate park.					

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

1000 37150 - FUND BALANCE

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	750,000.00	-1,286,289.00 *	-750,000.00
	1.00	536,289.00		-536,289.00

Fund balance is used to offset
 \$450,000 of the tax levy, . The
 remaining \$300,000 offsets the
 town's two contingency funds
 (19910 and 19920).

Within the amount permitted
 under Council fund balance
 policy to offset levy
 increases, capital.

TOTAL GENERAL FUND -18,376,111.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 SEWER FUND

22110 34280 - SEWER PLANT REVENUES

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	380,628.00	-380,628.00	-380,628.00 *

Sewer user fee revenue moved to
 this account from 1000-34280 to
 more accurately reflect fund
 accounting practice.

TOTAL SEWER FUND -380,628.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:

RECREATION PROGRAM FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
22120 34360 - REC PROGRAM REVENUE		1.00	222,500.00	-222,500.00	*
				-222,500.00	

Offset of Parks and Recreation
 Programming Fund, plus an
 estimated amount to account for
 administrative overhead
 required to offer programming.

22120 34361 - REC PROGRAM REVENUE REFUNDS					.00
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TOTAL RECREATION PROGRAM FUND				-222,500.00	
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GRAND TOTAL				-18,979,239.00	
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** END OF REPORT - Generated by Tony Plante **

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:

RECREATION PROGRAM FUND

	Field #	Total	Page Break
Sequence 1	1	Y	Y
Sequence 2	0	N	N
Sequence 3	0	N	N
Sequence 4	0	N	N

VENDOR QUANTITY UNIT COST 2019 MANAGER

Report title:

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Town of Windham
NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

Report type:	3	
Include employee with benefit detail:	N	
Budget level:		2
Percentage change calculation method:	1	
Print detail lines:	B	
Print first or second year of budget requests:	F	
Print revenue as credit:	Y	
Include cfwd in rev bud:	N	
Include cfwd in actuals:	N	
Print totals only:	N	
Include segment code:	N	
Include report grand totals by account type:	N	
Print full GL account:	N	
Double space:	N	
Suppress zero bdgt accts:	N	
Print as worksheet:	N	
Print percent change or comment:	C	
Print text:	N	
Amounts/totals exceed 999 million dollars:	N	
Print five budget levels:	N	
Report view:	D	

Find Criteria

Field Name	Field Value
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Org	
Object	3*
Project	
Account type	
Account status	

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
10	GENERAL GOVERNMENT							
11100	TOWN COUNCIL							
11100	41110	REG FT	13,230.00	13,230.00	13,230.00	13,230.00	.00	.00
11100	44200	LEGAL SVCS	80,000.00	80,000.00	100,000.00	100,000.00	.00	.00
11100	44300	AUDIT SVCS	19,300.00	19,300.00	19,000.00	19,000.00	.00	.00
11100	46410	TRV EXP	250.00	250.00	2,000.00	2,000.00	.00	.00
11100	46910	TRNG/CONF	500.00	500.00	1,000.00	1,000.00	.00	.00
11100	46920	MMBR DUES	45,000.00	45,972.00	57,563.00	57,563.00	.00	.00
11200	TOWN MANAGEMENT							
11200	41110	REG FT	418,181.00	432,199.00	479,194.00	461,647.00	.00	.00
11200	41120	REG PT	.00	.00	.00	.00	.00	.00
11200	41210	OT-REG	.00	.00	.00	.00	.00	.00
11200	43100	SUPP & MTL	7,250.00	7,500.00	8,000.00	8,000.00	.00	.00
11200	43610	BOOKS MAPS	3,700.00	3,700.00	4,000.00	4,000.00	.00	.00
11200	43710	POSTAGE	5,500.00	5,500.00	6,000.00	6,000.00	.00	.00
11200	44400	PROF SVCS	25,000.00	25,000.00	30,000.00	30,000.00	.00	.00
11200	45330	EQ MT SVCS	55.00	55.00	75.00	75.00	.00	.00
11200	46210	TEL-LAND	7,500.00	7,800.00	8,000.00	8,000.00	.00	.00
11200	46310	ADVRTSNG	2,500.00	6,000.00	6,000.00	6,000.00	.00	.00
11200	46410	TRV EXP	4,500.00	5,500.00	7,500.00	7,500.00	.00	.00
11200	46510	PRINTING	500.00	500.00	500.00	500.00	.00	.00
11200	46520	COPY SVCS	2,000.00	2,500.00	3,000.00	3,000.00	.00	.00
11200	46910	TRNG/CONF	2,000.00	2,000.00	3,000.00	3,000.00	.00	.00
11200	46920	MMBR DUES	2,000.00	2,000.00	2,500.00	2,500.00	.00	.00
11200	47430	OTHR EQP	.00	.00	1,500.00	1,500.00	.00	.00
11300	COLLECTION & REGISTRATION							
11300	41110	REG FT	197,967.00	202,430.00	198,213.00	198,213.00	.00	.00
11300	41120	REG PT	.00	25,000.00	23,708.00	23,708.00	.00	.00
11300	41210	OT-REG	150.00	750.00	1,500.00	1,500.00	.00	.00
11300	43100	SUPP & MTL	3,750.00	3,750.00	4,500.00	4,500.00	.00	.00
11300	43610	BOOKS MAPS	800.00	800.00	1,600.00	1,600.00	.00	.00
11300	43710	POSTAGE	18,500.00	19,000.00	20,000.00	20,000.00	.00	.00
11300	44400	PROF SVCS	22,500.00	23,000.00	25,000.00	25,000.00	.00	.00

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
11300	45330	EQ MT SVCS	300.00	500.00	500.00	500.00	.00	.00
11300	46210	TEL-LAND	300.00	300.00	300.00	300.00	.00	.00
11300	46310	ADVRTSNG	300.00	300.00	300.00	300.00	.00	.00
11300	46410	TRV EXP	900.00	1,000.00	1,000.00	1,000.00	.00	.00
11300	46910	TRNG/CONF	250.00	250.00	250.00	250.00	.00	.00
11300	47430	OTHR EQP	1,200.00	2,000.00	2,000.00	2,000.00	.00	.00
<hr/>								
11400	INFORMATION SERVICES							
<hr/>								
11400	41110	REG FT	106,788.00	112,076.00	120,556.00	120,556.00	.00	.00
11400	41120	REG PT	.00	.00	3,840.00	3,840.00	.00	.00
11400	41210	OT-REG	2,000.00	2,000.00	1,500.00	1,500.00	.00	.00
11400	43100	SUPP & MTL	1,000.00	500.00	500.00	500.00	.00	.00
11400	43610	BOOKS MAPS	200.00	200.00	200.00	200.00	.00	.00
11400	44400	PROF SVCS	1,000.00	1,000.00	3,000.00	3,000.00	.00	.00
11400	45330	EQ MT SVCS	40,000.00	131,421.00	136,341.00	139,551.00	.00	.00
11400	46210	TEL-LAND	19,776.00	20,736.00	20,196.00	20,196.00	.00	.00
11400	46410	TRV EXP	300.00	300.00	300.00	300.00	.00	.00
11400	46910	TRNG/CONF	500.00	250.00	160.00	160.00	.00	.00
11400	46920	MMBR DUES	300.00	200.00	200.00	200.00	.00	.00
<hr/>								
11500	BOARDS & COMMISSIONS							
<hr/>								
11500	41110	REG FT	6,370.00	6,370.00	13,440.00	13,440.00	.00	.00
11500	41120	REG PT	.00	.00	.00	.00	.00	.00
11500	43100	SUPP & MTL	1,500.00	1,500.00	1,500.00	1,500.00	.00	.00
11500	43610	BOOKS MAPS	500.00	500.00	500.00	500.00	.00	.00
11500	46410	TRV EXP	500.00	500.00	500.00	500.00	.00	.00
11500	46910	TRNG/CONF	200.00	200.00	200.00	200.00	.00	.00
11500	46920	MMBR DUES	.00	.00	.00	.00	.00	.00
11500	46930	CT AGENCY	60,118.00	68,452.00	77,117.00	77,117.00	.00	.00
<hr/>								
11600	COMMUNICATION & E-GOV							
<hr/>								
11600	41120	REG PT	10,843.00	10,658.00	11,700.00	11,700.00	.00	.00
11600	43100	SUPP & MTL	300.00	300.00	300.00	300.00	.00	.00
11600	44400	PROF SVCS	39,815.00	39,815.00	39,815.00	39,815.00	.00	.00
11600	45330	EQ MT SVCS	1,500.00	1,500.00	6,000.00	6,000.00	.00	.00
11600	46210	TEL-LAND	600.00	600.00	600.00	600.00	.00	.00
11600	46310	ADVRTSNG	.00	.00	.00	.00	.00	.00
11600	46410	TRV EXP	.00	.00	.00	.00	.00	.00

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
11600	46910	TRNG/CONF	.00	.00	.00	.00	.00	.00
11600	46920	MMBR DUES	.00	.00	.00	.00	.00	.00
11600	47430	OTHR EQP	3,000.00	3,000.00	3,000.00	3,000.00	.00	.00
11700	TOWN CLERK							
11700	41110	REG FT	101,528.00	107,629.00	118,432.00	118,432.00	.00	.00
11700	41120	REG PT	59,980.00	56,227.00	57,535.00	57,535.00	.00	.00
11700	41210	OT-REG	1,200.00	.00	2,000.00	2,000.00	.00	.00
11700	43100	SUPP & MTL	3,000.00	3,000.00	3,000.00	3,000.00	.00	.00
11700	43610	BOOKS MAPS	2,500.00	2,500.00	2,500.00	2,500.00	.00	.00
11700	43710	POSTAGE	2,000.00	1,100.00	2,100.00	2,100.00	.00	.00
11700	44400	PROF SVCS	6,270.00	6,270.00	6,270.00	6,270.00	.00	.00
11700	45330	EQ MT SVCS	900.00	900.00	900.00	900.00	.00	.00
11700	46210	TEL-LAND	1,300.00	1,300.00	1,300.00	1,300.00	.00	.00
11700	46310	ADVERTSNG	3,300.00	3,300.00	3,800.00	3,800.00	.00	.00
11700	46410	TRV EXP	2,440.00	2,200.00	2,500.00	2,500.00	.00	.00
11700	46510	PRINTING	5,000.00	4,000.00	5,000.00	5,000.00	.00	.00
11700	46910	TRNG/CONF	750.00	750.00	750.00	750.00	.00	.00
11700	46920	MMBR DUES	140.00	175.00	260.00	260.00	.00	.00
11700	47430	OTHR EQP	.00	.00	14,734.00	14,734.00	.00	.00
11800	INSURANCE							
11800	42610	SFTY PGMS	5,000.00	5,000.00	7,500.00	7,500.00	.00	.00
11800	46110	PROP INS	40,800.00	22,340.00	25,000.00	25,000.00	.00	.00
11800	46130	PL INS	30,020.00	46,660.00	50,000.00	50,000.00	.00	.00
11800	46140	AUTO INS	55,500.00	57,850.00	60,000.00	60,000.00	.00	.00
11900	EMPLOYEE BENEFITS							
11900	42110	HLTH INS	856,231.00	987,552.00	1,200,000.00	1,150,762.00	.00	.00
11900	42130	ST DIS	7,200.00	8,000.00	6,000.00	6,000.00	.00	.00
11900	42140	LT DIS	6,500.00	6,500.00	6,500.00	6,500.00	.00	.00
11900	42150	GTL	.00	.00	.00	.00	.00	.00
11900	42210	SOC SEC	522,843.00	541,105.00	560,305.00	548,335.00	.00	.00
11900	42310	DEF COMP	137,000.00	140,000.00	160,000.00	155,088.00	.00	.00
11900	42320	MAINE PERS	186,740.00	200,912.00	295,000.00	288,156.00	.00	.00
11900	42410	WRKRS COMP	261,098.00	224,289.00	220,000.00	211,056.00	.00	.00
11900	42510	UNEMP COMP	5,000.00	5,000.00	10,000.00	10,000.00	.00	.00
11900	42710	TUITION	5,000.00	5,000.00	5,000.00	5,000.00	.00	.00

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Town of Windham
 NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
11900	42720	CLASS PLN	.00	.00	10,000.00	10,000.00	.00	.00
TOTAL GENERAL GOVERNMENT			3,492,233.00	3,780,223.00	4,308,784.00	4,212,539.00	.00	.00

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
<hr/>								
20	PUBLIC WORKS							
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12100	PUBLIC WORKS ADMINISTRATION							
<hr/>								
12100	41110	REG FT	169,888.00	182,889.00	244,420.00	244,420.00	.00	.00
12100	41120	REG PT	.00	.00	.00	.00	.00	.00
12100	41210	OT-REG	.00	.00	.00	.00	.00	.00
12100	43100	SUPP & MTL	3,000.00	3,000.00	3,000.00	3,000.00	.00	.00
12100	43610	BOOKS MAPS	250.00	250.00	250.00	250.00	.00	.00
12100	43710	POSTAGE	400.00	400.00	400.00	400.00	.00	.00
12100	44400	PROF SVCS	31,630.00	21,935.00	26,885.00	26,885.00	.00	.00
12100	45330	EQ MT SVCS	2,500.00	2,500.00	2,500.00	2,500.00	.00	.00
12100	45400	RENTALS	.00	.00	.00	.00	.00	.00
12100	46210	TEL-LAND	4,200.00	5,400.00	6,000.00	6,000.00	.00	.00
12100	46310	ADVRTSNG	1,000.00	1,000.00	1,000.00	1,000.00	.00	.00
12100	46410	TRV EXP	1,500.00	3,000.00	3,000.00	3,000.00	.00	.00
12100	46910	TRNG/CONF	2,000.00	3,000.00	3,000.00	3,000.00	.00	.00
12100	46920	MMBR DUES	250.00	500.00	500.00	500.00	.00	.00
12100	47430	OTHR EQP	.00	9,000.00	6,000.00	6,000.00	.00	.00
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12200	HIGHWAY MAINTENANCE							
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12200	41110	REG FT	468,626.00	472,040.00	551,615.00	497,762.00	.00	.00
12200	41120	REG PT	.00	.00	.00	.00	.00	.00
12200	41210	OT-REG	58,600.00	58,600.00	66,000.00	66,000.00	.00	.00
12200	43320	RD MNT MAT	65,000.00	65,000.00	65,000.00	65,000.00	.00	.00
12200	43720	CLOTHING	9,310.00	9,310.00	9,310.00	9,310.00	.00	.00
12200	46910	TRNG/CONF	500.00	500.00	500.00	500.00	.00	.00
12200	46990	OT CONT SV	72,750.00	72,750.00	74,700.00	74,700.00	.00	.00
12200	47430	OTHR EQP	3,000.00	3,000.00	3,000.00	3,000.00	.00	.00
12200	47450	TOOLS	2,500.00	2,500.00	2,500.00	2,500.00	.00	.00
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12300	TRAFFIC SAFETY							
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12300	41110	REG FT	.00	.00	.00	.00	.00	.00
12300	41210	OT-REG	.00	.00	.00	.00	.00	.00
12300	43210	ELECTRIC	65,000.00	73,000.00	73,000.00	73,000.00	.00	.00
12300	43320	RD MNT MAT	.00	.00	.00	.00	.00	.00
12300	43330	TRFFC SGNS	10,000.00	10,000.00	10,000.00	10,000.00	.00	.00

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
12300	45330	EQ MT SVCS	10,000.00	10,000.00	10,000.00	10,000.00	.00	.00
12300	46990	OT CONT SV	50,500.00	99,775.00	93,986.00	93,986.00	.00	.00
12400	SNOW REMOVAL							
12400	41110	REG FT	.00	.00	.00	.00	.00	.00
12400	41120	REG PT	.00	.00	.00	.00	.00	.00
12400	41210	OT-REG	.00	.00	.00	.00	.00	.00
12400	43320	RD MNT MAT	33,000.00	33,000.00	37,500.00	37,500.00	.00	.00
12400	43340	CHEMICALS	209,000.00	209,000.00	209,000.00	209,000.00	.00	.00
12400	44400	PROF SVCS	.00	.00	.00	.00	.00	.00
12400	45330	EQ MT SVCS	40,000.00	40,000.00	40,000.00	40,000.00	.00	.00
12400	46970	PLOW CNTRC	143,000.00	154,910.00	163,516.00	163,516.00	.00	.00
12500	BUILDING MAINTENANCE							
12500	41110	REG FT	268,044.00	280,251.00	240,619.00	222,111.00	.00	.00
12500	41120	REG PT	20,000.00	20,000.00	.00	.00	.00	.00
12500	41210	OT-REG	13,212.00	13,212.00	16,500.00	16,500.00	.00	.00
12500	43210	ELECTRIC	75,000.00	75,000.00	85,000.00	85,000.00	.00	.00
12500	43250	HEAT OIL	70,000.00	70,000.00	70,000.00	70,000.00	.00	.00
12500	43310	BL MNT MAT	30,000.00	30,000.00	30,000.00	30,000.00	.00	.00
12500	43720	CLOTHING	3,200.00	3,200.00	3,200.00	3,200.00	.00	.00
12500	45110	WTR/SWR	4,000.00	4,000.00	4,550.00	4,550.00	.00	.00
12500	45210	WST DISP	13,000.00	13,000.00	13,000.00	13,000.00	.00	.00
12500	45310	BL MT SVCS	65,000.00	65,000.00	65,000.00	65,000.00	.00	.00
12500	45400	RENTALS	1,200.00	1,200.00	2,000.00	2,000.00	.00	.00
12500	46210	TEL-LAND	.00	.00	.00	.00	.00	.00
12500	46410	TRV EXP	.00	.00	.00	.00	.00	.00
12500	46910	TRNG/CONF	300.00	300.00	300.00	300.00	.00	.00
12500	47440	ELECTR EQP	7,050.00	7,050.00	9,000.00	9,000.00	.00	.00
12600	GROUNDS MAINTENANCE							
12600	41110	REG FT	.00	.00	76,219.00	76,219.00	.00	.00
12600	41120	REG PT	.00	.00	20,000.00	20,000.00	.00	.00
12600	41210	OT-REG	.00	.00	.00	.00	.00	.00
12600	43100	SUPP & MTL	2,000.00	2,000.00	2,000.00	2,000.00	.00	.00
12600	43740	EMP H&S	400.00	400.00	400.00	400.00	.00	.00
12600	45110	WTR/SWR	300.00	300.00	300.00	300.00	.00	.00
12600	45330	EQ MT SVCS	2,500.00	2,500.00	2,500.00	2,500.00	.00	.00

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
12600	46990	OT CONT SV	6,000.00	6,000.00	6,000.00	6,000.00	.00	.00
12600	47430	OTHR EQP	2,400.00	2,400.00	2,400.00	2,400.00	.00	.00
12700	PWD VEH MAINTENANCE							
12700	41110	REG FT	133,596.00	166,199.00	178,891.00	178,891.00	.00	.00
12700	41120	REG PT	.00	.00	.00	.00	.00	.00
12700	41210	OT-REG	6,860.00	6,860.00	6,980.00	6,980.00	.00	.00
12700	43100	SUPP & MTL	400.00	400.00	400.00	400.00	.00	.00
12700	43220	FUEL GAS	13,440.00	16,800.00	21,400.00	21,400.00	.00	.00
12700	43230	FUEL DIESEL	60,200.00	66,000.00	81,900.00	81,900.00	.00	.00
12700	43420	FLUIDS ETC	11,000.00	11,000.00	11,000.00	11,000.00	.00	.00
12700	43430	TIRES	18,000.00	18,000.00	18,000.00	18,000.00	.00	.00
12700	43440	STEEL	2,000.00	2,000.00	2,000.00	2,000.00	.00	.00
12700	43720	CLOTHING	2,000.00	2,000.00	2,500.00	2,500.00	.00	.00
12700	45320	VE MT SVCS	125,000.00	90,000.00	100,000.00	100,000.00	.00	.00
12700	45330	OUTVEMAIN	.00	35,000.00	35,000.00	35,000.00	.00	.00
12700	45400	RENTALS	2,500.00	2,500.00	2,500.00	2,500.00	.00	.00
12700	46410	TRV EXP	.00	.00	.00	.00	.00	.00
12700	46910	TRNG/CONF	1,000.00	1,000.00	1,000.00	1,000.00	.00	.00
12700	47450	TOOLS	10,000.00	10,000.00	10,000.00	10,000.00	.00	.00
12900	WASTE MANAGEMENT							
12900	44400	PROF SVCS	53,432.00	54,540.00	56,918.00	56,918.00	.00	.00
12900	45210	WST DISP	158,625.00	158,625.00	167,085.00	167,085.00	.00	.00
12900	46990	OT CONT SV	633,030.00	633,030.00	649,030.00	649,030.00	.00	.00
TOTAL PUBLIC WORKS			3,272,093.00	3,416,026.00	3,700,174.00	3,627,813.00	.00	.00

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
<hr/>								
30	POLICE & SAFETY							
<hr/>								
13100	POLICE ADMINSTRATION							
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13100	41110	REG FT	1,616,246.00	1,694,199.00	1,783,936.00	1,760,722.00	.00	.00
13100	41120	REG PT	.00	.00	.00	.00	.00	.00
13100	41210	OT-REG	220,000.00	239,500.00	239,500.00	239,500.00	.00	.00
13100	41220	OT-COURT	18,000.00	18,000.00	16,000.00	16,000.00	.00	.00
13100	43100	SUPP & MTL	20,000.00	21,000.00	26,000.00	26,000.00	.00	.00
13100	43610	BOOKS MAPS	1,800.00	1,800.00	2,000.00	2,000.00	.00	.00
13100	43710	POSTAGE	1,000.00	1,200.00	1,200.00	1,200.00	.00	.00
13100	43720	CLOTHING	32,000.00	33,900.00	33,000.00	33,000.00	.00	.00
13100	44400	PROF SVCS	9,000.00	11,000.00	13,000.00	13,000.00	.00	.00
13100	45330	EQ MT SVCS	3,100.00	3,300.00	3,300.00	3,300.00	.00	.00
13100	46310	ADVRTSNG	750.00	700.00	700.00	700.00	.00	.00
13100	46410	TRV EXP	9,200.00	11,000.00	11,000.00	11,000.00	.00	.00
13100	46910	TRNG/CONF	23,000.00	25,500.00	26,000.00	26,000.00	.00	.00
13100	46920	MMBR DUES	1,850.00	1,850.00	1,850.00	1,850.00	.00	.00
13100	47430	OTHR EQP	11,000.00	35,000.00	35,000.00	35,000.00	.00	.00
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13400	COMMUNICATIONS							
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13400	41110	REG FT	.00	.00	.00	.00	.00	.00
13400	41120	REG PT	.00	.00	.00	.00	.00	.00
13400	41210	OT-REG	.00	.00	.00	.00	.00	.00
13400	43100	SUPP & MTL	.00	.00	.00	.00	.00	.00
13400	43610	BOOKS MAPS	.00	.00	.00	.00	.00	.00
13400	44400	PROF SVCS	13,500.00	16,000.00	17,900.00	17,900.00	.00	.00
13400	45330	EQ MT SVCS	8,000.00	8,000.00	8,000.00	8,000.00	.00	.00
13400	46210	TEL-LAND	25,200.00	20,000.00	20,000.00	20,000.00	.00	.00
13400	46410	TRV EXP	.00	.00	.00	.00	.00	.00
13400	46910	TRNG/CONF	.00	.00	.00	.00	.00	.00
13400	46990	OT CONT SV	339,014.00	349,200.00	359,742.00	359,742.00	.00	.00
13400	47430	OTHR EQP	.00	.00	.00	.00	.00	.00
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13500	ANIMAL CONTROL							
<hr/>								
13500	41110	REG FT	37,160.00	38,663.00	40,423.00	40,423.00	.00	.00
13500	41210	OT-REG	750.00	750.00	750.00	750.00	.00	.00

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Town of Windham
 NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
13500	43100	SUPP & MTL	500.00	600.00	600.00	600.00	.00	.00
13500	44400	PROF SVCS	26,500.00	27,000.00	27,000.00	27,000.00	.00	.00
13700	POL VEHICLE MAINTENANCE							
13700	41110	REG FT	12,319.00	16,437.00	17,693.00	17,693.00	.00	.00
13700	41210	OT-REG	400.00	500.00	500.00	500.00	.00	.00
13700	43220	FUEL GAS	42,336.00	44,000.00	51,360.00	51,360.00	.00	.00
13700	43420	FLUIDS ETC	.00	.00	3,700.00	3,700.00	.00	.00
13700	43430	TIRES	7,500.00	7,900.00	7,500.00	7,500.00	.00	.00
13700	45320	VE MT SVCS	33,000.00	20,000.00	16,500.00	16,500.00	.00	.00
13700	45330	OUTSIDE VM	.00	13,000.00	13,000.00	13,000.00	.00	.00
TOTAL POLICE & SAFETY			2,513,125.00	2,659,999.00	2,777,154.00	2,753,940.00	.00	.00

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
<hr/>								
40	FIRE-RESCUE & EMERGENCY MGT							
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14100	FIRE-RESCUE ADMINISTRATION							
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14100	41110	REG FT	455,020.00	495,000.00	652,005.00	619,122.00	.00	.00
14100	41120	REG PT	815,618.00	821,826.00	797,411.00	797,411.00	.00	.00
14100	41130	TRAIN COMP	88,218.00	86,842.00	80,572.00	80,572.00	.00	.00
14100	41210	OT-REG	47,479.00	80,904.00	85,690.00	85,690.00	.00	.00
14100	43100	SUPP & MTL	6,000.00	6,000.00	6,000.00	6,000.00	.00	.00
14100	43340	CHEMICALS	2,000.00	2,000.00	2,300.00	2,300.00	.00	.00
14100	43510	MED SUPP	34,000.00	41,905.00	44,605.00	44,605.00	.00	.00
14100	43710	POSTAGE	400.00	400.00	400.00	400.00	.00	.00
14100	43720	CLOTHING	9,100.00	12,000.00	14,560.00	14,560.00	.00	.00
14100	44400	PROF SVCS	84,628.00	93,314.00	81,129.00	81,129.00	.00	.00
14100	45330	EQ MT SVCS	4,440.00	5,660.00	23,563.00	23,563.00	.00	.00
14100	46210	TEL-LAND	9,000.00	9,500.00	10,560.00	10,560.00	.00	.00
14100	46310	ADVRTSNG	.00	.00	.00	.00	.00	.00
14100	46410	TRV EXP	2,600.00	2,600.00	2,800.00	2,800.00	.00	.00
14100	46510	PRINTING	.00	500.00	400.00	400.00	.00	.00
14100	46910	TRNG/CONF	20,000.00	25,115.00	24,785.00	24,785.00	.00	.00
14100	46920	MMBR DUES	5,275.00	5,275.00	5,406.00	5,406.00	.00	.00
14100	46930	CT AGENCY	.00	.00	.00	.00	.00	.00
14100	47430	OTHR EQP	72,127.00	73,271.00	62,424.00	62,424.00	.00	.00
14100	48210	BAD DEBTS	85,000.00	105,000.00	107,100.00	107,100.00	.00	.00
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14200	FIRE-RESCUE SERVICES							
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14200	45110	WTR/SWR	94,730.00	95,772.00	99,412.00	99,412.00	.00	.00
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14300	EMERGENCY MANAGEMENT							
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14300	41120	REG PT	.00	.00	.00	.00	.00	.00
14300	43100	SUPP & MTL	1,480.00	1,480.00	1,400.00	1,400.00	.00	.00
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14700	FIRE VEHICLE MAINTENANCE							
<hr/>								
14700	41110	REG FT	.00	.00	.00	.00	.00	.00
14700	41120	REG PT	2,000.00	2,000.00	3,000.00	3,000.00	.00	.00

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

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GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
14700	43220	FUEL GAS	5,040.00	16,380.00	16,692.00	16,692.00	.00	.00
14700	43230	FUEL DIESEL	18,060.00	11,880.00	14,976.00	14,976.00	.00	.00
14700	43410	PARTS	30,000.00	30,000.00	30,000.00	30,000.00	.00	.00
14700	43420	FLUIDS ETC	2,500.00	2,500.00	2,000.00	2,000.00	.00	.00
14700	43430	TIRES	8,000.00	8,000.00	6,000.00	6,000.00	.00	.00
14700	44400	PROF SVCS	36,414.00	37,142.00	37,885.00	37,885.00	.00	.00
14700	45320	VE MT SVCS	24,000.00	24,000.00	28,000.00	28,000.00	.00	.00
14700	45330	EQ MT SVCS	4,000.00	4,000.00	5,000.00	5,000.00	.00	.00
14700	47430	OTHR EQP	2,500.00	2,500.00	2,500.00	2,500.00	.00	.00
14700	47450	TOOLS	2,000.00	2,000.00	2,000.00	2,000.00	.00	.00
TOTAL FIRE-RESCUE & EMERGENC			1,971,629.00	2,104,766.00	2,250,575.00	2,217,692.00	.00	.00

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
<hr/>								
50	RECREATION & CULTURE							
<hr/>								
15110	PARKS & RECREATION ADMIN							
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15110	41110	REG FT	149,785.00	153,583.00	158,677.00	158,677.00	.00	.00
15110	41120	REG PT	15,810.00	17,628.00	18,432.00	18,432.00	.00	.00
15110	41210	OT-REG	1,000.00	1,000.00	1,000.00	1,000.00	.00	.00
15110	43100	SUPP & MTL	2,000.00	2,000.00	2,500.00	2,500.00	.00	.00
15110	43610	BOOKS MAPS	.00	2,000.00	2,000.00	2,000.00	.00	.00
15110	43710	POSTAGE	300.00	300.00	400.00	400.00	.00	.00
15110	44400	PROF SVCS	3,000.00	4,200.00	4,260.00	4,260.00	.00	.00
15110	46210	TEL-LAND	1,000.00	1,200.00	1,200.00	1,200.00	.00	.00
15110	46310	ADVRTSNG	1,000.00	1,000.00	3,000.00	3,000.00	.00	.00
15110	46410	TRV EXP	1,000.00	1,400.00	1,600.00	1,600.00	.00	.00
15110	46910	TRNG/CONF	2,500.00	2,500.00	2,500.00	2,500.00	.00	.00
15110	46920	MMBR DUES	350.00	450.00	475.00	475.00	.00	.00
15110	46990	OT CONT SV	4,500.00	1,000.00	1,000.00	1,000.00	.00	.00
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15210	DUNDEE PARK							
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15210	41110	REG FT	.00	.00	29,109.00	29,109.00	.00	.00
15210	41120	REG PT	69,054.00	68,000.00	68,000.00	68,000.00	.00	.00
15210	41210	OT-REG	.00	.00	.00	.00	.00	.00
15210	43100	SUPP & MTL	9,000.00	9,000.00	9,000.00	9,000.00	.00	.00
15210	43210	ELECTRIC	2,000.00	2,000.00	2,500.00	2,500.00	.00	.00
15210	43220	FUEL GAS	2,000.00	2,500.00	2,800.00	2,800.00	.00	.00
15210	44400	PROF SVCS	5,000.00	5,000.00	6,000.00	6,000.00	.00	.00
15210	45110	WTR/SWR	2,500.00	2,000.00	1,000.00	1,000.00	.00	.00
15210	45210	WST DISP	400.00	400.00	500.00	500.00	.00	.00
15210	45310	BL MT SVCS	4,500.00	5,000.00	5,000.00	5,000.00	.00	.00
15210	45320	VE MT SVCS	1,500.00	1,500.00	2,000.00	2,000.00	.00	.00
15210	45400	RENTALS	.00	.00	.00	.00	.00	.00
15210	46210	TEL-LAND	400.00	850.00	1,050.00	1,050.00	.00	.00
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15220	SKATE/COMMUNITY PARK							
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15220	41120	REG PT	14,000.00	.00	.00	.00	.00	.00
15220	43100	SUPP & MTL	5,150.00	900.00	200.00	200.00	.00	.00
15220	43210	ELECTRIC	500.00	.00	.00	.00	.00	.00

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15220	46210	TEL-LAND	500.00	.00	.00	.00	.00	.00
15220	46990	OT CONT SV	600.00	700.00	450.00	450.00	.00	.00
15330	SUMMERFEST							
15330	43100	SUPP & MTL	.00	5,000.00	8,600.00	8,600.00	.00	.00
15500	PUBLIC LIBRARY							
15500	41110	REG FT	275,764.00	304,504.00	314,673.00	314,673.00	.00	.00
15500	41120	REG PT	63,492.00	68,830.00	93,651.00	93,651.00	.00	.00
15500	41210	OT-REG	.00	.00	500.00	500.00	.00	.00
15500	43100	SUPP & MTL	4,000.00	4,500.00	4,500.00	4,500.00	.00	.00
15500	43610	BOOKS MAPS	27,430.00	28,500.00	29,500.00	29,500.00	.00	.00
15500	43620	NON PRINT	16,800.00	18,500.00	18,500.00	18,500.00	.00	.00
15500	43710	POSTAGE	1,000.00	1,500.00	1,200.00	1,200.00	.00	.00
15500	44400	PROF SVCS	11,400.00	46,200.00	12,175.00	12,175.00	.00	.00
15500	45330	EQ MT SVCS	1,650.00	1,650.00	1,200.00	1,200.00	.00	.00
15500	46210	TEL-LAND	2,250.00	2,250.00	2,500.00	2,500.00	.00	.00
15500	46410	TRV EXP	2,500.00	2,500.00	4,500.00	4,500.00	.00	.00
15500	46510	PRINTING	1,100.00	1,400.00	1,200.00	1,200.00	.00	.00
15500	46910	TRNG/CONF	1,000.00	1,000.00	2,000.00	2,000.00	.00	.00
15500	46920	MMBR DUES	500.00	500.00	500.00	500.00	.00	.00
15500	46990	PROGRMING	1,000.00	1,000.00	1,000.00	1,000.00	.00	.00
15500	47430	OTHR EQP	5,000.00	43,200.00	9,500.00	9,500.00	.00	.00
TOTAL RECREATION & CULTURE			714,235.00	817,145.00	830,352.00	830,352.00	.00	.00

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GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
60	PROPERTY & INSPECTION							
16110	CODE ENFORCEMENT							
16110	41110	REG FT	231,579.00	232,544.00	244,995.00	234,520.00	.00	.00
16110	41120	REG PT	.00	.00	.00	.00	.00	.00
16110	41210	OT-REG	.00	.00	.00	.00	.00	.00
16110	43100	SUPP & MTL	1,000.00	700.00	2,700.00	2,700.00	.00	.00
16110	43220	FUEL GAS	1,512.00	1,890.00	2,140.00	2,140.00	.00	.00
16110	43610	BOOKS MAPS	1,000.00	500.00	1,000.00	1,000.00	.00	.00
16110	43710	POSTAGE	1,500.00	1,500.00	1,500.00	1,500.00	.00	.00
16110	44400	PROF SVCS	12,960.00	13,000.00	13,000.00	13,000.00	.00	.00
16110	45330	EQ MT SVCS	500.00	200.00	200.00	200.00	.00	.00
16110	46210	TEL-LAND	3,900.00	3,900.00	4,017.00	4,017.00	.00	.00
16110	46310	ADVTSNG	1,500.00	1,500.00	1,500.00	1,500.00	.00	.00
16110	46410	TRV EXP	2,000.00	2,000.00	2,000.00	2,000.00	.00	.00
16110	46510	PRINTING	200.00	200.00	200.00	200.00	.00	.00
16110	46520	COPY SVCS	500.00	500.00	900.00	900.00	.00	.00
16110	46910	TRNG/CONF	3,000.00	3,000.00	3,500.00	3,500.00	.00	.00
16110	46920	MMBR DUES	500.00	390.00	425.00	425.00	.00	.00
16110	47430	OTHR EQP	3,900.00	2,000.00	3,000.00	3,000.00	.00	.00
16510	ASSESSING							
16510	41110	REG FT	236,918.00	266,259.00	285,595.00	285,595.00	.00	.00
16510	41210	OT-REG	.00	.00	.00	.00	.00	.00
16510	43100	SUPP & MTL	2,000.00	2,200.00	2,200.00	2,200.00	.00	.00
16510	43220	FUEL GAS	714.00	1,114.00	1,147.00	1,147.00	.00	.00
16510	43610	BOOKS MAPS	3,320.00	3,320.00	3,500.00	3,500.00	.00	.00
16510	43710	POSTAGE	2,753.00	2,753.00	3,000.00	3,000.00	.00	.00
16510	44400	PROF SVCS	17,600.00	67,600.00	25,000.00	25,000.00	.00	.00
16510	45330	EQ MT SVCS	14,035.00	12,675.00	27,700.00	27,700.00	.00	.00
16510	46210	TEL-LAND	2,464.00	2,464.00	2,985.00	2,985.00	.00	.00
16510	46310	ADVTSNG	800.00	800.00	2,000.00	2,000.00	.00	.00
16510	46410	TRV EXP	1,780.00	2,720.00	2,740.00	2,740.00	.00	.00
16510	46510	PRINTING	500.00	500.00	500.00	500.00	.00	.00
16510	46910	TRNG/CONF	1,655.00	1,655.00	2,502.00	2,502.00	.00	.00
16510	46920	MMBR DUES	505.00	505.00	475.00	475.00	.00	.00
16510	47430	OTHR EQP	.00	.00	.00	.00	.00	.00
16520	GEOGRAPHIC INFORMATION SYTEMS							
16520	41120	REG PT	.00	6,600.00	6,000.00	6,000.00	.00	.00

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GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
16520	43100	SUPP & MTL	3,500.00	3,500.00	3,500.00	3,500.00	.00	.00
16520	43610	BOOKS MAPS	500.00	500.00	500.00	500.00	.00	.00
16520	44400	PROF SVCS	6,500.00	4,000.00	4,000.00	4,000.00	.00	.00
16520	45330	EQ MT SVCS	3,750.00	5,175.00	4,785.00	4,785.00	.00	.00
16520	46910	TRNG/CONF	1,200.00	1,200.00	1,200.00	1,200.00	.00	.00
16520	47430	OTHR EQP	.00	.00	.00	.00	.00	.00
16530	ABATEMENTS							
16530	48220	ABATE	.00	.00	.00	.00	.00	.00
TOTAL PROPERTY & INSPECTION			566,045.00	649,364.00	660,406.00	649,931.00	.00	.00

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GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
<hr/>								
70	DEVELOPMENT & CONSERVATION							
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17110	PLANNING SERVICES							
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17110	41110	REG FT	230,590.00	265,762.00	279,049.00	279,049.00	.00	.00
17110	41210	OT - REG	.00	.00	.00	.00	.00	.00
17110	43100	SUPP & MTL	1,500.00	1,500.00	1,500.00	1,500.00	.00	.00
17110	43220	FUEL GAS	300.00	300.00	150.00	150.00	.00	.00
17110	43610	BOOKS MAPS	600.00	600.00	600.00	600.00	.00	.00
17110	43710	POSTAGE	1,200.00	1,200.00	1,200.00	1,200.00	.00	.00
17110	44400	PROF SVCS	60,000.00	40,000.00	40,000.00	40,000.00	.00	.00
17110	45330	EQ MT SVCS	500.00	500.00	500.00	500.00	.00	.00
17110	46210	TEL-LAND	2,100.00	2,100.00	2,100.00	2,100.00	.00	.00
17110	46310	ADVRTSNG	5,000.00	7,500.00	7,500.00	7,500.00	.00	.00
17110	46410	TRV EXP	3,000.00	3,000.00	3,000.00	3,000.00	.00	.00
17110	46510	PRINTING	1,000.00	1,000.00	1,000.00	1,000.00	.00	.00
17110	46520	COPY SVCS	500.00	500.00	500.00	500.00	.00	.00
17110	46910	TRNG/CONF	3,000.00	3,000.00	3,000.00	3,000.00	.00	.00
17110	46920	MMBR DUES	1,400.00	1,700.00	1,800.00	1,800.00	.00	.00
17110	47430	OTHR EQP	500.00	500.00	700.00	700.00	.00	.00
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17120	COMPREHENSIVE PLANNING							
<hr/>								
17120	44400	PROF SVCS	.00	53,431.00	30,000.00	30,000.00	.00	.00
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17210	WEDC							
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17210	41110	REG FT	.00	.00	.00	.00	.00	.00
17210	43100	SUPP & MTL	.00	.00	.00	.00	.00	.00
17210	43220	FUEL GAS	.00	.00	.00	.00	.00	.00
17210	43610	BOOKS MAPS	.00	.00	.00	.00	.00	.00
17210	43710	POSTAGE	.00	.00	.00	.00	.00	.00
17210	44400	PROF SVCS	.00	.00	.00	.00	.00	.00
17210	46210	TEL-LAND	.00	.00	.00	.00	.00	.00
17210	46310	ADVRTSNG	.00	.00	.00	.00	.00	.00
17210	46410	TRV EXP	.00	.00	.00	.00	.00	.00
17210	46510	PRINTING	.00	.00	.00	.00	.00	.00
17210	46520	COPY SVCS	.00	.00	.00	.00	.00	.00
17210	46910	TRNG/CONF	.00	.00	.00	.00	.00	.00

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GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
17210	46920	MMBR DUES	.00	.00	.00	.00	.00	.00
17210	46930	CT AGENCY	186,468.00	184,490.00	198,312.00	198,312.00	.00	.00
17210	46999	WEDC OFFST	.00	.00	.00	.00	.00	.00
17210	47430	OTHR EQP	.00	.00	.00	.00	.00	.00
TOTAL DEVELOPMENT & CONSERVA			497,658.00	567,083.00	570,911.00	570,911.00	.00	.00

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GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
<hr/>								
80	HEALTH & WELFARE		<hr/>					
18100	SOCIAL SERVICES		<hr/>					
18100	41110	REG FT	93,039.00	96,747.00	99,420.00	99,420.00	.00	.00
18100	43100	SUPP & MTL	1,000.00	500.00	1,500.00	1,500.00	.00	.00
18100	43220	FUEL GAS	.00	500.00	500.00	500.00	.00	.00
18100	43710	POSTAGE	200.00	200.00	200.00	200.00	.00	.00
18100	44400	PROF SVCS	.00	.00	.00	.00	.00	.00
18100	46210	TEL-LAND	700.00	700.00	700.00	700.00	.00	.00
18100	46410	TRV EXP	350.00	350.00	350.00	350.00	.00	.00
18100	46910	TRNG/CONF	375.00	375.00	375.00	375.00	.00	.00
18100	46920	MMBR DUES	200.00	120.00	150.00	150.00	.00	.00
18100	46940	GEN ASST	40,000.00	40,000.00	40,000.00	40,000.00	.00	.00
18100	46950	SCHLRSHPS	10,000.00	10,000.00	12,000.00	12,000.00	.00	.00
18200	SOCIAL SERVICES AGENCY FUNDIN		<hr/>					
18200	46930	CT AGENCY	22,800.00	22,675.00	24,000.00	24,000.00	.00	.00
TOTAL HEALTH & WELFARE			168,664.00	172,167.00	179,195.00	179,195.00	.00	.00

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GENERAL FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
90	CAPITAL, DEBT & OTHER							
19100	CAPITAL EQUIPMENT							
19100	47430	OTHR EQP	725,000.00	725,000.00	725,000.00	725,000.00	.00	.00
19200	ROAD IMPROVEMENTS							
19200	41120	REG PT	.00	.00	.00	.00	.00	.00
19200	46990	OT CONT SV	850,000.00	1,768,674.00	1,150,000.00	1,150,000.00	.00	.00
19200	47310	OTHR IMP	.00	.00	.00	.00	.00	.00
19300	BUILDING & FACILITIES IMPRVMT							
19300	44400	PROF SVCS	.00	.00	.00	.00	.00	.00
19300	46990	OT CONT SV	413,927.00	1,086,463.00	150,000.00	150,000.00	.00	.00
19300	47430	OTHR EQP	.00	.00	.00	.00	.00	.00
19300	48100	XFR TIF	445,665.00	445,665.00	445,665.00	445,665.00	.00	.00
19400	LAND & FACILITIES IMPRVMT							
19400	46990	OT CONT SV	.00	.00	162,500.00	90,000.00	.00	.00
19400	47110	LAND ACQ	75,000.00	204,026.00	162,500.00	.00	.00	.00
19500	DEBT SERVICE							
19500	47510	DEBT-PRIN	150,000.00	233,400.00	233,400.00	233,400.00	.00	.00
19500	47520	DEBT-INT	86,500.00	80,488.00	239,673.00	239,673.00	.00	.00
19700	SEWER							
19700	46960	PWD ASSMT	351,756.00	.00	.00	.00	.00	.00
19910	GENERAL CONTINGENCY							
19910	43100	SUPP & MTL	150,000.00	200,000.00	150,000.00	150,000.00	.00	.00

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GENERAL FUND		2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
19920 ENERGY & WEATHER EMERG FUND							
19920	43100 SUPP & MTL	150,000.00	150,000.00	150,000.00	150,000.00	.00	.00
	TOTAL CAPITAL, DEBT & OTHER	3,397,848.00	4,893,716.00	3,568,738.00	3,333,738.00	.00	.00
	TOTAL GENERAL FUND	16,593,530.00	19,060,489.00	18,846,289.00	18,376,111.00	.00	.00

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SEWER FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
00		UNDEFINED						
22110		SEWER FUND						
22110	46960	PWD ASSMT	.00	362,962.00	380,628.00	380,628.00	.00	.00
22110	46990	OT CONT SV	.00	90,000.00	.00	.00	.00	.00
TOTAL UNDEFINED			.00	452,962.00	380,628.00	380,628.00	.00	.00
TOTAL SEWER FUND			.00	452,962.00	380,628.00	380,628.00	.00	.00

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RECREATION PROGRAM FUND			2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
00	UNDEFINED							
22120	RECREATION PROGRAM FUND							
22120	41120	REG PT	94,500.00	94,500.00	94,500.00	94,500.00	.00	.00
22120	42220	PAY TAX	10,000.00	10,000.00	10,000.00	10,000.00	.00	.00
22120	43100	DAYCMPSUPP	11,000.00	5,000.00	5,000.00	5,000.00	.00	.00
22120	43101	SUPPOTH	.00	4,500.00	7,000.00	7,000.00	.00	.00
22120	43220	FUEL GAS	1,500.00	2,500.00	2,500.00	2,500.00	.00	.00
22120	44400	PROF SVCS	3,995.00	4,000.00	4,000.00	4,000.00	.00	.00
22120	45320	VE MT SVCS	1,500.00	1,800.00	2,500.00	2,500.00	.00	.00
22120	46989	CNTSVSDAY	.00	32,000.00	32,000.00	32,000.00	.00	.00
22120	46990	OT CONT SV	73,000.00	48,000.00	48,000.00	48,000.00	.00	.00
22120	46991	COMM EVT	8,000.00	8,000.00	10,000.00	10,000.00	.00	.00
22120	46992	SR PROGRAM	5,000.00	6,000.00	7,000.00	7,000.00	.00	.00
TOTAL UNDEFINED			208,495.00	216,300.00	222,500.00	222,500.00	.00	.00
TOTAL RECREATION PROGRAM FUN			208,495.00	216,300.00	222,500.00	222,500.00	.00	.00
GRAND TOTAL			16,802,025.00	19,729,751.00	19,449,417.00	18,979,239.00	.00	.00

** END OF REPORT - Generated by Tony Plante **

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Town of Windham
NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

RECREATION PROGRAM FUND	2017 REVISED BUD	2018 REVISED BUD	2019 PRELIM	2019 MANAGER	2019 FIN COMM	2019 COUNCIL
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Sequence	Field #	Total	Page Break
Sequence 1	1	Y	Y
Sequence 2	2	Y	Y
Sequence 3	9	N	N
Sequence 4	0	N	N

Report title:
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1354atplante NEXT YEAR BUDGET LEVELS REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

Report type: 2
Budget level: 2
Percentage change calculation method: 1
Print first or second year of budget requests: F
Print revenue as credit: Y
Include cfwd in rev bud: N
Include cfwd in actuals: N
Print totals only: N
Include segment code: N
Include report grand totals by account type: N
Print full GL account: N
Double space: N
Suppress zero bdgt accts: N
Print as worksheet: N
Print percent change or comment: C
Print text: N
Amounts/totals exceed 999 million dollars: N
Print five budget levels: N
Report view: D

Find Criteria
Field Name Field Value
Org
Object 4*
Project
Account type
Account status

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

P 1
 bgnyrpts

PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11100	TOWN COUNCIL					
11100	41110 - REGULAR FULL-TIME		1.00	13,230.00		13,230.00 *
	Council compensation estimated for 7 members of the Council at \$35 per meeting for 54 meetings. Council compensation governed by the Elected Officials Compensation Ordinance (Chapter 2 of the Code of Ordinances).					13,230.00
11100	44200 - LEGAL SERVICES		1.00	100,000.00		100,000.00 *
	Legal services from the town attorney.					100,000.00
11100	44300 - AUDIT SERVICES		1.00	19,000.00		19,000.00 *
	Audit services. Third year of three year RKO engagement as proposed.					19,000.00
11100	46410 - TRAVEL EXPENSES		1.00	2,000.00		2,000.00 *
	Travel and accommodations for events such as the MMA Convention, Congressional delegation meetings, and other local training, events, and meetings.					2,000.00
11100	46910 - TRAINING/CONFERENCES		1.00	1,000.00		1,000.00 *
	Registration and attendance at conferences, training seminars, meetings, and other events.					1,000.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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 bgnyrpts

PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

11100 46920 - MEMBERSHIPS

GPCOG dues at \$1.60 per capita based on 2010 US Census. Dues increase approved by the General Assembly to allow member dues to leverage other funding and allow for more non-grant programmed member services. This is the first of two increases, with the rate set to increase to \$2 per capita for FY 2020.

Maine Municipal Association dues.

RTP Lakes Region Explorer.

Maine Service Centers Coalition dues.

Maine Development Foundation dues.

American Society of Composers, Authors & Publishers fee. For use of licensed music.

Broadcast Music, Inc. For use of licensed music.

SESAC Music License. For use of licensed music.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	27,202.00		57,563.00 *
				27,202.00
	1.00	17,250.00		17,250.00
	1.00	9,656.00		9,656.00
	1.00	2,088.00		2,088.00
	1.00	300.00		300.00
	1.00	335.00		335.00
	1.00	335.00		335.00
	1.00	397.00		397.00

TOTAL TOWN COUNCIL

192,793.00

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 Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

 ACCOUNTS FOR:
 GENERAL FUND

11200 TOWN MANAGEMENT

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11200	41110 - REGULAR FULL-TIME		1.00	479,194.00	461,647.00 *	479,194.00
	Annual salaries and wages for six positions as authorized FTEs and the strategic plan approved position of Compliance/Safety Coordinator to begin second quarter.		1.00	17,547.00	-17,547.00	
	Adjustment to reflect starting date of 1/1/2019 for compliance/safety officer..					
11200	41120 - REGULAR PART-TIME		1.00	.00	.00	.00
11200	41210 - OVERTIME-REGULAR		1.00	.00	.00	.00
11200	43100 - GENERAL SUPPLIES & MATERIALS		1.00	8,000.00	8,000.00 *	8,000.00
	Operating supplies, paper goods, etc.					
11200	43610 - BOOKS,MAPS,PUBLICATIONS		1.00	4,000.00	4,000.00 *	4,000.00
	Statute subscription service, other professional books and publications.					
11200	43710 - POSTAGE		1.00	6,000.00	6,000.00 *	6,000.00
	Portion of postage costs assigned to manager and finance office; postage meter rental, service and supplies,.					

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11200 44400 - PROFESSIONAL SERVICES		1.00	30,000.00		30,000.00 *
Professional services for projects and issues that arise during the year (appraisals, engineering, continued leadership development program, etc.).					
11200 45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	75.00		75.00 *
Miscellaneous equipment maintenance for office machines other than that covered by maintenance agreements.					
11200 46210 - TELEPHONE & DATA - LANDLINE		1.00	8,000.00		8,000.00 *
Telephone and cellular charges.					
11200 46310 - ADVERTISING		1.00	6,000.00		6,000.00 *
Advertising for special events, programs, some shared personnel/help wanted advertising, advertising requests for proposals, etc.					
11200 46410 - TRAVEL EXPENSES		1.00	7,500.00		7,500.00 *
Includes in-office training programs, manager's attendance at International City Management Association (ICMA) annual convention, attendance of others at NESGFOA, MMA, and other conferences and training programs.					
11200 46510 - PRINTING		1.00	500.00		500.00 *
Print services.					

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11200 46520 - COPY SERVICES		1.00	3,000.00		3,000.00 *
Annual maintenance contract on photocopier.					
11200 46910 - TRAINING/CONFERENCES		1.00	3,000.00		3,000.00 *
Expenses for business and attendance at training programs, association conferences.					
11200 46920 - MEMBERSHIPS		1.00	2,500.00		2,500.00 *
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.					
11200 47430 - OTHER EQUIPMENT & MACHINERY		1.00	1,500.00		1,500.00 *
Cell phone replacement.					

TOTAL TOWN MANAGEMENT

541,722.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11300	COLLECTION & REGISTRATION				
11300	41110 - REGULAR FULL-TIME	1.00	198,213.00	198,213.00	198,213.00 *
	Annual salaries and wages for four positions as authorized FTEs.				
11300	41120 - REGULAR PART-TIME	1.00	23,708.00	23,708.00	23,708.00 *
	Annual salaries and wages for one part-time 24-hour/week authorized position.				
11300	41210 - OVERTIME-REGULAR	1.00	1,500.00	1,500.00	1,500.00 *
	There are times when the staff has to stay past their normal working hours.				
11300	43100 - GENERAL SUPPLIES & MATERIALS	1.00	4,500.00	4,500.00	4,500.00 *
	Operating supplies such as paper good, printer and calculator ribbon, pen s for counter and large envelopes for mailing reports to the Bureau of Motor Vehicles and Inland Fisheries and Wildlife Copier and fax expenses are shared with the Town Clerks office.				
11300	43610 - BOOKS,MAPS,PUBLICATIONS	1.00	800.00	800.00	1,600.00 *
	M. S. R. P. reference books for Large Truck, Motorcycles, Camper Trailers and Motor Homes to properly calculate excise tax . The U.S. Department of State also requires regular updates for the ID Guide for passports. We are required to have this book because anyone from any of the 50 states can come here to apply for a passport. We have to know if there ID is valid.	1.00	800.00	800.00	800.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11300 43710 - POSTAGE		1.00	20,000.00		20,000.00 *
Postage for the mailing of tax bills, overdue and sewer fee notice, motor vehicle weekly report, Inland Fisheries monthly reports, general office correspondence and certified tax lien notices to homeowners and mortgage holders.. Postage fees went up three times this past year alone.					
11300 44400 - PROFESSIONAL SERVICES		1.00	25,000.00		25,000.00 *
Filing fee for Real Estate liens and for discharges. Tax bill preparation fees. Documents to be shredded are paid out of this account					
11300 45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	500.00		500.00 *
Maintenance and repairs for eight printers and fourteen computers.					
11300 46210 - TELEPHONE & DATA - LANDLINE		1.00	300.00		300.00 *
Cost of two telephone line and a fax line.					
11300 46310 - ADVERTISING		1.00	300.00		300.00 *
Advertising for Spring due date in lieu of mailing out a second bill.					
11300 46410 - TRAVEL EXPENSES		1.00	1,000.00		1,000.00 *
Training fore employees to attend seminars and workshops throughout the year. We are required to be trained yearly by the Bureau of Motor Vehicles and by the U. S Dept of State./ This also allows the Assistant					

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	Tax Collector to attend tax conferences.					
11300	46910 - TRAINING/CONFERENCES		1.00	250.00		250.00 *
	This covers any class fees or memberships to the Tax collectors Association					250.00
11300	47430 - OTHER EQUIPMENT & MACHINERY		1.00	2,000.00		2,000.00 *
	Replacement of office equipment no included in the capital equipment replacement plan in case of mechanical failure.					2,000.00

TOTAL COLLECTION & REGISTRATION

278,871.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11400	INFORMATION SERVICES					
11400	41110 - REGULAR FULL-TIME		1.00	120,556.00	120,556.00	*
	Annual salaries and wages for two positions as authorized FTEs.				120,556.00	
11400	41120 - REGULAR PART-TIME		1.00	3,840.00	3,840.00	*
	Summer internship for IT.				3,840.00	
11400	41210 - OVERTIME-REGULAR		1.00	1,500.00	1,500.00	*
	Overtime costs associated with Nights/Weekends work and staffing of an EOC. Line set at \$1,500 per Brian W.				1,500.00	
11400	43100 - GENERAL SUPPLIES & MATERIALS		1.00	500.00	500.00	*
	Paper, forms, tapes, and other supplies.				500.00	
11400	43610 - BOOKS,MAPS,PUBLICATIONS		1.00	200.00	200.00	*
	Technical books, technical support subscriptions				200.00	
11400	44400 - PROFESSIONAL SERVICES		1.00	2,000.00	3,000.00	*
	Contracting work with Robert Half for implementation of new email server, licensing for which was purchased FY17. This is based on a verbal estimate received on conference call with Robert Half.				2,000.00	
	Misc. consulting, planning and support fees		1.00	1,000.00	1,000.00	

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11400 45330 - EQUIPMENT MAINTENANCE SERVICES					139,551.00 *
Annual support and licensing fee for Munis software.	252561	1.00	86,968.00		86,968.00
Annual service and toner contract	51	1.00	7,500.00		7,500.00
Licensing for Meraki switches and firewalls		1.00	10,500.00		10,500.00
Licensing and update subscription for Barracuda Backup and Spam Virus/Firewall		1.00	7,700.00		7,700.00
Yearly subscription for Archive Social	91	1.00	2,388.00		2,388.00
Licensing fee for Open Fox (Police crime database)	280	1.00	350.00		350.00
Renewals for security certificates and domain names.		1.00	300.00		300.00
Antivirus costs. A new AV will be chosen to replace Kaspersky.		1.00	3,000.00		3,000.00
Renewal of Cradlepoint subscription which provides cloud management of police vehicle access points.		1.00	700.00		700.00
Two Administration subscription licenses for PDQ Deploy - A program which allows remote deployment and updating of programs on all computers. This would be an annual expense.		2.00	500.00		1,000.00
An annual subscription license for Teamviewer which would allow us to remotely assist any user from any location provided they have an internet connection.		2.00	500.00		1,000.00
Office 365 licensing costs. This represents a fundamental shift of policy from purchasing Office Licensing as a capital expense to subscribing to Office as an operating expense. This was foreshadowed in past		65.00	99.00		6,435.00

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Town of Windham
NEXT YEAR BUDGET DETAIL REPORT
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PROJECTION: 19001 FY 2019 PROPOSED
ACCOUNTS FOR:
GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	narratives and has become a reality.					
	This is in lieu of an estimated \$24,050 (65 licenses of Office Professional 2016) capital purchase to acquire stand alone licenses.					
	The first year \$6,750 cost represents moving approximately 65 users (TH/GA/PW) to Office 365 from Office 2010. Office 365 is also now licensed on a per-user level and not per-device.					
	One important thing to note is that Office 365 includes licensing for 5 PCs per user as well as 5 Mobile devices per user, whereas a capital purchase of office would only include one PC per license.					
	General equipment replacement		1.00	8,500.00		8,500.00
	Annual SaaS (Software as a Service) fee to Tyler Technologies for Citizens Self Service module allowing online account management and payments for a range of payment types.		1.00	3,210.00		3,210.00
11400	46210 - TELEPHONE & DATA - LANDLINE					20,196.00 *
	Fairpoint Data line and Internet at PS.		12.00	1,473.00		17,676.00
	Town Hall and PS static IP addresses. Note: Internet service (Primary at TH and failover at PS) is now provided as "Gratis" under franchise agreement.		12.00	40.00		480.00
	Telephone/Data service for two cell phones and one iPad		12.00	130.00		1,560.00
	Proposed addition of data service either for Eric's iPad or a wireless hotspot for us		12.00	40.00		480.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

both to use if in the field.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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11400	46410 - TRAVEL EXPENSES				
	Mileage	1.00	300.00	300.00 *	300.00
11400	46910 - TRAINING/CONFERENCES				
	Registration costs for MMA conference.	2.00	80.00	160.00 *	160.00
11400	46920 - MEMBERSHIPS				
	Membership fees for IT related societies and organizations.	1.00	200.00	200.00 *	200.00

TOTAL INFORMATION SERVICES

290,003.00

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 Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

 ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11500	BOARDS & COMMISSIONS					
11500	41110 - REGULAR FULL-TIME		1.00	13,440.00		13,440.00 *
	Stipend payments to Planning Board and Zoning Board members.					13,440.00
11500	41120 - REGULAR PART-TIME					.00
11500	43100 - GENERAL SUPPLIES & MATERIALS		1.00	1,500.00		1,500.00 *
	General committee expenses, flowers, refreshments for public meetings, etc.					1,500.00
11500	43610 - BOOKS, MAPS, PUBLICATIONS		1.00	500.00		500.00 *
	Materials for various boards and committees.					500.00
11500	46410 - TRAVEL EXPENSES		1.00	500.00		500.00 *
	Reimbursement to committee members for mileage, tolls and meals.					500.00
11500	46910 - TRAINING/CONFERENCES		1.00	200.00		200.00 *
	Funding for committee members to attend conferences and seminars related to their committee work.					200.00
11500	46920 - MEMBERSHIPS					.00
11500	46930 - CONTRIBUTIONS TO AGENCIES		1.00	1,500.00		77,117.00 *
	Memorial Day parade.		1.00	18,000.00		1,500.00
	Holiday lights and banners.		1.00	5,526.00		18,000.00
	Windham Drifters Snowmobile Club. Based on FY 2017 actual.		1.00	5,000.00		5,526.00
	Volunteer recognition event.		1.00	1,500.00		5,000.00
	Memorial Day flags and markers.		1.00	34,991.00		1,500.00
						34,991.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

Watershed protection grants. In
 FY 2018, the finance committee
 recommended basing this amount
 on the previous year's boat
 excise tax revenue, which was
 \$34,991 for FY 2017.

Windham senior meals program,
 housed at Unity Gardens.

Windham Historical Society.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	600.00		600.00
	1.00	10,000.00		10,000.00

TOTAL BOARDS & COMMISSIONS

93,257.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11600	COMMUNICATION & E-GOV					
11600	41120 - REGULAR PART-TIME		1.00	11,700.00	11,700.00	*
	Compensation for three as-needed Cable TV Station Assistants.				11,700.00	
11600	43100 - GENERAL SUPPLIES & MATERIALS		1.00	300.00	300.00	*
	General station supplies.				300.00	
11600	44400 - PROFESSIONAL SERVICES		1.00	39,815.00	39,815.00	*
	Granicus streaming/archiving and Legistar legislative management system.				39,815.00	
11600	45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	6,000.00	6,000.00	*
	Maintenance/replacement of station equipment, replacement of Granicus encoder with HD.				6,000.00	
11600	46210 - TELEPHONE & DATA - LANDLINE		1.00	600.00	600.00	*
	Studio telephone line, data services.				600.00	
11600	46310 - ADVERTISING				.00	
11600	46410 - TRAVEL EXPENSES				.00	
11600	46910 - TRAINING/CONFERENCES				.00	
11600	46920 - MEMBERSHIPS				.00	
11600	47430 - OTHER EQUIPMENT & MACHINERY		1.00	3,000.00	3,000.00	*
	Chambers monitor replacements, microphone upgrades.				3,000.00	

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL COMMUNICATION & E-GOV

61,415.00

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Town of Windham
 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

11700 TOWN CLERK

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11700 41110 - REGULAR FULL-TIME	1.00	118,432.00	118,432.00	118,432.00 *
Annual salaries and wages for two positions as authorized FTEs.				
11700 41120 - REGULAR PART-TIME	1.00	57,535.00	57,535.00	57,535.00 *
Annual salaries and wages for two part-time positions and election workers.				
11700 41210 - OVERTIME-REGULAR	1.00	2,000.00	2,000.00	2,000.00 *
Overtime compensation typically to cover election time events.				
11700 43100 - GENERAL SUPPLIES & MATERIALS	1.00	3,000.00	3,000.00	3,000.00 *
This account is for all typical office supplies and materials.				
11700 43610 - BOOKS,MAPS,PUBLICATIONS	1.00	2,500.00	2,500.00	2,500.00 *
Restoration and binding of old birth, death, marriage books, and other town records. The goal is to restore one or two books a year. This line also pays for binding the yearly book of Town Council Minutes, and office manuals.				
11700 43710 - POSTAGE	1.00	2,100.00	2,100.00	2,100.00 *
Mailing absentee ballots, dog notices, birth & marriage letters, and voter registration notices. I increased this by \$1,000 due to voting and dogs.				

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Town of Windham
NEXT YEAR BUDGET DETAIL REPORT
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PROJECTION: 19001 FY 2019 PROPOSED
ACCOUNTS FOR:
GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11700	44400 - PROFESSIONAL SERVICES		1.00	6,270.00		6,270.00 *
	Programming 5 memory sticks for elections, leasing 2 extra voting machines, memory sticks, ballot bins yearly, and programming for the 2 Express Voting machines for every election.					
11700	45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	900.00		900.00 *
	Maintenance and support on typewriters and voting machines.					
11700	46210 - TELEPHONE & DATA - LANDLINE		1.00	1,300.00		1,300.00 *
	Telephone service in the office.					
11700	46310 - ADVERTISING		1.00	3,800.00		3,800.00 *
	Legal ads in the Portland Press Herald & non-legal ads/notices in the local Windham papers. Increased by \$500 due to increased advertising costs.					
11700	46410 - TRAVEL EXPENSES		1.00	2,500.00		2,500.00 *
	Food for election workers, absentee voting mileage & meetings the Clerk & Deputies attend. Increased by \$300 to account for the extra election workers in November & school has increased their meal per person costs.					

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11700 46510 - PRINTING		1.00	5,000.00		5,000.00 *
Printing ballots, voter registration cards, dog notice cards, business cards, etc. Increased by \$1,000 to account for a larger amount of ballots that will be needed in November.					
11700 46910 - TRAINING/CONFERENCES		1.00	750.00		750.00 *
Annual attendance for the Clerk & Deputies attending the Elections Conf. for Title 21-A, Title 30-A, Clerk's Networking Day, classes on vital records, business licensing, & auto registration classes.					
11700 46920 - MEMBERSHIPS		1.00	260.00		260.00 *
Memberships to CCMCA, MTCCA & NEACTC for the Clerk & 2 Deputy Clerks. Increased by \$85 to cover new Deputy's dues.					
11700 47430 - OTHER EQUIPMENT & MACHINERY		17.00	844.00		14,734.00 *
To purchase 17 Franklin PakFlatt Four Station voting booths. My old booths are falling apart, they are not making them anymore and we cannot buy parts to fix them.					
		1.00	386.00		386.00
Shipping for the 17 voting booths.					

TOTAL TOWN CLERK

221,081.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

11800 INSURANCE

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11800 42610 - SAFETY PROGRAMS		1.00	7,500.00	7,500.00 *	7,500.00
Funding for safety committee and training materials. 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.					
11800 46110 - PROPERTY INSURANCE		1.00	25,000.00	25,000.00 *	25,000.00
Property coverage: Building, contents, and equipment breakdowns; electronic data processing (EDP); boilers; crime including faithful performance; and mobile equipment/contractors equipment.					
11800 46130 - PROFESSIONAL LIABILITY		1.00	50,000.00	50,000.00 *	50,000.00
Professional and general liability: fire/rescue; public officials; law enforcement; ambulance/medical malpractice; road treatment; umbrella policy; and bonds.					
11800 46140 - VEHICLE INSURANCE		1.00	60,000.00	60,000.00 *	60,000.00
Auto physical damage and liability for municipal vehicles, owned and leased, and garage keepers coverage.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL INSURANCE			142,500.00	
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PROJECTION: 19001 FY 2019 PROPOSED
ACCOUNTS FOR:
GENERAL FUND

11900 EMPLOYEE BENEFITS

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11900	42110 - HEALTH INSURANCE					
	All employees are insured under the PPO-500 plan with Maine Municipal Employees Health Trust (MMEHT). This plan combines deductibles and coinsurance with a health reimbursement account (HRA) funded by the Town to manage overall costs. The budget provides for a 8% premium increase in calendar 2019, which will affect the last six months of the budget year.		1.00	1,200,000.00	1,150,762.00 *	1,200,000.00
	Health & dental insurance \$ 1,034,078					
	Health insurance buyout \$ 107,040					
	HRA funding \$ 50,250					
	Third-party administrator \$ 7,675					
	\$ 1,199,043					
	Total of all adjustments in health insurance based on staggering start dates for strategic plan positions.		1.00	47,115.00	-47,115.00	
	Total of all adjustments in dental coverage based on staggering start dates for strategic plan positions.		1.00	2,123.00	-2,123.00	
11900	42130 - SHORT-TERM DISABILITY					
	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.		1.00	6,000.00	6,000.00 *	6,000.00

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PROJECTION: 19001 FY 2019 PROPOSED
ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11900 42140 - LONG-TERM DISABILITY		1.00	6,500.00		6,500.00 *
Town cost of long term disability insurance plan required in the police contract.					
11900 42150 - GROUP TERM LIFE > \$50,000					.00
11900 42210 - SOCIAL SECURITY CONTRIBUTIONS		1.00	560,305.00		548,335.00 *
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 (org 22120).					
		1.00	11,970.00		-11,970.00
Total of all adjustments in Social Security contributions based on staggering start dates for strategic plan positions.					
11900 42310 - DEFERRED COMPENSATION		1.00	160,000.00		155,088.00 *
Town matching contributions of up to 6% of regular pay for participants in the ICMA Retirement Corporation or MaineSTART deferred compensation plans.					
		1.00	4,912.00		-4,912.00
Total of all adjustments in deferred compensation contributions based on staggering start dates for strategic plan positions.					

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11900 42320 - MAINE PERS		1.00	295,000.00	288,156.00 *	295,000.00
Maine Public Employees Retirement System employer contributions for members of the police and professional firefighters unions as required by contract, 12.2% of gross pay both groups.					
		1.00	6,844.00	-6,844.00	
Total of all adjustments in MainePERS contributions based on staggering start dates for strategic plan positions.					
11900 42410 - WORKERS COMPENSATION		1.00	220,000.00	211,056.00 *	220,000.00
Worker's compensation expense insurance premiums. Premiums for Recreation programs are carried in account #22120-42220. Claims experience continues to improve due to risk management and loss control efforts; the premium is driven not only by claims experience, but by audited payroll records. The preliminary budget has incorporated an 8% premium increase.					
		1.00	8,944.00	-8,944.00	
Total of all adjustments in workers' compensation insurance based on staggering start dates for strategic plan positions.					
11900 42510 - UNEMPLOYMENT COMPENSATION		1.00	10,000.00	10,000.00 *	10,000.00
Unemployment benefits as assessed by the State of Maine. The town is a "direct pay" employer and does not carry unemployment compensation insurance. Increase reflects growth in overall employment and actual claims.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
11900	42710 - TUITION REIMBURSEMENT		1.00	5,000.00		5,000.00 *
	The town provides tuition reimbursement assistance to employees for approved courses.					
11900	42720 - CLASSIFICATION PLAN		1.00	10,000.00		10,000.00 *
	To fund mid-year position reclassifications based on market surveys to keep compensation rates in the 95-110% of survey average range the town has used for the last 15-20 years.					

TOTAL EMPLOYEE BENEFITS

2,390,897.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12100	PUBLIC WORKS ADMINISTRATION					
12100	41110 - REGULAR FULL-TIME		1.00	244,420.00	244,420.00	244,420.00 *
	Annual salaries and wages for four positions as authorized FTEs. Note: The Town of Gorham reimburses us for half of the Stormwater Compliance Officer's wages and benefits.					
12100	41120 - REGULAR PART-TIME					.00
12100	41210 - OVERTIME-REGULAR					.00
12100	43100 - GENERAL SUPPLIES & MATERIALS		1.00	3,000.00	3,000.00	3,000.00 *
	Fax machine, office, and misc. supplies					
12100	43610 - BOOKS,MAPS,PUBLICATIONS		1.00	250.00	250.00	250.00 *
	Books, maps, and publications as needed					
12100	43710 - POSTAGE		1.00	400.00	400.00	400.00 *
	Postage					
12100	44400 - PROFESSIONAL SERVICES		1.00	26,885.00	26,885.00	26,885.00 *
	Professional services, includes interlocal stormwater group dues, CCSW for NPDES stormwater compliance, DOT required annual and pre-employment drug and alcohol testing, pre-employment physical exams, CDL license reimbursements, yearly hearing test, DigSafe and other misc. professional services. We are entering a new 5-year permit for stormwater, which has not been 100% defined yet. Increase for ISWG dues by \$3,500 Increase for MyGov monthly					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

subscription by \$600 (year)
 Increase for random and
 pre-employment testing by
 \$400

VENDOR QUANTITY UNIT COST 2019 MANAGER

12100	45330 - EQUIPMENT MAINTENANCE SERVICES	1.00	2,500.00	2,500.00 *
	Maintenance of 2-way radios, photocopier, and radio replacement as most mobile units are out of production, making parts hard to find.			
12100	45400 - RENTALS			.00
12100	46210 - TELEPHONE & DATA - LANDLINE	1.00	6,000.00	6,000.00 *
	Telephone and data lines, cell phones, ipad cellular connection for field stormwater work.			
	Increase for Operations Manager cell phone			
12100	46310 - ADVERTISING	1.00	1,000.00	1,000.00 *
	Ads for position vacancies, public awareness efforts, bids, and RFPs.			
12100	46410 - TRAVEL EXPENSES	1.00	3,000.00	3,000.00 *
	Expenses related to training, conferences, or attendance at meetings or other functions. Director, stormwater compliance officer, Operations Manager, part of Town Engineer			

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12100 46910 - TRAINING/CONFERENCES		1.00	3,000.00		3,000.00 *
Conferences and training, including Maine Local Road programs, APWA Annual Conference, and other regional conferences for Director, Stormwater Compliance Officer, and Operations Manager, and Town Engineer					
12100 46920 - MEMBERSHIPS		1.00	500.00		500.00 *
Membership dues for APWA, Maine Better Roads, and Citizens Card					
12100 47430 - OTHER EQUIPMENT & MACHINERY		1.00	6,000.00		6,000.00 *
Stormwater Compliance equipment and needs. Decrease by \$3,000 from FY 18					

TOTAL PUBLIC WORKS ADMINISTRATION

296,955.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

12200 HIGHWAY MAINTENANCE

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12200	41110 - REGULAR FULL-TIME		1.00	551,615.00	497,762.00 *	551,615.00
	Annual salaries and wages for eleven positions as authorized FTEs and the two strategic plan approved truck drivers.					
	Note that the bargaining unit agreement is currently being negotiated and this amount does not currently include a cost of living increase.		1.00	53,853.00	-53,853.00	
	Adjustment reflects 4/1/2019 start date for two (2) new truck driver positions included in the strategic plan.					
12200	41120 - REGULAR PART-TIME					.00
12200	41210 - OVERTIME-REGULAR		1.00	66,000.00	66,000.00 *	66,000.00
	This line item was increased by 200 hours, which is a closer estimate of actual usage.					
12200	43320 - ROAD MAINTENANCE MATERIALS		1.00	65,000.00	65,000.00 *	65,000.00
	Materials for road repair, cold patch for pot holes, rip rap for stabilization, stone, gravel, loam, catch basins, culverts, hot mix for asphalt for hand paving, erosion control, etc					
12200	43720 - CLOTHING		1.00	9,310.00	9,310.00 *	9,310.00
	Uniforms, safety boots, and personal protective equipment, such as hard hats, vests, gloves, eye protection, hearing protection, respiratory protection, and rain gear					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12200 46910 - TRAINING/CONFERENCES		1.00	500.00		500.00 *
Trainings for Highway crew employees, Maine Local Roads					
12200 46990 - CONTRACTED SERVICES - OTHER		1.00	74,700.00		74,700.00 *
Contracted services including catch basin cleaning, catch basin grit disposal at a licensed disposal site, liquid calcium chloride for dust control, tree work and crack sealing					
Increase by \$500 for catch basin cleaning					
Increase by \$450 for dust control					
Increase by \$1,000 for tree work					
12200 47430 - OTHER EQUIPMENT & MACHINERY		1.00	3,000.00		3,000.00 *
Small power equipment , Power brooms, chain saws, etc.					
12200 47450 - TOOLS		1.00	2,500.00		2,500.00 *
Replacement for hand tools, rakes, shovels, cut off saw blades, etc.					

TOTAL HIGHWAY MAINTENANCE

718,772.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12300 TRAFFIC SAFETY					
12300 41110 - REGULAR FULL-TIME					.00
12300 41210 - OVERTIME-REGULAR					.00
12300 43210 - ELECTRICITY		1.00	73,000.00		73,000.00 *
Electricity for street lights and traffic signals					73,000.00
12300 43320 - ROAD MAINTENANCE MATERIALS					.00
12300 43330 - TRAFFIC SIGNS		1.00	10,000.00		10,000.00 *
Sign replacement and new sign purchases.					10,000.00
Replacement signs are required to be retro-reflective by the MUTCD to improve night visibility					
12300 45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	10,000.00		10,000.00 *
Traffic signal maintenance (9 full signals, 4 flashing signals)					10,000.00
12300 46990 - CONTRACTED SERVICES - OTHER		1.00	93,986.00		93,986.00 *
Contracted services include road striping (49 miles), hand pavement markings including fall striping of the 302 North Corridor, and guard rail replacement					93,986.00
Increase by \$43,486 for road striping. New contractor to stripe roads by late spring. Previous contractor didn't complete work till late August last year, paint seemed to fade quickly, each year was completed later and later.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL TRAFFIC SAFETY			186,986.00	
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12400 SNOW REMOVAL					
12400 41110 - REGULAR FULL-TIME					.00
12400 41120 - REGULAR PART-TIME					.00
12400 41210 - OVERTIME-REGULAR					.00
12400 43320 - ROAD MAINTENANCE MATERIALS					37,500.00 *
Winter Sand - 6,000 yards Increase by \$4,500 due to material cost increase		1.00	37,500.00		37,500.00
12400 43340 - CHEMICALS					209,000.00 *
Road salt and liquid calcium chloride		1.00	209,000.00		209,000.00
12400 44400 - PROFESSIONAL SERVICES					.00
12400 45330 - EQUIPMENT MAINTENANCE SERVICES					40,000.00 *
Plow cutting edges, sander chains, wing push arms, sander controls, calcium pumps, and other parts related to plowing		1.00	40,000.00		40,000.00
12400 46970 - SNOWPLOWING CONTRACTS					163,516.00 *
Snowplowing contracts for Sumerian Irrigation and Adam Copp. Winter loader rental Increase by \$6,356 due to snow plow contract Increase by \$2,250 for winter loader rental		1.00	163,516.00		163,516.00
TOTAL SNOW REMOVAL					450,016.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

12500 BUILDING MAINTENANCE

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12500	41110 - REGULAR FULL-TIME					
	Annual salaries and wages for five building maintenance positions as authorized FTEs and a budget requested position of custodian, to begin second quarter and be assigned to the new joint maintenance facility. Note 25% of this position's wages and benefits are expected to be reimbursed by RSU 14 under an interlocal agreement for the new shared maintenance facility..		1.00	240,619.00	222,111.00 *	240,619.00
	Adjustment reflects start date of 4/1/2019 for the custodial position proposed in the strategic plan to provide coverage for the new shared maintenance facility.		1.00	18,508.00	-18,508.00	
12500	41120 - REGULAR PART-TIME					.00
12500	41210 - OVERTIME-REGULAR					
	Overtime is mainly for winter operations. An additional 130 hours added due to new maintenance facility plowing.		1.00	16,500.00	16,500.00 *	16,500.00
12500	43210 - ELECTRICITY					
	Electricity for all municipal buildings Increase by \$10,000 for new Shared Maintenance Facility and closer to actual usage		1.00	85,000.00	85,000.00 *	85,000.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12500 43250 - HEATING FUELS - OIL		1.00	70,000.00		70,000.00 *
Heating fuels, #2 oil - 11,500 gallons; propane - 3,500 gallons; and natural gas for South Windham Fire Station and Town Offices					
12500 43310 - BLDG MAINTENANCE MATERIALS		1.00	30,000.00		30,000.00 *
Building maintenance materials, cleaning supplies, paper products, paint, chemicals, and tools					
12500 43720 - CLOTHING		1.00	3,200.00		3,200.00 *
Uniforms, safety boots, and personal protective equipment.					
12500 45110 - WATER/SEWER		1.00	4,550.00		4,550.00 *
Water supply for all municipal buildings Increase by \$550 for actual usage					
12500 45210 - WASTE DISPOSAL		1.00	13,000.00		13,000.00 *
Trash and recycling pick up at municipal buildings					
12500 45310 - BUILDING MAINTENANCE SERVICES		1.00	65,000.00		65,000.00 *
Building maintenance services such as electrical repair, elevators, generators, heating/air conditioning, plumbing repairs, security monitoring and alarms, septic disposal and maintenance, inspections/crane/fueling station, and other misc. services					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12500 45400 - RENTALS		1.00	2,000.00		2,000.00 *
Rentals for lifts and other specialized equipment Increase by \$800 for additional projects that will require specialized equipment.					
12500 46210 - TELEPHONE & DATA - LANDLINE					.00
12500 46410 - TRAVEL EXPENSES					.00
12500 46910 - TRAINING/CONFERENCES		1.00	300.00		300.00 *
Training for building and grounds crew					
12500 47440 - ELECTRONIC EQUIPMENT & TECHNOL		1.00	9,000.00		9,000.00 *
Electrical supplies, batteries, light bulbs, for all facilities, as well as proper disposal for fluorescent light bulbs and electronics. Increase by \$1,950 for increased light fixture replacements to LED					

TOTAL BUILDING MAINTENANCE

520,661.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

12600 47430 - OTHER EQUIPMENT & MACHINERY

Replacement equipment - weed
 wackers, leaf blowers,
 chainsaws, etc

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	2,400.00		2,400.00 *
				2,400.00

TOTAL GROUNDS MAINTENANCE

109,819.00

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PROJECTION: 19001 FY 2019 PROPOSED

 ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12700	PWD VEH MAINTENANCE					
12700	41110 - REGULAR FULL-TIME		1.00	178,891.00	178,891.00	178,891.00 *
	Annual salaries and wages for four positions as authorized FTEs. 9% of total compensation deducted and added to 13700-41110 for police vehicle maintenance.					
12700	41120 - REGULAR PART-TIME					.00
12700	41210 - OVERTIME-REGULAR		1.00	6,980.00	6,980.00	6,980.00 *
	Estimated 200 hours of overtime.					
12700	43100 - GENERAL SUPPLIES & MATERIALS		1.00	400.00	400.00	400.00 *
	Fleet office supplies					
12700	43220 - MOTOR FUELS - GASOLINE		1.00	21,400.00	21,400.00	21,400.00 *
	Gasoline - \$2.14 a gallon to 10,00 gallons Increase by \$4,600 for price increase and increase by 2,000 gallons for additional building maintenance vehicle and stormwater vehicle					
12700	43230 - MOTOR FUELS - DIESEL		1.00	81,900.00	81,900.00	81,900.00 *
	Diesel - \$2.34 per gallon up to 35,000 gallons Increase by \$15,900 due to price increase and 5,000 gallon increase usage					

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12700 43420 - FLUIDS, LUBRICANTS & OTHER		1.00	11,000.00		11,000.00 *
Petroleum products, motor oil, hydraulic oil, grease and other non petroleum (synthetic) fluids					
12700 43430 - TIRES		1.00	18,000.00		18,000.00 *
Tires, tubes, and wheels for vehicles and equipment					
12700 43440 - STEEL		1.00	2,000.00		2,000.00 *
Steel for fabrication of parts					
12700 43720 - CLOTHING		1.00	2,500.00		2,500.00 *
Uniform and safety boots, and personal protective equipment Increase by \$500 for additional mechanic					
12700 45320 - VEHICLE MAINTENANCE SERVICES		1.00	100,000.00		100,000.00 *
Vehicle maintenance parts for all vehicles and equipment and fuel station repairs Increase by \$10,000 for additional preventative maintenance that can be performed with added mechanic. Parts price increases					
12700 45330 - OUTSIDE VEHICLE MAINTENANCE		1.00	35,000.00		35,000.00 *
Outside vehicle maintenance including diagnostic work, paint and body work, engine/transmission/suspension work, etc. Painting Public Works vehicles and equipment is part of the preventative maintenance					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	program					
12700	45400 - RENTALS		1.00	2,500.00		2,500.00 *
	Rentals, gas bottles, and shop rags					2,500.00
12700	46410 - TRAVEL EXPENSES					.00
12700	46910 - TRAINING/CONFERENCES		1.00	1,000.00		1,000.00 *
	Technical training for mechanics					1,000.00
12700	47450 - TOOLS		1.00	10,000.00		10,000.00 *
	Equipment and tools, replacing worn or broken tools, new specialty tools, upgrades for electrical diagnostics					10,000.00
TOTAL PWD VEH MAINTENANCE						471,571.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

12900 WASTE MANAGEMENT

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
12900 44400 - PROFESSIONAL SERVICES		1.00	56,918.00	56,918.00 *	56,918.00
Public awareness and education - \$2,000 Trash bags-13 gallon - \$0.159 x 172,500 = \$27,428 Trash bags -30 gallon - \$0.261 x 90,000 = \$23,490 Landfill mowing - \$1,000 Recycling bins - \$10x300 = \$3,000 Increase by \$2,378 for bag cost increase					
12900 45210 - WASTE DISPOSAL		1.00	167,085.00	167,085.00 *	167,085.00
Tipping Fees at ecomaine Increase by \$8,460 due to actual solid waste tonnage .Increased by 120 tons over last year					
12900 46990 - CONTRACTED SERVICES - OTHER		1.00	649,030.00	649,030.00 *	649,030.00
Silver bullets - \$15,500 Leaf and brush offsite drop off due to Maintenance Facility construction twice per year - \$20,000 Internal hazardous waste disposal (Pumping holding tanks from floor drains) - \$4,200 40-yrd roll off dumpster at Public Works for trash and bulky items picked up due to illegal dumping (4 pulls @ \$900 each) - \$3,600 Solid waste collection and transportation - \$295,310 Curbside Recycling collection and transportation - \$310,420 Increase by \$16,000 for contracted off-site leaf and brush disposal.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL WASTE MANAGEMENT			873,033.00	
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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

13100 POLICE ADMINISTRATION

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
13100	41110 - REGULAR FULL-TIME					
	Annual salaries and wages for twenty-seven sworn positions and two administrative assistant positions as authorized FTEs and a budget requested position of police officer to begin third quarter.		1.00	1,783,936.00	1,760,722.00 *	1,783,936.00
	Adjustment reflects start date of 1/1/2019 for 28th sworn as proposed in the strategic plan. A 29th is proposed for 2020, and 30th sworn for 2021.		1.00	23,214.00	-23,214.00	
13100	41120 - REGULAR PART-TIME					.00
13100	41210 - OVERTIME-REGULAR					239,500.00 *
	Overtime compensation.		1.00	239,500.00	239,500.00	
13100	41220 - COURT TIME					16,000.00 *
	Overtime earned for court duty.		1.00	16,000.00	16,000.00	
13100	43100 - GENERAL SUPPLIES & MATERIALS					26,000.00 *
	Lethal and non-lethal equipment, training and safety supplies, photography and evidence gathering supplies, printed materials and office supplies, canine team food and supplies, and crash reconstruction equipment.		1.00	26,000.00	26,000.00	
	The projected increase is related to a move towards less than lethal tools & training for dealing with dangerous, mental health situations from a greater distance to protect staff .					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
13100 43610 - BOOKS,MAPS,PUBLICATIONS		1.00	2,000.00		2,000.00 *
Criminal and traffic statutes (1 each per officer, revised annually) and Law Enforcement Officer Manuals (8 copies, last purchased, available edition - 2013 to 2016).					
13100 43710 - POSTAGE		1.00	1,200.00		1,200.00 *
Annual cost of postal correspondence, and shipping evidence certified or registered mail. Cost of shipping items obtained through the LESO program (federal awarding of equipment to local law enforcement at no item cost).					
13100 43720 - CLOTHING		1.00	33,000.00		33,000.00 *
Uniform purchase, replacement, and cleaning costs, leather gear and equipment, officers protective vests (five year life before required replacement), and detective clothing allowances.					
13100 44400 - PROFESSIONAL SERVICES		1.00	13,000.00		13,000.00 *
Laboratory Testing Costs for scheduled drugs & blood collected as criminal evidence, NAVSEA (night vision optics lease), polygraph, psychological tests, pre-employment physicals, immunizations, credit checks & backgrounds for hiring processes, canine team veterinarian services, kennel and grooming services, Watchguard Annual Licensing and Service Costs (for server & 10 units), CCDA Sharefile (Electronic Transmission of Digital Evidence)					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
13100 45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	3,300.00		3,300.00 *
Repair and certification of radar sets, Security card reader system maintenance.					
13100 46310 - ADVERTISING		1.00	700.00		700.00 *
Advertisements to recruit new personnel.					
13100 46410 - TRAVEL EXPENSES		1.00	11,000.00		11,000.00 *
Mileage reimbursement, all travel-related expenses incurred during training, court related parking.					
13100 46910 - TRAINING/CONFERENCES		1.00	26,000.00		26,000.00 *
For attendance at professional development seminars, academy training (\$2500.00 per candidate), in-service training, contractual college tuition reimbursement and web-based mandatory training (\$1620.00), and firearms range rental costs.					
13100 46920 - MEMBERSHIPS		1.00	1,850.00		1,850.00 *
Annual professional membership costs for sworn personnel, and online purchasing access for reduced cost of supplies.					
13100 47430 - OTHER EQUIPMENT & MACHINERY		1.00	35,000.00		35,000.00 *
Light bars, sirens, portable radios, replacement mobile radios, computers, fitness room maintenance, AED maintenance, replacement of radars and Tasers, etc.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL POLICE ADMINISTRATION			2,169,272.00	
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
13400	COMMUNICATIONS					
13400	41110 - REGULAR FULL-TIME					.00
13400	41120 - REGULAR PART-TIME					.00
13400	41210 - OVERTIME-REGULAR					.00
13400	43100 - GENERAL SUPPLIES & MATERIALS					.00
13400	43610 - BOOKS,MAPS,PUBLICATIONS					.00
13400	44400 - PROFESSIONAL SERVICES					17,900.00 *
			1.00	17,900.00		17,900.00
	Software for connection to state teletype system, Spillman support contract, TLO (on line investigative tool), IACP NET, Susteen software, on line scheduling, Accident Reconstruction Software Annual Updates (3), Netmotion (annual maintenance fee for remote data access through Cumberland County Communications), Taser Assurance Plan, All Traffic Solutions (Speed/Traffic Sign Software Updates), Norris Annual License, etc					
13400	45330 - EQUIPMENT MAINTENANCE SERVICES					8,000.00 *
			1.00	8,000.00		8,000.00
	Preventive maintenance and repair for base stations, mobile radios, portable radios, closed circuit television monitors/cameras, standby radio, Exacom digital recording system, digital cameras, UPS battery packs, flashlights, maintenance of teletype switch, copiers, maintenance of patch panel, computers, telephones, fax machines, and microwave systems.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
13400 46210 - TELEPHONE & DATA - LANDLINE		1.00	20,000.00		20,000.00 *
Costs for 14 lines, 1 teletype circuit, 14cell phones, 14 smartphones, 13 cradle points or Air Cards for remote data access in Police vehicles.					
13400 46410 - TRAVEL EXPENSES					.00
13400 46910 - TRAINING/CONFERENCES					.00
13400 46990 - CONTRACTED SERVICES - OTHER		1.00	359,742.00		359,742.00 *
Annual cost of contract for public safety dispatch services from the Cumberland County Regional Communications Center. Cost per capital for fiscal year 2018 / 2018 will be \$21.16 for a population of 17,001					
13400 47430 - OTHER EQUIPMENT & MACHINERY					.00
TOTAL COMMUNICATIONS					405,642.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
13500 ANIMAL CONTROL					
13500 41110 - REGULAR FULL-TIME		1.00	40,423.00	40,423.00 *	40,423.00
Annual salary and wages for one position as authorized FTE.					
13500 41210 - OVERTIME-REGULAR		1.00	750.00	750.00 *	750.00
Overtime as needed.					
13500 43100 - GENERAL SUPPLIES & MATERIALS		1.00	600.00	600.00 *	600.00
Supplies, uniforms and materials for the animal control officer.					
13500 44400 - PROFESSIONAL SERVICES		1.00	27,000.00	27,000.00 *	27,000.00
Annual Agreement with Animal Refuge League (\$23,801.40); Veterinary treatment of animals whose owner is unknown; Contracted ACO for emergency call out and vacation coverage					
TOTAL ANIMAL CONTROL				68,773.00	

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
13700	POL VEHICLE MAINTENANCE					
13700	41110 - REGULAR FULL-TIME		1.00	17,693.00		17,693.00 *
	Paid to Public Works vehicle maintenance staff for service to police vehicles.					
13700	41210 - OVERTIME-REGULAR		1.00	500.00		500.00 *
	Paid to Public Works vehicle maintenance staff for service to patrol vehicles.					
13700	43220 - MOTOR FUELS - GASOLINE		24,000.00	2.14		51,360.00 *
	43220 Motor Fuels- Gasoline Unleaded gasoline (22,060 gallon FY 16-17 and FY 17-18 YTD 16,000). The Police Department is on track to use 24,000 gallons of fuel for FY 17-18.					
13700	43420 - FLUIDS, LUBRICANTS & OTHER		1.00	3,700.00		3,700.00 *
	43420 Fluids, Lubricants & Other Petroleum products and other fluids used in maintaining public safety vehicles. This line has been zeroed out for a number of budget cycles, due in part that oils have been purchased from the parts account.					
	With the anticipated storage space and the specific oils and lubricants needed for the Ford Utilities; it is being requested to purchase the recommended fluids in bulk. We are now using OEM parts and fluids in order to meet the requirements for any warranty work, which may need to be done; like transmissions.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
13700 43430 - TIRES		50.00	150.00		7,500.00 *
Tires for public safety vehicles. 50 Cruiser Tires @ 150.					
13700 45320 - VEHICLE MAINTENANCE SERVICES		1.00	16,500.00		16,500.00 *
<p>This has commonly been called the parts account. Over the last three years, the Police Department has transitioned all of its front line PPVs into the Ford Police Interceptor Utility. Since this transition, the overall reviews from the patrol officers that use these on a daily basis have been very positive. All of the claimed and anticipated benefits from having more room for the officer, passengers, and equipment to being able to safely and successfully navigate the roads during some of the worst winter weather have been affirmed and surpassed.</p> <p>Some of the overall general maintenance has decreased. This current year a more comprehensive maintenance plan has been implemented; to include tune-ups ahead of the Ford recommended Maintenance Schedule. Those recommended services only take into account the mileage on the vehicles and not for the engine idle time. We started to see frequent check engine lights and those were traced back to some of the routine maintenance needing to be completed ahead of schedule. The brakes on the Ford Utility are lasting longer. On the average the front brakes are being replaced at 40,000 miles in comparison to 16,000. The rear brakes are being replaced on the average at 80,000</p>					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR QUANTITY UNIT COST 2019 MANAGER

opposed to 30,000. Changes in vehicle technology and the ability to trouble shoot mechanical error codes and malfunctions have created challenges for the mechanics. Windham's public works mechanics have found with these challenges that there has been an increased need for outside dealership labor. This is in part due to the high costs of required diagnostic work, along with the release of the diagnostic equipment and programming that is not available from the manufacturer for two to three model years.

13700	45330 - OUTSIDE VEHICLE MAINTENANCE	1.00	13,000.00	13,000.00 * 13,000.00
	Costs for work not able to be performed by Public Works or Police Department employees to include but not limited to: alignments, bodywork, insurance deductibles, and cruiser decontamination etc.			

TOTAL POL VEHICLE MAINTENANCE		110,253.00
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
14100 FIRE-RESCUE ADMINISTRATION					
14100 41110 - REGULAR FULL-TIME		1.00	652,005.00	619,122.00 *	652,005.00
Annual salaries and wages for eleven positions as authorized FTEs and the strategic plan approved position of Emergency Medical Services Supervisor.					
		1.00	32,883.00	-32,883.00	
Adjustment reflects start date of 1/1/2019 for EMS Supervisor proposed in the strategic plan.					
14100 41120 - REGULAR PART-TIME		1.00	797,411.00	797,411.00 *	797,411.00
Compensation for call company employees.					
14100 41130 - TRAINING COMPENSATION		1.00	80,572.00	80,572.00 *	80,572.00
Training compensation for fire-rescue personnel.					
14100 41210 - OVERTIME-REGULAR		1.00	85,690.00	85,690.00 *	85,690.00
Overtime compensation for eight paramedic staff.					
14100 43100 - GENERAL SUPPLIES & MATERIALS		1.00	6,000.00	6,000.00 *	6,000.00
Office Supplies for the administration and the four stations.					
14100 43340 - CHEMICALS		1.00	2,300.00	2,300.00 *	2,300.00
Firefighting Foam					

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PROJECTION: 19001 FY 2019 PROPOSED
ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
14100 43510 - MEDICAL SUPPLIES					44,605.00 *
Medications		1.00	7,105.00		7,105.00
Oxygen		1.00	2,160.00		2,160.00
Non-invasive monitoring supplies		1.00	2,700.00		2,700.00
Cleaning/Decontamination		1.00	400.00		400.00
Consumables: Bandaging, IO's, IV Fluids, IV catheters, gloves		1.00	32,240.00		32,240.00
14100 43710 - POSTAGE					400.00 *
Postage		1.00	400.00		400.00
14100 43720 - CLOTHING					14,560.00 *
Uniforms and Clothing for on duty personnel to include full time, per-diem and call staff.		1.00	14,560.00		14,560.00
14100 44400 - PROFESSIONAL SERVICES					81,129.00 *
Contracted EMS billing with Medical Reimbursement Services at 8% of net collections.		1.00	46,800.00		46,800.00
Fire-Police Annual Fuel Stipend		1.00	900.00		900.00
Employee Physicals / Respiratory Protection Mandates		1.00	14,015.00		14,015.00
EMS Service Medical Director and Maine EMS Licensing Fees		1.00	5,280.00		5,280.00
Software/licensing agreements		1.00	14,134.00		14,134.00
14100 45330 - EQUIPMENT MAINTENANCE SERVICES					23,563.00 *
Annual Ladder Testing - Aerials and Ground Ladders		1.00	3,300.00		3,300.00
Radio/Minitor Repairs		1.00	3,970.00		3,970.00
Batteries		1.00	1,640.00		1,640.00
		1.00	7,500.00		7,500.00

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PROJECTION: 19001 FY 2019 PROPOSED
ACCOUNTS FOR:
GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	Breathing air packs and breathing air compressor annual testing and repairs.		1.00	7,153.00		7,153.00
	Annual preventative maintenance on cardiac monitors/AEDs, stretchers/stair chairs, and extrication equipment.					
14100	46210 - TELEPHONE & DATA - LANDLINE		1.00	10,560.00		10,560.00 *
	Fire station land lines, cell phones and mobile data devices.					10,560.00
14100	46310 - ADVERTISING					.00
14100	46410 - TRAVEL EXPENSES		1.00	2,800.00		2,800.00 *
	Travel expenses for attendance at outside training programs, meetings, conferences, etc.					2,800.00
14100	46510 - PRINTING		1.00	400.00		400.00 *
	Printing for carbon copy/specialty forms.					400.00
14100	46910 - TRAINING/CONFERENCES		1.00	24,785.00		24,785.00 *
	Registration for outside training programs and classes. Including but not limited to; firefighter 1&2, EMT classes, officer development, continuing education, and specialty trainings for all personnel.					24,785.00
14100	46920 - MEMBERSHIPS		1.00	5,406.00		5,406.00 *
	Dues for memberships to professional organizations to include the fire chief's associations, National Fire Protection Association membership and code subscription.					5,406.00

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PROJECTION: 19001 FY 2019 PROPOSED
ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
14100 46930 - CONTRIBUTIONS TO AGENCIES					.00
14100 47430 - OTHER EQUIPMENT & MACHINERY					62,424.00 *
Hose- Hand Lines and Appliances		1.00	2,800.00		2,800.00
Replacement of Expiring Air Bottles		5.00	890.00		4,450.00
Firefighting Protective Clothing Replacement		12.00	2,100.00		25,200.00
Bunker Pants and Bunker Coats					
Helmets, Boots, Gloves, Hoods		12.00	555.00		6,660.00
Fire-Police Equipment		1.00	800.00		800.00
Firefighting Hand Tools		1.00	2,000.00		2,000.00
Forestry Tools		1.00	800.00		800.00
Gear Racks for North Station		1.00	3,700.00		3,700.00
Replacement Ventilation Fan		1.00	1,800.00		1,800.00
Physical Fitness Equipment		1.00	2,000.00		2,000.00
Portable Generator		1.00	1,500.00		1,500.00
Replacement of damaged or lost equipment during the year.		1.00	3,000.00		3,000.00
Community AED - to add an AED per year in our public facilities.		1.00	1,300.00		1,300.00
Ballistic Vests		6.00	569.00		3,414.00
Replacement of EMS Jump kits on apparatus		1.00	3,000.00		3,000.00
14100 48210 - BAD DEBTS					107,100.00 *
Bad debt expense, offset to amounts uncollectible in R0475		1.00	107,100.00		107,100.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL FIRE-RESCUE ADMINISTRATION			1,968,827.00	
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

14200 FIRE-RESCUE SERVICES

14200 45110 - WATER/SEWER

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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	1.00	99,412.00	99,412.00 *	
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Charges for 349 public fire hydrants and 4,010,901 (2015) inch-feet of distribution mains from the Portland Water District. The Portland Water District has been approved for a rate increase of 3.8% on public fire fees. This rate increase is set to take effect on May 1, 2018. The increase is reflected in this budget request.

TOTAL FIRE-RESCUE SERVICES

99,412.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

14300 EMERGENCY MANAGEMENT

14300 41120 - REGULAR PART-TIME

14300 43100 - GENERAL SUPPLIES & MATERIALS

Funding for operations and
 start-up supplies and materials
 to open an emergency shelter.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
				.00
	1.00	1,400.00		1,400.00 *
				1,400.00

TOTAL EMERGENCY MANAGEMENT

1,400.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
14700	FIRE VEHICLE MAINTENANCE					
14700	41110 - REGULAR FULL-TIME					.00
14700	41120 - REGULAR PART-TIME		1.00	3,000.00		3,000.00 *
	Compensation for fire-rescue apparatus maintenance. Increased to reflect pay for additional maintenance assistant.					3,000.00
14700	43220 - MOTOR FUELS - GASOLINE		7,800.00	2.14		16,692.00 *
	Unleaded for department vehicles to include the two primary ambulances. 7,788 gallons consumed in calendar year 2017.					16,692.00
14700	43230 - MOTOR FUELS - DIESEL		6,400.00	2.34		14,976.00 *
	Diesel for department apparatus. 6,349 gallons consumed in calendar year 2017					14,976.00
14700	43410 - PARTS		1.00	30,000.00		30,000.00 *
	Vehicle Maintenance Parts					30,000.00
14700	43420 - FLUIDS, LUBRICANTS & OTHER		1.00	2,000.00		2,000.00 *
	Covers grease, motor oil and other fluids for the mechanic.					2,000.00
14700	43430 - TIRES		1.00	6,000.00		6,000.00 *
	Tires for Fire-Rescue Fleet.					6,000.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
14700 44400 - PROFESSIONAL SERVICES		1.00	37,885.00		37,885.00 *
Payments to Gorham for Windham's share of the apparatus mechanic. The two town's share the mechanic's wages and benefits.					
14700 45320 - VEHICLE MAINTENANCE SERVICES		1.00	28,000.00		28,000.00 *
This account covers repairs that the mechanic sends to outside service centers.					
14700 45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	5,000.00		5,000.00 *
This account is used to cover electrical repairs and upgrades to department vehicles.					
14700 47430 - OTHER EQUIPMENT & MACHINERY		1.00	2,500.00		2,500.00 *
Specialized tools and equipment purchased on a cost-shared basis with Gorham.					
14700 47450 - TOOLS		1.00	2,000.00		2,000.00 *
Purchase of additional tools or replacement of broken tools. Cost-shared basis with Gorham.					

TOTAL FIRE VEHICLE MAINTENANCE

148,053.00

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 NEXT YEAR BUDGET DETAIL REPORT

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
15110	PARKS & RECREATION ADMIN					
15110	41110 - REGULAR FULL-TIME		1.00	158,677.00	158,677.00	158,677.00 *
	Annual salaries and wages for three positions as authorized FTEs.					
15110	41120 - REGULAR PART-TIME		1.00	18,432.00	18,432.00	18,432.00 *
	Annual salaries and wages for one authorized 20-hour/week position.					
15110	41210 - OVERTIME-REGULAR		1.00	1,000.00	1,000.00	1,000.00 *
	Overtime to cover events that may occur beyond normal business hours.					
15110	43100 - GENERAL SUPPLIES & MATERIALS		1.00	2,500.00	2,500.00	2,500.00 *
	Office supplies during the year for the department					
15110	43610 - BOOKS,MAPS,PUBLICATIONS		1.00	2,000.00	2,000.00	2,000.00 *
	Books/Maps/Publications Includes publication of department brochures 2x/year Trail maps - updated to reflect additional trail development and changes to existing trails					
15110	43710 - POSTAGE		1.00	400.00	400.00	400.00 *
	Postage - Mailings of senior newsletters and year-round shared use of postage meter Increase of \$100 accounts for increased number of senior citizens on the mailing list					

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PROJECTION: 19001 FY 2019 PROPOSED

 ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
15110 44400 - PROFESSIONAL SERVICES		1.00	4,260.00		4,260.00 *
Professional services - Service contract for copier only (other duplicating machine has been removed from service)					
MyRec annual subscription -\$3995					
15110 46210 - TELEPHONE & DATA - LANDLINE		1.00	1,200.00		1,200.00 *
Telephone					
15110 46310 - ADVERTISING		1.00	3,000.00		3,000.00 *
Advertising - Employment Ads for seasonal positions and other advertising for all programs and special events in local newspapers Ongoing increase in community events and special programs warrants additional promotion of programs; Direct correlation to increased participation in programs being offered					
15110 46410 - TRAVEL EXPENSES		1.00	1,600.00		1,600.00 *
Fuel, travel and meal expenses for staff to attend meetings, workshops and conferences					
15110 46910 - TRAINING/CONFERENCES		1.00	2,500.00		2,500.00 *
Training administered by Maine Recreation & Parks Association, regional and national conferences for department staff.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

15110 46920 - MEMBERSHIPS

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	475.00		475.00 *
				475.00

Membership to Southern Maine
 Area Recreation Technicians
 (SMART), Maine Recreation and
 Parks Association (MRPA),
 National Parks and Recreation
 Association (NPRA) and AAA for
 department vehicles.

15110 46990 - CONTRACTED SERVICES - OTHER

1.00	1,000.00	1,000.00 *
		1,000.00

Contracted services, custodial
 costs for use of school
 facilities for programs that
 are not supported by user fees

TOTAL PARKS & RECREATION ADMIN

197,044.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
GENERAL FUND

15210	DUNDEE PARK	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
15210	41110 - REGULAR FULL-TIME		1.00	29,109.00		29,109.00 *
	Annual salary and wages for one 32-hour/week Parks Maintenance Foreman.					29,109.00
15210	41120 - REGULAR PART-TIME		1.00	68,000.00		68,000.00 *
	Includes Park Ranger (26 weeks) and Park Maintenance (14 weeks) for \$17,280. Remaining \$50,720 is compensation for Dundee Park employees, which is paid from user fees.					68,000.00
15210	41210 - OVERTIME-REGULAR					.00
15210	43100 - GENERAL SUPPLIES & MATERIALS		1.00	9,000.00		9,000.00 *
	Supplies and materials for all parks and trails (other than skate park and Dundee)					9,000.00
	Funding for Lippman Park improvements included in the Capital Budget with those funds coming from the Recreation Impact Fees (see 19400 and 1000-37140). Anticipate using LWCF grant funding in conjunction with Recreation Impact Fees for development of community park.					
15210	43210 - ELECTRICITY		1.00	2,500.00		2,500.00 *
	Electricity for Dundee and Manchester Courts/Skating Rink					2,500.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
15210	43220 - MOTOR FUELS - GASOLINE		1.00	2,800.00		2,800.00 *
	Vehicle Fuel for Department's pick up and mowing needs					
15210	44400 - PROFESSIONAL SERVICES		1.00	6,000.00		6,000.00 *
	Professional services at all parks - Includes tick treatments at three locations, porta-toilets at three locations, treatment of parking lot at Dundee to reduce dust, tree work at Dundee					
15210	45110 - WATER/SEWER		1.00	1,000.00		1,000.00 *
	Water Supply at Dundee and Manchester Skating Rink					
15210	45210 - WASTE DISPOSAL		1.00	500.00		500.00 *
	Trash disposal services					
15210	45310 - BUILDING MAINTENANCE SERVICES		1.00	5,000.00		5,000.00 *
	Supplies and equipment for Dundee Park					
15210	45320 - VEHICLE MAINTENANCE SERVICES		1.00	2,000.00		2,000.00 *
	Vehicle repairs for Department's pick up					
15210	45400 - RENTALS					.00
15210	46210 - TELEPHONE & DATA - LANDLINE		1.00	1,050.00		1,050.00 *
	Telephone - Dundee Phone service increased to include better internet signal Parks Maintenance Technician's cell phone, which also includes data plan for access to email					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL DUNDEE PARK			126,959.00	
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
15220	SKATE/COMMUNITY PARK					
15220	41120 - REGULAR PART-TIME					.00
15220	43100 - GENERAL SUPPLIES & MATERIALS					200.00 *
	Supplies and Equipment		1.00	200.00		200.00
15220	43210 - ELECTRICITY					.00
15220	46210 - TELEPHONE & DATA - LANDLINE					.00
15220	46990 - CONTRACTED SERVICES - OTHER					450.00 *
	Telephone - Discontinued telephone at this location		1.00	.00		.00
	Portable toilet from April - November		1.00	450.00		450.00
TOTAL SKATE/COMMUNITY PARK						650.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

15330 SUMMERFEST

VENDOR QUANTITY UNIT COST 2019 MANAGER

15330 43100 - GENERAL SUPPLIES & MATERIALS

1.00 8,600.00 8,600.00 *

Town Contribution to
 Summerfest; Refer to
 1000-24009 Summerfest Revolving
 account - This is a balance
 sheet account. Historically,
 it tracks revenues and
 contributions as well as
 expenditures. This account was
 established in order to be able
 to carry forward any remaining
 funds at end of fiscal year
 into the new fiscal year.

Recommend increase to \$8600
 to cover cost of essential
 services: fireworks (\$3000);
 tent, table and chair rentals
 (\$1600); portable toilets
 (\$500); stage and sound
 system (\$3500); Sponsorships
 solicited by committee
 members will offset remaining
 cost of event (see

TOTAL SUMMERFEST

8,600.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

15500 PUBLIC LIBRARY

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
15500 41110 - REGULAR FULL-TIME		1.00	314,673.00	314,673.00 *	314,673.00
Annual salaries and wages for six positions as authorized FTEs.					
15500 41120 - REGULAR PART-TIME		1.00	93,651.00	93,651.00 *	93,651.00
Annual salaries and wages for six part-time positions and 10 substitute hours per week.					
15500 41210 - OVERTIME-REGULAR		1.00	500.00	500.00 *	500.00
This line will cover staff time when visiting the library to empty the book drop on holidays. We have made the time spent at the library as efficient as possible but require a few hours throughout the year for staff to work on the holidays. Without this time spent, our book drop would overflow and the door to it would be blocked from opening. Also, the work the next day the library is open would be overwhelming. Allowing the book drop to be emptied on a holiday is necessary for our operations.					
15500 43100 - GENERAL SUPPLIES & MATERIALS		1.00	4,500.00	4,500.00 *	4,500.00
General office supplies, specialized library supplies, printer cartridges, paper for copier and printers.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
15500 43610 - BOOKS,MAPS,PUBLICATIONS		1.00	29,500.00		29,500.00 *
Books, maps and periodicals for Children, Teen, and Adult Collections.					
Increase in this line covers an incremental increase in the Children's Room materials purchasing. Over the last several budgets I have been slowly increas-ing the budget for Children's Room materials so that additional new books can be purchased and outdated or books in poor condition can be replaced. This increase brings that budget to where I feel it should be for the size of the library and current state of the collection.					
15500 43620 - NON-PRINTED MATERIALS		1.00	18,500.00		18,500.00 *
Movies, music, ebooks, eaudiobooks, and CD audiobooks for the Children's, Teen, and Adult Collections.					
15500 43710 - POSTAGE		1.00	1,200.00		1,200.00 *
Library postage costs for mailing notices and packages.					
15500 44400 - PROFESSIONAL SERVICES		1.00	12,175.00		12,175.00 *
Funds for yearly library software contracts and Interlibrary Loan statewide van delivery as well as the contract fees for digital services and the time and print management system maintenance fee.					
Increase covers additional renewal contract fees for services started in FY2018, i.e. UniversalClass and Envisionware Mobile					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
GENERAL FUND

Printing(\$725). These ser-vices have been popular with our patrons and used often. Renewal fees to extend the service contracts are reasonably priced considering the service provided. For instance, UniversalClass offers an extraordinary amount of trainings, over 500, in a wide-range of topics. We would never be able to provide this kind of information in print materials for the amount of money spent, \$750. UniversalClass is all online and can be accessed at home with a Windham PL card.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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15500	45330 - EQUIPMENT MAINTENANCE SERVICES	1.00	1,200.00	1,200.00 *
	Fees for contracts to maintain copiers and printers, including toner.			1,200.00
15500	46210 - TELEPHONE & DATA - LANDLINE	1.00	2,500.00	2,500.00 *
	Regular telephone lines, a fax line, 2 emergency response phones, and equipment and service for Library Director's cell phone.			2,500.00
	Increase covers new cell phone for Library Director.			
15500	46410 - TRAVEL EXPENSES	1.00	4,500.00	4,500.00 *
	Routine reimbursement for travel and meals at seminars, conferences and mandatory meetings for the Minerva consortium 12x/year as well as mileage reimbursement for library staff who take library services to daycares, nursing homes and senior living facilities.			4,500.00
	Increase covers additional			

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	travel to state and regional conferences and trainings for library staff members.					
15500	46510 - PRINTING		1.00	1,200.00		1,200.00 *
	Printing of patron cards, signage, and business cards.					1,200.00
15500	46910 - TRAINING/CONFERENCES		1.00	2,000.00		2,000.00 *
	Covers registration fees for American Library Association Conferences (ALA) and registrations for staff members to attend Maine Library Association (MLA) and/or New England Library Association Confer-ences (NELA) as well as other professional workshops or seminars that benefit library service.					2,000.00
	Increase covers additional opportunities for library staff members to register and participate in trainings related to their positions. As the staff has grown and needs have changed, an increase in this line has become necessary to ensure that the staff remains up to date and informed about emerging library trends and services.					
15500	46920 - MEMBERSHIPS		1.00	500.00		500.00 *
	Fees for the American Library Association (ALA), Public Library Association (PLA), state & regional associations.					500.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
15500 46990 - PROGRAMMING		1.00	1,000.00		1,000.00 *
Expenses and supplies for library programs.					
15500 47430 - OTHER EQUIPMENT & MACHINERY		1.00	5,000.00		9,500.00 *
Computer equipment, library shelving, storage and miscellaneous library equipment and furniture. The library has 29 computers, including public access computers, catalog stations, circulation stations, and staff computers. This line item reflects replacement of equipment as needed.					
<p>Though this line has decreased from last year, traditionally this line is budgeted for \$5,000 for general equipment and technology needs. The \$4,500 additional funding will allow the library to add another early literacy computer for our youngest patrons. We currently have one of these workstations, purchased several years ago through a grant from the state library. It is in high demand as it is the only computer for the kids to use in the children's room. Parents and children visiting the children's room have been requesting that another station be added. The early literacy station from AWE comes preloaded with age appropriate games and software for learning opportunities in several areas. In addition, funds in this line will allow the purchase of a TV and chromebit for setting up library promotions in the lobby of the library. We have explored this set-up with the Windham High School Library and it is working well for them. Finally, we will purchase a device charging station. So</p>					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

many of our patrons visiting
 the library are connecting
 their devices to our wireless
 internet access and desire a
 place to plug in and recharge
 their devices. A charging
 station would allow us to more
 easily provide this service.

Replacement of AWE early
 literacy computer.

Purchase of TV, chromebit, and
 software for promoting library
 programs. TV will be mounted in
 the lobby.

Purchase Demco charging station
 for device charging.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	2,700.00		2,700.00
	1.00	1,000.00		1,000.00
	1.00	800.00		800.00

TOTAL PUBLIC LIBRARY

497,099.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

16110 CODE ENFORCEMENT

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
16110 41110 - REGULAR FULL-TIME	1.00	244,995.00	234,520.00 *	244,995.00
Annual salaries and wages for four positions as authorized FTEs and one budget requested position of Administrative Assistant to begin in September.				
	1.00	10,475.00	-10,475.00	
Adjustment reflects 1/1/2019 starting date for restoration of second administrative assistant as proposed in the strategic plan.				
16110 41120 - REGULAR PART-TIME				.00
16110 41210 - OVERTIME-REGULAR				.00
16110 43100 - GENERAL SUPPLIES & MATERIALS	1.00	2,700.00	2,700.00 *	2,700.00
(General office and color supplies) Increase due to additional position for work station.				
16110 43220 - MOTOR FUELS - GASOLINE	1,000.00	2.14	2,140.00 *	2,140.00
Estimated use of 1000 gallons increased to \$2.14 per gallon- (increase of \$250.00)				
16110 43610 - BOOKS,MAPS,PUBLICATIONS	1.00	1,000.00	1,000.00 *	1,000.00
Publications and code books Increase because of 2015 MUBEC Code for tablets and laptops (\$500.00)				

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ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
16110 43710 - POSTAGE		1.00	1,500.00		1,500.00 *
General correspondence, public hearing notifications to abutters, and ZBA notifications.					
16110 44400 - PROFESSIONAL SERVICES		1.00	13,000.00		13,000.00 *
This item has increased due to anticipated increases in software contract expenses.					
16110 45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	200.00		200.00 *
Annual server printer maintenance and parts, shared with Planning Department, Assessing, and WEDC					
16110 46210 - TELEPHONE & DATA - LANDLINE		1.00	4,017.00		4,017.00 *
Office and cellular phone charges 3% increase.					
16110 46310 - ADVERTISING		1.00	1,500.00		1,500.00 *
Legal advertisements for Appeals Board					
16110 46410 - TRAVEL EXPENSES		1.00	2,000.00		2,000.00 *
Travel/lodging/meals - seminars/conferences					
16110 46510 - PRINTING		1.00	200.00		200.00 *
Business cards, stop work orders, etc...					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
16110 46520 - COPY SERVICES		1.00	900.00		900.00 *
Copy Services increased to (\$900) estimated at \$225.00 quarterly, (shared with the Planning Department, Assessing and WEDC. Copier service contract, paper and copy supplies shared equally by Code Enforcement, Assessing, Planning, and Economic Development.					
16110 46910 - TRAINING/CONFERENCES		1.00	3,500.00		3,500.00 *
Required education and training to maintain certifications (increased \$500 for Code Enforcement Coordinator training)					
16110 46920 - MEMBERSHIPS		1.00	425.00		425.00 *
Professional memberships MBOIA (\$35 each) 4 @ \$35 increase - 1 member ICC (\$135) Master Electrician (\$150)					
16110 47430 - OTHER EQUIPMENT & MACHINERY		1.00	3,000.00		3,000.00 *
Equipment needed to perform inspections, safety equipment, inspection tools, etc... (increase to \$3,000)					

TOTAL CODE ENFORCEMENT

270,602.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND
 16510 ASSESSING

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
16510 41110 - REGULAR FULL-TIME		1.00	285,595.00	285,595.00 *	285,595.00
Annual salaries and wages for five positions as authorized FTEs.					
16510 41210 - OVERTIME-REGULAR					.00
16510 43100 - GENERAL SUPPLIES & MATERIALS		1.00	2,200.00	2,200.00 *	2,200.00
Estimate of all office supplies and paper.					
16510 43220 - MOTOR FUELS - GASOLINE		1.00	1,147.00	1,147.00 *	1,147.00
Fuel for Assessing vehicles.					
16510 43610 - BOOKS,MAPS,PUBLICATIONS		1.00	2,980.00	3,500.00 *	2,980.00
Recorded Deeds @ \$1 per page. Increase of \$180 (5.4 percent) to cover the anticipated cost increase from the Cumberland County Registry of Deeds due to a record number of Windham deeds being processed.					
Valuation & Commitment Book		1.00	400.00		400.00
Books and publications		1.00	120.00		120.00
16510 43710 - POSTAGE		1.00	3,000.00	3,000.00 *	3,000.00
Regular mailings. Increase of \$247 to cover anticipated 1st class postage rates and additional Homestead Exemption Applications and valuation notice mailings.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
16510 44400 - PROFESSIONAL SERVICES		1.00	25,000.00		25,000.00 *
Consultant services to cover special circumstances such as complex commercial abatement challenges and special programing for assessing software.					
16510 45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	1,175.00		27,700.00 *
Photocopier share		1.00	2,750.00		1,175.00
Vision web hosting		1.00	8,775.00		2,750.00
Vision Appraisal Software (11-20 users)		1.00	15,000.00		8,775.00
2019 Vision Appraisal software update fund. Recommendation: In the fall of 2019 the assessing software program, Vision Appraisal, will need to be updated due to the end of life of the Sequel operating system. The anticipated cost is between \$25-30,000. The Assessor recommends \$15,000 be set aside this year and \$15,000 next year to cover this future expense.					
16510 46210 - TELEPHONE & DATA - LANDLINE		1.00	550.00		2,985.00 *
Office (\$45/month x 12 months)		1.00	2,435.00		550.00
Cell phone (\$203/month)					2,435.00
16510 46310 - ADVERTISING		1.00	2,000.00		2,000.00 *
Assessment Review Board meeting notices. Increase of \$1,200 to cover anticipated advertising needed for up to 10 Board of Assessment Review meetings. This increase is projected to cover additional abatement applications to the Board of Assessment Review.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
16510 46410 - TRAVEL EXPENSES					2,740.00 *
2000 miles with personal vehicles		1.00	1,090.00		1,090.00
Meals and tolls for various functions		1.00	500.00		500.00
IAAO annual conference airfare, room and meals		1.00	1,150.00		1,150.00
16510 46510 - PRINTING					500.00 *
Print Services for tax map copies		1.00	500.00		500.00
16510 46910 - TRAINING/CONFERENCES					2,502.00 *
State Property Tax School for two staff members.		1.00	650.00		650.00
MAAO Tax School registration for three staff		1.00	180.00		180.00
IAAO training meetings. Overall account increase of \$847 to accommodate required training for two additional Certified Maine Assessors. Kara Taylor, Assessor's Assistant CMA 2/2017 and Taylor Burns, Appraiser CMA 8/2017.		1.00	1,097.00		1,097.00
IAAO Annual conference registration		1.00	575.00		575.00
16510 46920 - MEMBERSHIPS					475.00 *
International Association of Assessing Officials (IAAO) Membership		1.00	255.00		255.00
Maine Association of Assessing Officers (MAAO) four CMA memberships		4.00	25.00		100.00
Maine Chapter IAAO (4 CMA Memberships)		4.00	30.00		120.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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16510	47430 - OTHER EQUIPMENT & MACHINERY			.00
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TOTAL ASSESSING			359,344.00	
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
16520	GEOGRAPHIC INFORMATION SYTEMS					
16520	41120 - REGULAR PART-TIME		1.00	6,000.00		6,000.00 *
	Eleven week student internship.					6,000.00
16520	43100 - GENERAL SUPPLIES & MATERIALS		1.00	3,500.00		3,500.00 *
	Office supply costs may be incurred in the process of providing projects to the Town departments and to the public. Partially offset by fees.					3,500.00
16520	43610 - BOOKS,MAPS,PUBLICATIONS		1.00	500.00		500.00 *
	Cost associated with acquiring data layers and some printed publications may be needed.					500.00
16520	44400 - PROFESSIONAL SERVICES		1.00	4,000.00		4,000.00 *
	Various project assistance.					4,000.00
16520	45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	4,785.00		4,785.00 *
	AutoCAD License \$ 785					4,785.00
	ESRI Licenses \$ 4,000					
16520	46910 - TRAINING/CONFERENCES		1.00	1,200.00		1,200.00 *
	This is an estimate for providing training for principal users of the GIS system					1,200.00
16520	47430 - OTHER EQUIPMENT & MACHINERY					.00

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Town of Windham
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL GEOGRAPHIC INFORMATION SYTEMS

19,985.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

16530 ABATEMENTS

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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16530	48220 - ABATEMENTS			.00
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TOTAL ABATEMENTS				.00
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
17110	PLANNING SERVICES					
17110	41110 - REGULAR FULL-TIME		1.00	279,049.00	279,049.00	*
	Annual salaries and wages for four positions as authorized FTEs.				279,049.00	
17110	41210 - OVERTIME - REGULAR				.00	
17110	43100 - GENERAL SUPPLIES & MATERIALS		1.00	1,500.00	1,500.00	*
	General office supplies, contributions to shared costs related to color printer and plotter supplies.				1,500.00	
17110	43220 - MOTOR FUELS - GASOLINE		1.00	150.00	150.00	*
	Fuel for the Explorer reserved for departmental use				150.00	
17110	43610 - BOOKS,MAPS,PUBLICATIONS		1.00	600.00	600.00	*
	Purchase of planning reference books for staff and planning board members.				600.00	
	Examples include:					
	Journal of the American Planning Association,					
	Planner's Advisory Service Publications - these are topic specific reference materials that assist in the completion of planning studies, ordinance amendments, and other related projects,					
	Zoning Practice,					
	Reference books for projects such impact fees, project management, and parking standards					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
17110 43710 - POSTAGE		1.00	1,200.00		1,200.00 *
Mailing of letters and documents,, mailing of abutters' notices as part of the Planning Board review process, zoning change requests or planning projects.					
17110 44400 - PROFESSIONAL SERVICES		1.00	40,000.00		40,000.00 *
These funds are used to hire consulting professionals that have technical skills or expertise beyond in-house staff or to add capacity beyond the full time staff level. Staff anticipates \$10,000 for general services related to engineering, design, ordinance assistance, materials testing, etc. and \$30,000 to help implement 21st Century Plan items. This could take the form of smaller studies like signal design or updating traffic numbers or the form of additional design/ordinance assistance with a Character Based Code.					
17110 45330 - EQUIPMENT MAINTENANCE SERVICES		1.00	500.00		500.00 *
Annual printer maintenance and parts (Fixed Cost, shared with Assessing and Code Enforcement Departments).					
17110 46210 - TELEPHONE & DATA - LANDLINE		1.00	2,100.00		2,100.00 *
Land lines (Fixed Cost, shared with Assessing and Code Enforcement Departments) & supplies cellular phone service for Director and Planner & Engineer					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
17110 46310 - ADVERTISING		1.00	7,500.00		7,500.00 *
Legal advertisements for Planning Board meetings & notices for public announcements or community meetings in local papers					
17110 46410 - TRAVEL EXPENSES		1.00	3,000.00		3,000.00 *
Travel expenses related to attendance and workshops, conferences, and meetings, including national conferences and/or regional meetings.					
17110 46510 - PRINTING		1.00	1,000.00		1,000.00 *
Outsourced print jobs that cannot be done in-house, including the production of planning documents, business cards, signage					
17110 46520 - COPY SERVICES		1.00	500.00		500.00 *
Shared contract with Assessing and Code Enforcement. Money is deducted by the Town Manager's Office based on the amount of photocopies made on the Code, Assessing and Planning printer/photocopier. This is for the routine printing and copying needs of the Department.					
17110 46910 - TRAINING/CONFERENCES		1.00	3,000.00		3,000.00 *
Registration for various workshops, including American Planning Association (APA) National Conference, state conferences, computer training. Additional local conferences include APA Chapter Conference, specialized training sessions on such topics as stormwater management, development review,					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

and specific planning topics.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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17110	46920 - MEMBERSHIPS	1.00	1,800.00	1,800.00 *
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Dues for professional associations, APA (National & Chapter), American Institute of Certified Planners (AICP), Maine Association of Planners (MAP), as well as National Society of Professional Engineers, American Society of Civil Engineers.

17110	47430 - OTHER EQUIPMENT & MACHINERY	1.00	700.00	700.00 *
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This line is for equipment used by the department that are not supplies or books. In the past, money from line has been used for the purchase of items as the need arises, such as a letter folder, dictation equipment or a new office chair.

TOTAL PLANNING SERVICES

342,599.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

17120 COMPREHENSIVE PLANNING

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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17120 44400 - PROFESSIONAL SERVICES

1.00	30,000.00	30,000.00	30,000.00 *
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These funds will pay for professional services related to high priority goal from the Comprehensive Plan Update adopted in the summer of 2017. Likely tasks may include an open space plan or to carry out a South Windham district study.

TOTAL COMPREHENSIVE PLANNING

30,000.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND
 17210 WEDC

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
17210	41110 - REGULAR FULL-TIME					.00
17210	43100 - GENERAL SUPPLIES & MATERIALS					.00
17210	43220 - MOTOR FUELS - GASOLINE					.00
17210	43610 - BOOKS,MAPS,PUBLICATIONS					.00
17210	43710 - POSTAGE					.00
17210	44400 - PROFESSIONAL SERVICES					.00
17210	46210 - TELEPHONE & DATA - LANDLINE					.00
17210	46310 - ADVERTISING					.00
17210	46410 - TRAVEL EXPENSES					.00
17210	46510 - PRINTING					.00
17210	46520 - COPY SERVICES					.00
17210	46910 - TRAINING/CONFERENCES					.00
17210	46920 - MEMBERSHIPS					.00
17210	46930 - CONTRIBUTIONS TO AGENCIES		1.00	198,312.00		198,312.00 *
						198,312.00
17210	46999 - WEDC BILLING OFFSET					.00
17210	47430 - OTHER EQUIPMENT & MACHINERY					.00
TOTAL WEDC						198,312.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

18100	SOCIAL SERVICES	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
18100	41110 - REGULAR FULL-TIME		1.00	99,420.00		99,420.00 *
	Annual salaries and wages for two positions as authorized FTEs.					99,420.00
18100	43100 - GENERAL SUPPLIES & MATERIALS		1.00	1,500.00		1,500.00 *
	Supplies and Materials to include a new frost free freezer to replace one that is failing.					1,500.00
	Increase of \$1000 to cover cost of frost free freezer					
18100	43220 - MOTOR FUELS - GASOLINE		1.00	500.00		500.00 *
	233 gallons of gasoline for 14 passenger mini-bus.					500.00
	14 passenger mini-bus.					
	Delivery expected August 2018.					
18100	43710 - POSTAGE		1.00	200.00		200.00 *
	Postage for Thank You notes to donors of the Food Pantry.					200.00
18100	44400 - PROFESSIONAL SERVICES					.00
18100	46210 - TELEPHONE & DATA - LANDLINE		1.00	700.00		700.00 *
	Land line phone and reimbursement to G.A. Administrator for his phone (\$15/month)					700.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
18100 46410 - TRAVEL EXPENSES		1.00	350.00		350.00 *
Mileage reimbursement for travel to trainings/conferences.					
18100 46910 - TRAINING/CONFERENCES		1.00	375.00		375.00 *
Advanced G.A. Training, Maine Welfare Director's Association Conference for three staff members.					
18100 46920 - MEMBERSHIPS		1.00	150.00		150.00 *
Annual memberships to the MWDA (\$40 x 3) and the Good Shepherd Food Pantry (\$30)					
18100 46940 - GENERAL ASSISTANCE		1.00	40,000.00		40,000.00 *
Direct General Assistance reimbursed at 70% from the State of Maine (see revenue account 1000-3310) Funding is consistent with FY18 funding.					
18100 46950 - SCHOLARSHIPS		1.00	12,000.00		12,000.00 *
Assistance for attendance at Parks and Recreation Summer Day Camp Increase by \$2000 to provide assistance to more children to attend the Summer Day Camp.					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL SOCIAL SERVICES			155,195.00	
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

18200 SOCIAL SERVICES AGENCY FUNDIN

18200 46930 - CONTRIBUTIONS TO AGENCIES

Human Services Advisory
 Committee's recommendation to
 council for social service
 agency funding.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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	1.00	24,000.00		24,000.00 *
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				24,000.00
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TOTAL SOCIAL SERVICES AGENCY FUNDIN

24,000.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

19100 CAPITAL EQUIPMENT

VENDOR QUANTITY UNIT COST 2019 MANAGER

19100 47430 - OTHER EQUIPMENT & MACHINERY

1.00 725,000.00 725,000.00 *

725,000.00
 725,000.00

This account funds the town's capital equipment replacement plan. By planning for the acquisition and replacement of capital equipment over a multi-year cycle, the town is able to manage the amount of annual spending without spikes or troughs in the budget from year to year. The plan includes capital equipment - vehicles, mobile equipment, computers and other technology, and office and other equipment - based on the current mission of the various departments and offices, and current estimated prices. The plan is updated annually to reflect adjustments in both mission and pricing, and uses a combination of pay-as-you-go (i.e. cash) and lease-purchase financing.

TOTAL CAPITAL EQUIPMENT

725,000.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
19200	ROAD IMPROVEMENTS					
19200	41120 - REGULAR PART-TIME					.00
19200	46990 - CONTRACTED SERVICES - OTHER					
			1.00	1,150,000.00	1,150,000.00	1,150,000.00 *
	This account is used for capital improvements on the roads. This would include drainage improvements, reclaiming road surfaces, paving, major equipment rental needed for road projects, engineering, and all related materials pertaining to the job. Refer to the Capital Road Improvements spreadsheet and project descriptions.					
19200	47310 - OTHER IMPROVEMENTS					.00
TOTAL ROAD IMPROVEMENTS					1,150,000.00	

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
19300 BUILDING & FACILITIES IMPRVMT					
19300 44400 - PROFESSIONAL SERVICES					.00
19300 46990 - CONTRACTED SERVICES - OTHER		1.00	150,000.00		150,000.00 *
This account provides for services and materials for major improvements and repairs to town owned land and buildings, contributions to land and building improvement funds that carry over from year to year for larger projects.					
19300 47430 - OTHER EQUIPMENT & MACHINERY					.00
19300 48100 - TRANSFER TO TIF FUNDS		1.00	445,665.00		445,665.00 *
This account serves as a pass-thru account for TIF funds that are collected as tax revenue in the general fund and appropriated to their respective TIF funds.					
TOTAL BUILDING & FACILITIES IMPRVMT					595,665.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

19400 LAND & FACILITIES IMPRVMT

		VENDOR	QUANTITY	UNIT COST	2019	MANAGER
19400	46990 - CONTRACTED SERVICES - OTHER					90,000.00 *
	Account 19400 was established in fiscal 2014 to account for appropriations dedicated to the acquisition and development of parks, playing fields, and related facilities. The two object accounts that comprise 19400 are for contracted services and land acquisition, allowing both for acquiring new property for parks, playgrounds, and preserves, and contracted services and other expenses to develop them.		1.00	162,500.00		162,500.00
	The recreation capital facilities investment plan is attached for account 9140. In fiscal 2015 the total for the remaining nine years of the plan was annualized in the summary spreadsheet instead of following the year to year fluctuations.					
	Reduced in the manager's proposal to be offset by impact fees, for continued development of Lippman Park, playground equipment and septic improvements at Dundee Park, an ice skating rink and warming hut at a location to be determined, and other qualifying new/expanded recreation facilities.		1.00	72,500.00		-72,500.00
19400	47110 - LAND ACQUISITION					.00
	See note for 19400-46990		1.00	162,500.00		162,500.00
	Reduced to zero in the manager's proposal.		1.00	162,500.00		-162,500.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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TOTAL LAND & FACILITIES IMPRVMT			90,000.00	
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

19500 DEBT SERVICE

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
19500 47510 - DEBT - PRINCIPAL					233,400.00 *
2003 Road Bonds		1.00	150,000.00		150,000.00
2016 SWFS Bonds		1.00	83,400.00		83,400.00
19500 47520 - DEBT - INTEREST					239,673.00 *
2003 Road Bonds		1.00	35,625.00		35,625.00
2016 SWFS Bonds		1.00	44,048.00		44,048.00
2018 SMF Bonds		1.00	160,000.00		160,000.00
TOTAL DEBT SERVICE					473,073.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND
 19700 SEWER

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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19700	46960 - PWD ASSESSMENT			
		1.00	.00	.00

Moved to Sewer Fund (see org
 22110) for FY 2019.

TOTAL SEWER				.00
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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

19910 GENERAL CONTINGENCY

19910 43100 - GENERAL SUPPLIES & MATERIALS

This is one of two contingency funds included in the annual budget and offset by fund balance (i.e. no additional property taxes were raised to fund it). The purpose of this account is to provide flexibility to the Council in dealing with unforeseen problems or opportunities without seeking a supplemental appropriation by calling a special town meeting.

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	150,000.00	150,000.00 *	150,000.00

TOTAL GENERAL CONTINGENCY

150,000.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 GENERAL FUND

19920 ENERGY & WEATHER EMERG FUND

19920 43100 - GENERAL SUPPLIES & MATERIALS

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
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	1.00	150,000.00	150,000.00 *	
			150,000.00	

This is one of two contingency funds included in the annual budget and offset by fund balance (i.e. no additional property taxes were raised to fund it). It was established specifically to address the challenges presented by an unusually severe winter and expenses such as overtime and road salt in public works, or to deal with energy price spikes without adding unnecessarily to department budgets and without seeking a supplemental appropriation by calling a special town meeting.

TOTAL ENERGY & WEATHER EMERG FUND
 TOTAL GENERAL FUND

18,376,111.00

150,000.00

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 SEWER FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
22110 SEWER FUND					
22110 46960 - ASSESSMENT		1.00	380,628.00	380,628.00	380,628.00 *
Payments to the Portland Water District for operating and capital costs associated with the South Windham sewer system and Little Falls Wastewater Conveyance.					
22110 46990 - CONTRACTED SERVICES - OTHER		1.00	.00	.00	.00
Funds to continue wastewater planning in North Windham, planned to be offset by the anticipated sale of WEDC's Anglers Road property and repayment of its loan to the town.					
TOTAL SEWER FUND				380,628.00	
TOTAL SEWER FUND			380,628.00		

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:
 RECREATION PROGRAM FUND

	VENDOR	QUANTITY	UNIT COST	2019	MANAGER
22120 RECREATION PROGRAM FUND					
22120 41120 - REGULAR PART-TIME		1.00	94,500.00	94,500.00 *	94,500.00
Includes summer camp seasonal staff, summer track program staff, per diem van drivers, gym supervisors and programmers. All wages covered by user fees.					
22120 42220 - PAYROLL TAX		1.00	10,000.00	10,000.00 *	10,000.00
Wage-driven benefit costs for program staff.					
22120 43100 - DAY CAMP SUPPLIES		1.00	5,000.00	5,000.00 *	5,000.00
All equipment, arts and craft supplies, t-shirts for day camp programs.					
22120 43101 - SUPPLIES - OTHER		1.00	7,000.00	7,000.00 *	7,000.00
Supplies and material for all other programs. Increase reflects growth in program offerings for all ages					
22120 43220 - MOTOR FUELS - GASOLINE		1.00	2,500.00	2,500.00 *	2,500.00
Vehicle fuel, yearly anticipated use and amount necessary for the Recreation Vans. Increased by \$1000.00 to account for increased use of vans for senior trips and all other programs					

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:

RECREATION PROGRAM FUND

22120 44400 - PROFESSIONAL SERVICES

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	4,000.00		4,000.00 *

Professional Services - Credit card assignment fees for in-office use of credit card and on-line registration system:

This account reflects both the credit card fees that are paid by people using their credit card when they come into the office (this fee gets absorbed) and for those people using their credit credit card when registering on-line through the registration software (this fee gets passed onto the customer).

22120 45320 - VEHICLE MAINTENANCE SERVICES

1.00	2,500.00	2,500.00 *
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Vehicle maintenance, typical and annual maintenance check for (2) Vans. Anticipated shared use of a third van with Social Services

22120 46989 - CONTRACTED SERVICES - DAY CAMP

1.00	32,000.00	32,000.00 *
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All contracted services for day camp programs. Accounts for additional programs being offered and increased levels of participation (i.e. swim lessons, Video Production Club, other enrichment programs) - has an associated user fee with most of these programs other than camp special events

22120 46990 - CONTRACTED SERVICES - OTHER

1.00	48,000.00	48,000.00 *
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Contracted services for all programs and services other than Day Camp that have an associated user fee

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:

RECREATION PROGRAM FUND

22120 46991 - COMMUNITY EVENTS

VENDOR	QUANTITY	UNIT COST	2019	MANAGER
	1.00	10,000.00		10,000.00 *

Community special events-all
 expenses for special events
 during the year that there is
 no associated user fee: Summer
 Concert Series, Halloween
 Party, Community Tree Lighting,
 Seasonal celebrations, Trail
 events

Increase reflects new events
 that have been introduced and
 growth in existing events

22120 46992 - SENIOR PROGRAMMING

1.00	7,000.00	7,000.00 *
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Senior programs- all expenses
 for senior programs during the
 year.

Increased by \$1000.00 to
 account for continued growth
 in senior programs

TOTAL RECREATION PROGRAM FUND

222,500.00

TOTAL RECREATION PROGRAM FUND

222,500.00

GRAND TOTAL

18,979,239.00

** END OF REPORT - Generated by Tony Plante **

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PROJECTION: 19001 FY 2019 PROPOSED

ACCOUNTS FOR:

RECREATION PROGRAM FUND

	Field #	Total	Page Break
Sequence 1	1	Y	Y
Sequence 2	9	Y	Y
Sequence 3	0	N	N
Sequence 4	0	N	N

VENDOR QUANTITY UNIT COST 2019 MANAGER

Report title:

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P 110
bgnyrpts

PROJECTION: 19001 FY 2019 PROPOSED

FOR PERIOD 99

Report type:	3	
Include employee with benefit detail:	N	
Budget level:		2
Percentage change calculation method:	1	
Print detail lines:	B	
Print first or second year of budget requests:	F	
Print revenue as credit:	Y	
Include cfwd in rev bud:	N	
Include cfwd in actuals:	N	
Print totals only:	N	
Include segment code:	N	
Include report grand totals by account type:	N	
Print full GL account:	N	
Double space:	N	
Suppress zero bdgt accts:	N	
Print as worksheet:	N	
Print percent change or comment:	C	
Print text:	N	
Amounts/totals exceed 999 million dollars:	N	
Print five budget levels:	N	
Report view:	D	

Find Criteria

Field Name	Field Value
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Org	
Object	4*
Project	
Account type	
Account status	

TOWN of WINDHAM

CAPITAL PLAN SUMMARY 2015-2027

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
FUNDED (or projected for years after FY 2018)										
Capital Equipment Replacement	725,000	775,000	775,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Road Improvements	1,150,000	1,300,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Buildings & Grounds Improvements (does not include TIF pass-through)	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Land & Facilities Improvements	90,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Debt Service	307,073	295,601	288,375	280,658	272,807	264,101	113,896	112,203	110,393	110,393
Total Funded	2,422,073	2,695,601	2,888,375	2,905,658	2,897,807	2,889,101	2,738,896	2,737,203	2,735,393	2,735,393
PLANNED (or projected for years after FY 2018)										
Capital Equipment Replacement										
Annual Replacement	725,000	775,000	775,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Road Improvements (see Capital Road Improvement Plan for FY 2019 through FY 2028)										
Local Roads	1,000,000	2,752,244	3,200,845	2,004,425	3,111,400	3,284,050	3,310,831	3,193,855	3,221,889	3,246,431
State Roads	700,000									
WBR/Anglers/302 (net of 50% offset from TIF)										
North Route 302	750,000									
Other 21st Century Downtown	18,000,000									
2003 Road Bonds	3,000,000	185,625	175,088	168,925	162,400	155,875	148,625			
Other Local Roads	9,000,000									
Total		2,937,869	3,375,933	2,173,350	3,273,800	3,439,925	3,459,456	3,193,855	3,221,889	3,246,431
Building Improvements										
Annual Improvements		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Long-term Improvements	Estimated Cost									
PS Preliminary Design	25,000		25,000							
Comm Ctr Preliminary Design (impact fees)	15,000	40,000								
SWFS Design/Construction Documents	50,000									
NWFS Preliminary Design	35,000									
Shared Maintenance Facility (Bond Fall 2019)	9,300,000	160,000	769,110	759,578	749,348	738,304	726,563	714,124	700,988	687,270
Interlocal Agreement Offset		(40,000)	(192,278)	(189,895)	(187,337)	(184,576)	(181,641)	(178,531)	(175,247)	(171,818)
PS/Comm Ctr (Option E/Option E)	3,000,000				*	228,500	243,450	242,025	240,075	237,450
EWFS Option A	75,000		75,000							
SWFS Bonds (2016)	1,668,000	123,984	123,000	121,916	120,723	119,385	117,880	116,216	114,418	
NWFS Relocation	?									
Community Center	?									
Smith Cemetery	400,000	400,000								
Total		833,984	949,833	841,600	832,734	1,051,613	1,056,252	1,043,834	1,030,234	902,903
Land & Facilities Improvements										
Parks, Fields, & Facilities		90,000	432,500	316,000	380,000	550,000	220,000	150,000	300,000	-
Impact Fee Offset		(70,000)								-
Wastewater										
21st Century Downtown	?									
Total Planned		4,586,853	5,533,265	4,105,950	5,286,534	5,841,538	5,535,709	5,187,689	5,352,123	4,949,334
Net Surplus/(Deficit)		(2,164,780)	(2,837,664)	(1,217,574)	(2,380,876)	(2,943,731)	(2,646,607)	(2,448,793)	(2,614,920)	(2,213,941)
Cumulative Surplus/(Deficit)		(3,617,241)	(6,454,905)	(7,672,479)	(10,053,355)	(12,997,086)	(15,643,693)	(18,092,486)	(20,707,407)	(22,921,347)
Funded		53%	49%	70%	55%	50%	52%	53%	51%	55%
Tax Rate Impact (Taxable value fixed at \$1.8b)		1.20	1.58	0.68	1.32	1.64	1.47	1.36	1.45	1.23

Source		FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
Capital Equipment Replacement Fund											
Tower 3	FR-2021-001	0	0	0	(185,000)	(185,000)	(185,000)	(185,000)	(185,000)	0	0
Engine 5	FR-2025-001	0	0	0	0	0	0	0	(92,400)	(92,400)	(92,400)
Engine 7	FR-2025-002	0	0	0	0	0	0	0	(86,650)	(86,650)	(86,650)
Ladder 4	FR-2025-003	0	0	0	0	0	0	0	(109,800)	(109,800)	(109,800)
Squad 1	FR-2025-004	0	0	0	0	0	0	0	(69,300)	(69,300)	(69,300)
Unit 9	FR-2025-005	0	0	0	0	0	0	(30,000)	0	0	0
Cardiac Monitors	FR-2025-006	0	0	0	0	0	0	0	(36,000)	(36,000)	(36,000)
Car 1	FR-2025-007	0	0	0	0	0	0	(35,000)	0	0	0
Rescue 1	FR-2025-008	0	0	0	0	0	0	0	(40,425)	(40,425)	(40,425)
Rescue 2	FR-2025-009	0	0	0	0	0	0	0	(40,425)	(40,425)	(40,425)
Car 4	FR-2026-001	0	0	0	0	(35,000)	0	0	0	0	0
Third Rescue Gear	FR-2027-001	0	0	0	0	0	0	0	0	(32,900)	0
Gear Extractor for SWFS	FR-2027-002	0	0	0	0	0	0	0	0	(13,335)	0
Tank 5	FR-2030-001	0	0	0	0	0	0	0	(80,900)	0	0
<i>Total</i>		(220,140)	(231,565)	(231,565)	(392,525)	(300,850)	(185,000)	(250,000)	(740,900)	(521,235)	(475,000)
<u>Information Services (IS)</u>											
Data Center, Backup System, Exchange Licensing	IS-2017-002	(37,815)	(37,815)	0	0	0	0	0	0	0	0
Phone System, Security Cameras, MDT Replacements	IS-2018-001	0	(47,725)	(47,725)	(47,725)	0	0	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2019-001	(27,200)	0	0	0	0	0	0	0	0	0
Network Hardware Upgrades	IS-2019-002	(20,700)	0	0	0	0	0	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2020-001	0	(20,000)	0	0	0	0	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2021-001	0	0	(20,000)	0	0	0	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2022-001	0	0	0	(20,000)	0	0	0	0	0	0
IT Client/Laptop Replacements/Upgrades	IS-2023-001	0	0	0	0	(20,000)	0	0	0	0	0
Phone System, Security Cameras, MDT Replacements	IS-2025-001	0	0	0	0	0	0	0	(47,725)	(47,725)	(47,725)
<i>Total</i>		(85,715)	(105,540)	(67,725)	(67,725)	(20,000)	0	0	(47,725)	(47,725)	(47,725)
<u>Police (PD)</u>											
Crime Lab	PD-2009-002	(10,034)	(10,034)	(8,579)	(8,579)	(8,579)	(8,579)	(8,579)	(8,579)	(8,579)	(8,579)
ACO Truck Replacement	PD-2017-004	0	(26,000)	0	0	0	0	0	0	0	0

Source		FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
Capital Equipment Replacement Fund											
Cruiser Replacements	PD-2019-001	(105,000)	0	0	0	0	0	0	0	0	0
Cruiser Video Systems	PD-2019-002	(22,000)	(22,000)	(11,000)	0	0	0	0	0	0	0
Cruiser Replacements	PD-2020-001	0	(105,000)	0	0	0	0	0	0	0	0
Cruiser Replacements	PD-2021-001	0	0	(105,000)	0	0	0	0	0	0	0
Cruiser Replacements	PD-2022-001	0	0	0	(105,000)	0	0	0	0	0	0
Cruiser Replacements	PD-2023-001	0	0	0	0	(105,000)	0	0	0	0	0
Unmarked Vehicle	PD-2023-002	0	0	0	0	(26,500)	0	0	0	0	0
Cruiser Replacements	PD-2024-001	0	0	0	0	0	(105,000)	0	0	0	0
Motorcycle Replacement	PD-2024-002	0	0	0	0	0	(15,273)	0	0	0	0
Cruiser Replacements	PD-2025-001	0	0	0	0	0	0	(91,800)	0	0	0
<i>Total</i>		(137,034)	(163,034)	(124,579)	(113,579)	(140,079)	(128,852)	(100,379)	(8,579)	(8,579)	(8,579)
Public Works (PW)											
Loader 27	PW-2014-002	(48,725)	(48,725)	(48,725)	0	0	0	0	0	0	0
Truck 10	PW-2016-001	(35,515)	(35,515)	(35,515)	(35,515)	0	0	0	0	0	0
Truck 11	PW-2016-002	(36,544)	(36,544)	(36,544)	0	0	0	0	0	0	0
Truck 05	PW-2017-001	(36,544)	(36,544)	(36,544)	(36,544)	(36,544)	0	0	0	0	0
Loader 25	PW-2018-001	0	0	(48,725)	(48,725)	(48,725)	(48,725)	(48,725)	0	0	0
Stormwater Pickup 1/2T	PW-2018-002	0	0	0	0	0	0	0	0	0	0
Buildings & Grounds Utility Van	PW-2018-003	(34,000)	0	0	0	0	0	0	0	0	0
SMF Snow Pusher Boxes	PW-2019-001	(6,500)	0	0	0	0	0	0	0	0	0
Grader 26	PW-2020-001	0	0	(57,750)	(57,750)	(57,750)	(57,750)	(57,750)	0	0	0
Pickup 96	PW-2020-002	(45,000)	0	0	0	0	0	0	0	0	0
Mower	PW-2020-003	0	(9,500)	0	0	0	0	0	0	0	0
Pickup 98	PW-2020-004	0	(45,000)	0	0	0	0	0	0	0	0
Truck 12	PW-2021-001	0	0	(12,186)	(12,186)	(12,186)	(12,186)	(12,186)	0	0	0
Truck 01	PW-2022-001	0	0	0	0	(39,300)	(39,300)	(39,300)	(39,300)	(39,300)	0
Mower	PW-2022-002	0	0	0	(9,500)	0	0	0	0	0	0
Pickup 81	PW-2022-003	0	0	0	(40,000)	0	0	0	0	0	0
Pickup 99	PW-2022-004	0	0	0	(40,000)	0	0	0	0	0	0
Pickup 84	PW-2022-005	0	0	0	(40,000)	0	0	0	0	0	0
Truck 02	PW-2023-001	0	0	0	0	0	(32,681)	(32,681)	(32,681)	(32,681)	(32,681)

Source		FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
Capital Equipment Replacement Fund											
Truck 03	PW-2023-002	0	0	0	0	0	(32,681)	(32,681)	(32,681)	(32,681)	(32,681)
Truck 08	PW-2023-003	0	0	0	0	0	(32,682)	(32,682)	(32,682)	(32,682)	(32,682)
Pickups	PW-2024-001	0	0	0	0	0	(61,526)	0	0	0	0
Truck 09	PW-2025-001	0	0	0	0	0	0	0	(56,923)	(56,923)	(56,923)
Flatbed Trailer	PW-2026-001	0	0	0	0	0	0	0	(15,000)	0	0
Truck 11	PW-2026-002	0	0	0	0	0	0	0	0	(36,544)	(36,544)
Reversible Compactor	PW-2026-003	0	0	0	0	0	0	0	(6,000)	0	0
Roller	PW-2027-001	0	0	0	0	0	0	0	0	(12,000)	0
Truck 10	PW-2027-002	0	0	0	0	0	0	0	0	0	(35,515)
Bale Chopper	PW-2027-003	0	0	0	0	0	0	0	0	(8,000)	0
Sweeper 23	PW-2028-001	0	0	0	0	0	0	0	0	0	0
Truck 05	PW-2028-002	0	0	0	0	0	0	0	0	0	0
<i>Total</i>		(242,828)	(211,828)	(275,989)	(320,220)	(194,505)	(317,531)	(256,005)	(215,267)	(250,811)	(227,026)
<u>Town Mgr/Finance (TM)</u>											
Financial System Upgrade/Replacement	TM-2009-001	(38,150)	(38,150)	0	0	0	0	0	0	0	0
Multifunction Device Replacements	TM-2019-001	(30,000)	0	0	0	0	0	0	0	0	0
Multifunction Device Replacements	TM-2025-001	0	0	0	0	0	0	(30,000)	0	0	0
Multifunction Device Replacements	TM-2026-001	0	0	0	0	0	0	0	(30,000)	0	0
<i>Total</i>		(68,150)	(38,150)	0	0	0	0	(30,000)	(30,000)	0	0
Total Expenditures and Uses		(806,867)	(750,117)	(699,858)	(894,049)	(655,434)	(631,383)	(636,384)	(1,121,971)	(828,350)	(758,330)
Change in Fund Balance		(81,867)	24,883	75,142	(94,049)	144,566	168,617	163,616	(321,971)	(28,350)	41,670
Ending Balance		2,624	27,507	102,649	8,600	153,166	321,783	485,399	163,428	135,078	176,748

TOWN of WINDHAM

CAPITAL ROAD IMPROVEMENTS 2019 -2028

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
FUNDING SOURCES											
Beginning balance	629,229	533,808									
General Fund Road Improvements (9120)	1,000,000	1,150,000	1,300,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
General Fund Debt Repayment (9510)	191,625	185,625	175,088	168,925	162,400	155,875	148,625	-	-	-	-
PACTS	284,000										
MDOT/MPI		481,895	200,000								
MDOT/LAP		225,000									
DEP	95,000										
TIF			250,000								
PWD		75,916	475,000								
CDBG			165,500								
Other											
Total Funding Sources	2,199,854	2,652,244	2,565,588	1,668,925	1,662,400	1,655,875	1,648,625	1,500,000	1,500,000	1,500,000	1,500,000
*not including TIF pass-through											
FUNDING USES											
Paving/Pavement Preservation	958,229	476,912	600,757	850,000	892,500	937,125	983,981	1,033,180	1,084,839	1,139,081	1,139,081
Equipment Rental, Seasonal Contracts, etc.	150,000	150,000	150,000	150,000	inc	inc	inc	inc	inc	inc	inc
Engineering	30,000	inc	inc	inc	inc	inc	inc	inc	inc	inc	inc
Catch Basin Replacement		100,000	100,000	100,000							
Falmouth Road/Baker Brook Culvert	191,000										
Falmouth Road MPI		486,500									
Route 35 (PACTS)	379,000										
Route 35 Sidewalks (LAP)		300,000									
North Route 302			400,000								
River Road/Gateway South (MPI)		553,207									
Depot Street			1,275,000								
21st Century Downtown Engineering			250,000	250,000							
21st Century Downtown improvements (estimated debt repayment)*				*	1,371,000	1,460,700	1,452,150	1,440,450	1,424,700	1,404,900	1,381,950
2003 Road Bonds	191,625	185,625	175,088	168,925	162,400	155,875	148,625				
Backlog Roads (Nash, Smith, Hall, Brand (paving), estimated debt repayment)**			*	235,500	685,500	730,350	726,075	720,225	712,350	702,450	690,975
Brand Road, Phase I (updated estimate including engineering 3/29/2018)	200,000	500,000									
Brand Road, Phase II			250,000								
Brand Road, Phase III				250,000							
* Assumes a 2021 bond issue of \$18 million for corridor improvements, utility relocation											
** Assumes a 2020 bond issue of \$9 million to build, rebuild, and/or pave roads outside the regular paving program											
Total Funding Uses	2,099,854	2,752,244	3,200,845	2,004,425	3,111,400	3,284,050	3,310,831	3,193,855	3,221,889	3,246,431	3,212,006
Net Surplus/(Deficit)	100,000	(100,000)	(635,257)	(335,500)	(1,449,000)	(1,628,175)	(1,662,206)	(1,693,855)	(1,721,889)	(1,746,431)	(1,712,006)
Cumulative Surplus/(Deficit)	100,000	-	(635,257)	(970,757)	(2,419,757)	(4,047,932)	(5,710,138)	(7,403,994)	(9,125,883)	(10,872,314)	(12,584,320)
Percent Funded	105%	96%	80%	83%	53%	50%	50%	47%	47%	46%	47%
Additional Tax Rate Impact to Fully Fund (Taxable value fixed at \$1.8b)	(0.06)	0.06	0.35	0.19	0.81	0.90	0.92	0.94	0.96	0.97	0.95

Windham Parks and Recreation Capital Improvement Plan

	2019	2020	2021	2022	2023	2024	2025	2026	2027
Park Improvements:									
Dundee Park ¹	\$30,000								
Lowell Preserve ²		\$75,000	\$100,000						
Lippman Park ³	\$40,000			\$80,000					
Town Hall Park ⁴					\$100,000				
Park/Facility Development:									
Community Park ⁵		\$312,500							
Community Park Playground			\$100,000					\$100,000	
Basketball Courts			\$50,000					\$50,000	
Volleyball Courts			\$6,000						
Tennis Courts						\$220,000			
Ice Skating Rink (location to be determined) & Warming Hut	\$20,000	\$15,000							
Ballfield Development					\$450,000				
Department Vehicles:									
Maintenance Pick up	\$25,000								
12 Passenger Van		\$30,000							
12 Passenger Mini Bus			\$60,000						

Land Purchases:

\$10,000 per acre x 30 acres

\$300,000

\$300,000

Totals:

\$115,000

\$432,500

\$316,000

\$380,000

\$550,000

\$220,000

\$150,000

\$300,000

\$0

NOTES:

- 1.) Dundee Park: New playground; Possible improvements to septic system
- 2.) Lowell Preserve: Additional parking; New playground
- 3.) Lippman Park : development of a dog park; Raised wood foot path and play trail
- 4.) Replace Playground at Town Hall
- 5.) Phase I of Community Park Development to include \$168,750 from LWCF federal funds

Land Purchases

- 1.) Buy 30 Acres every 3 Years

Department Vehicles:

- 1.) 2010 Maintenance Pick up Truck
- 2.) 2010 Department Van
- 3.) 2009 Department Mini Bus

Town of Windham, Maine



Strategic Plan

July 1, 2018 through June 30, 2021

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 incorporate the goals of the comprehensive master plan adopted in 2017, reflect other adopted plans' goals, and to provide guidance for policy decisions, budgeting, and operational planning for the period July 1, 2018 through June 30, 2021.

Timeline: The initial strategic plan, adopted in October 2015, was intended to provide guidance until an updated comprehensive master plan was adopted in 2017. This updated plan incorporates the broader goals of the comprehensive plan, but also includes other strategic goals identified in the planning process, for fiscal years 2019, 2020, and 2021.

Implementation of goals and accomplishment of objectives in the new comprehensive master plan is a critical part of this 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.

Over the last several years the town has engaged in a highly participative process to develop a new comprehensive master plan. While there are additional environmental and organizational factors beyond the scope of the comprehensive plan that are identified and considered in this strategic plan, implementing the comprehensive master plan will be a major focus of effort, and needs to be reflected in successive strategic plans. To that end, this document seeks to relate all of the issues identified in the strategic planning process to the comprehensive master plan through either, or both, the “4 Big Things” or the goals and strategies identified in the comprehensive plan.

4 Big Things.

All of the recommendations, goals, and strategies in the comprehensive master plan adopted by the Council in 2017 relate to one or more four inter-related themes that summarize the vision for Windham’s future:

1. Change the Game for Growth Areas: North Windham, Windham Center, South Windham

- Create Windham Center and South Windham district plans that focus on transportation and land use. This would be similar in concept to the 21st Century Downtown Plan for North Windham, but appropriately scaled to the context for each area.
- Support a financial commitment to infrastructure in Growth Areas, with a goal of having 75% of all new Town infrastructure and facility investment occurring in Growth Areas.
- Establish a water and sewer extension policy that will ultimately serve the Town’s designated growth areas with this infrastructure that will actually allow higher densities and more intense uses of property where it is desired.
- Focus on implementing plans that support economic development and create a true sense of place in North Windham, Windham Center and South Windham.

2. Create a North Windham to be Proud of

- Implement the 21st Century Downtown Plan in a manner that creates a true town center, improves the transportation system, promotes public health and enhances livability.
- Continue to work with Raymond and St. Joseph’s College on the provision of fiber optic broadband availability to the North Windham commercial area as a first step, with future expansion to other areas of the community as a possibility.

- Enact growth area land use regulations to increase density to encourage the development of affordable/workforce housing.

3. Invest in Rural Windham to Keep It Rural

- Identify land for preservation and work with the land trust and other conservation organizations to pursue opportunities to protect important open space and recreational lands.
- Establish a program for the preservation of land important to the people of Windham, similar to the state Land for Maine's Future program, which receives funds from the Town every budget cycle.
- Pursue public/private partnerships to protect critical and important natural resources such as through purchase of land or easements from willing sellers.
- Permit land use activities that support productive agriculture and forestry operations, such as roadside stands, greenhouses, firewood operations, sawmills, log buying yards and pick-your-own operations.

4. Focus on Community Facilities and Programs

- Prioritize the basic maintenance of existing facilities, which include roads, municipal and school buildings, and park and recreation lands.
- Budget for efficiency-related improvements that could pay for themselves.
- Invest in recreational space for organized youth and adult sports.
- Pursue the development of a community center including indoor recreation facilities, community meeting and flex space for senior, youth, and general community activities and events.

Refer to "Plan Windham: 2016 Comprehensive Master Plan Update" for more discussion of the "4 Big Things," a summary of which appears as an appendix to this plan.

Comprehensive Master Plan Goals & Strategies.

The following is a summary list of the goals and suggested strategies for implementing those goals contained in the 2016 comprehensive master plan update, which is included in more detail as an appendix to this plan.

Future Land Use Plan.

- Coordinate land use strategies with other local and regional land use planning efforts.
- Support the locations, types, scales, and intensities of land uses the community desires as stated in its vision.
- Support the level of financial commitment necessary to provide needed infrastructure in growth areas.
- Establish efficient permitting procedures, especially in growth areas.
- Protect critical rural and critical waterfront areas from the impacts of development.

Historical & Archaeological Resources.

- Protect to the greatest extent practicable the significant historic and archaeological resources in the community.
- Identify and build public awareness of Windham's most significant historical resources and structures.
- Protect Windham's most significant historic resources and structures.

Water & Natural Resources.

- To protect current and potential drinking water sources
- To protect significant surface water resources from pollution and improve water quality where needed.
- To protect water resources in growth areas while promoting more intensive development in those areas.
- To minimize pollution discharges through the upgrade of existing public sewer systems and wastewater treatment facilities.
- To cooperate with neighboring communities and regional/local advocacy groups to protect water resources.
- To conserve critical natural resources in the community.
- To coordinate with neighboring communities and regional and state resource agencies to protect shared critical natural resources.

Agriculture & Forestry.

- To safeguard lands identified as prime farmland or capable of supporting commercial forestry.

- To support farming and forestry and encourage their economic viability.
- To establish programs that incentivize keeping farms and forest lands in production.

Economy.

- To support the type of economic development activity the community desires, reflecting the community's role in the region.
- To make a financial commitment to support desired economic development, including needed public improvements.
- To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.

Housing.

- To encourage and promote adequate workforce housing to support the community's and region's economic development.
- To ensure that land use controls encourage the development of quality affordable housing, including rental housing.
- To encourage and support the efforts of the regional housing coalitions in addressing affordable and workforce housing needs.

Recreation, Parks & Open Space.

- To maintain/upgrade existing recreational facilities as necessary to meet current and future needs.
- To preserve open space for recreational use as appropriate.
- To seek to achieve or continue to maintain at least one major point of public access to major water bodies for boating, fishing and swimming and work with nearby property owners to address concerns.
- Build new facilities to serve an expanding demand and a growing population.
- Preserve open spaces, forests, and agricultural lands important to the residents of Windham.

Transportation.

- To safely and efficiently preserve or improve the transportation system.

- To promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled.
- To prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems.
- To meet the diverse transportation needs of residents (including children, the elderly and disabled) and through travelers by promoting a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, bicyclists).
- Address the challenge that continued development along private roads presents to the provision of Town services for residents who live on these roads.

Public Facilities & Services.

- To efficiently meet identified public facility and service needs.
- To provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas.

Capital Improvement & Fiscal Capacity.

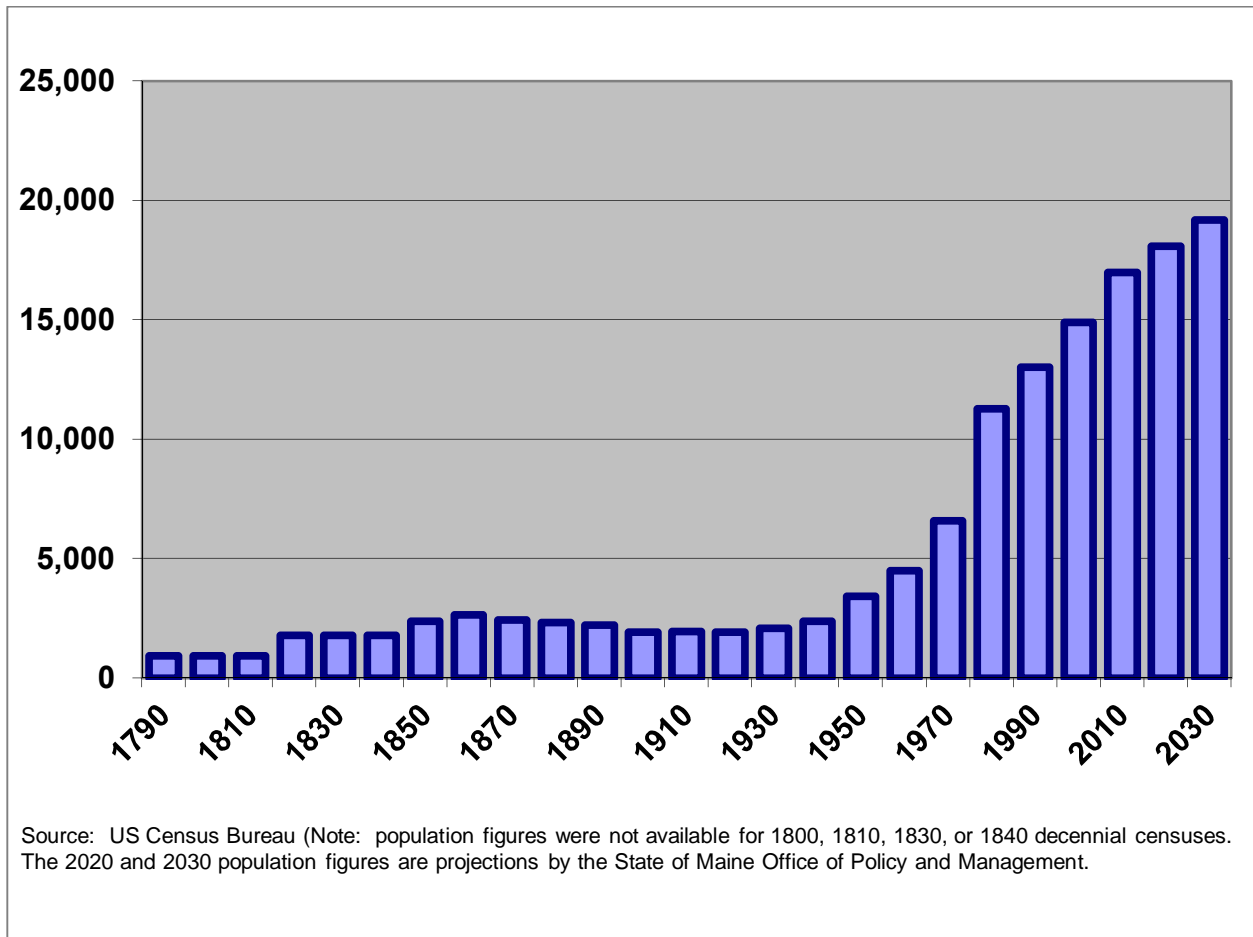
- To finance existing and future facilities and services in a cost effective manner.
- To explore grants available to assist in the funding of capital investments within the community.
- To reduce Maine's tax burden by staying within LD 1 spending limitations.

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 more than fifty years of consistent growth in population and all that growth brings with it.

Since the 1980 federal census to the most recent population estimate available, Windham has grown from 11,282 to 18,003 residents, nearly 60% within four decades, and from 3,578 households to over 7,000 today, or nearly double (which also means average household size has shrunk considerably (see the discussion of aging as a strategic issue).

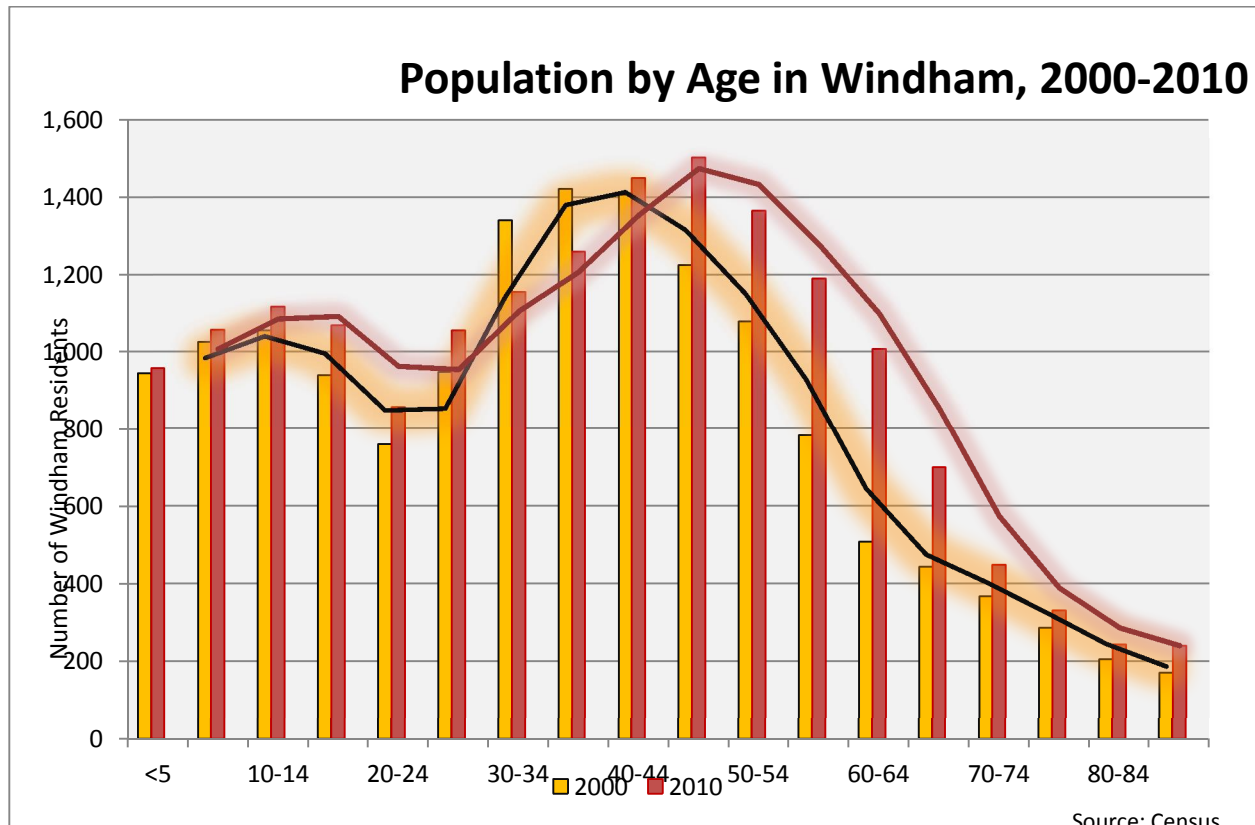


Aging.

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.

At the same time the population is growing, so is the population of older residents in an increasing number of households. With the number of households increasing faster than overall population, the implication is that more empty-nesters and seniors are living in smaller households. With little infrastructure to allow development to occur at higher densities, these households are spread throughout the community, also with little transportation or transit access to services they are more likely to need as they age.



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 & Sustainability.

Another significant external factor is the long-term (and sometimes short-term) volatility in 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.

Addressing the town's own energy needs may mean accepting somewhat higher costs in the short term for longer term stability. In any case, the town's actions with respect to energy use – both in terms of the type and how much it consumes – will have budgetary as well as environmental implications, reducing or adding to factors contributing to climate change.

Changes in the climate also call for consideration of resiliency in the town's infrastructure, facilities, programs, services, policies, and regulations. At this very early stage of consideration at a local level – in Windham, at least – the Council can use its influence to begin a dialogue about how to recognize, assess, and respond to conditions as they change in a way that the community will be protected from or able to recover from quickly.

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 & Civic 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.

The town has increased its digital footprint, particularly on Facebook and integrated Facebook Live into the telecast of most public meetings and select other events. The town has launched a mobile app as a front end to its web site, including the deployment of a citizen request tracker. More needs to be done to spread the use of these platforms, and more ways need to be identified to engage residents in all demographics, those connected and those not connected.

Customer Service. Customer service and support staffing has largely been restored to pre-recession levels. However, town office hours have not yet been restored to pre-recession levels due to safety-related staffing levels, and evening hours or early morning hours are not offered. Similarly, online transaction offerings are limited; with the addition of a new financial platform, more applications and payments should be offered both online via web site and through the town's mobile app.

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 2018. As outlined in the budget for 2018, 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 locations, 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.

Police.

Response Capacity and Directed Patrol. 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. Increasing sworn law enforcement staffing will further enable focused work without diverting resources from patrol. Both specialized functions and routine patrol are needed to meet the demands of the community Windham has become and which continues to grow.

Traffic Safety, Enforcement, and Investigation. Increased traffic volumes contribute to greater numbers of crashes, creating more need for traffic safety and enforcement patrols in an effort to reduce the number of crashes, and investigation when crashes do occur.

Facilities & Equipment. Both the police department and fire-rescue department have grown beyond what was envisioned when the current public safety building was planned and built. Storage space is severely limited, including for vehicles impounded during investigations and general storage needs. As the department continues to grow to meet the needs of the community, equipment supporting the department's mission also will need to be planned for, funded, and purchased. For example, it currently costs about \$4,000 to outfit a new police cruiser, in addition to the cost of the vehicle itself.

Fire-Rescue.

Staffing and Response Capacity. Through the strategic plan for 2015-2018, and the budgets approved by the Council over that time, the department has added four paramedic-firefighters to deliver a more consistent level of response to calls. Emergency medical calls represent more than two-thirds of all calls to which the department responds. Having staff in stations ready to respond is critical to ensuring a more consistent response, demonstrated by dramatic reduction in the nighttime and daytime response times. The addition of a third ambulance by keeping one of the two older ambulances when two new ones were purchased also gives the department the ability to respond to more calls without relying on mutual aid – and which also contributes to lower response times.

Equipment. In addition to the third ambulance, equipment needs change as the nature of calls changes, as other pieces of apparatus age out of the fleet, and gaps in response

capacity are identified. The upcoming replacement of a light duty pickup in East Windham is an opportunity to address the need for a heavier duty vehicle capable not only of responding to medical calls, but off-road rescues, and brush/woods fires.

Facilities. As the town continues to grow, and the fire-rescue department responds to that growth in its response plans and staffing levels and patterns, the facilities that house the department need to support those changes. The current public safety building has been outgrown by the two departments it houses. The other fire stations, except for the recently completed South Windham fire station, are in need of safety and functional upgrades to continue serving the community for years to come.

EMS Supervision. 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 an 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. Community paramedicine is still an emerging concept in healthcare delivery; so far, no sustainable payment model has been developed, but this should continue to be an area the town monitors as it matures.

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.

Over the last couple of years the Parks and Recreation Department, with the support of the Parks & Recreation Advisory Committee and the Town Council, and with the creation of an *ad hoc* Community Center Committee, has taken a number of steps toward assessing the need for a community center and identifying the elements such a community center might include. Following a report by the *ad hoc* committee, more work to develop and refine concepts for community feedback is planned, with the goal being to settle on a plan that has community and Council support for inclusion in the town's capital facilities plan.

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. Efforts by the Council under the strategic plan for 2015-2018 resulted in the re-establishment of the circulation supervisor's position, and a teen services position, along with other support for staffing to bring public hours to __. Renovations during fiscal 2018 will help realize some operational efficiencies by have a single circulation desk, and provide other amenities to the community.

Programming. The addition of a teen services position in fiscal 2018 will help address a need that has been felt especially acutely at the library due to its proximity the main RSU 14 school campus. Other work to identify segments of the town's population and services the library might provide – on site or off site, including with other community partners – will continue.

Code Enforcement.

Customer Service and Support Staff. Establishing and maintaining positive and constructive relationships with the public in general, and with key constituencies in particular, is essential to the mission of code enforcement. The department should be regarded as a resource and as a credible and responsive source of information, as well as a prompt and professional provider of code enforcement, building inspection, and zoning administration. The department needs to respond 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. It also needs to be able to meet its support needs without drawing resources from other departments to the extent their ability to meet their missions is compromised.

Code Changes. Since the adopted 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 renova-

tions, 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.

Implementing the Comprehensive Master Plan 2016 Update. Focus on the highest priority recommendations, the “4 Big Things,” as outlined in earlier in this document and in the comprehensive master plan itself.

Support Staffing. Planning, along with code enforcement and assessing, shares administrative support staff in a common office space. While this makes it easier for one support staff person to help cover for another department, it creates distractions and often pulls people away from work they need to do in their “home” department. Most of the walk-in traffic is for code enforcement; a lack of adequate support staff for code takes staff away from planning and assessing, adversely impacting those departments. Planning also provides support staffing for the Windham Economic Development Corporation’s executive director under the operating agreement between the Town and WEDC.

Assessing.

Facilities & Equipment. The current open concept office, due especially to the high volume of walk-in traffic and other activity for code enforcement, contributes to distraction, and has adverse impacts on staff doing analytical work to maintain accurate and equitable property values. Outside the office, assessing staff need to have access to vehicles suitable for the conditions they encounter, frequently on private roads and driveways that are not well maintained. Four wheel or all wheel drive capability would help enhance access and safety, though the appearance of retired police vehicles can add to confrontational situations – other options should be considered.

Staffing and Employee Development. Adjusting staffing as the workload increases, though there may be some benefit to further applications of technology, will continue to be important to maintaining quality values and the responsiveness the assessing office has become known for. Employee development and knowledge transfer from more senior employees – preserving institutional memory – will be important to the continued quality of the work as the town’s work force continues to age. Geographic infor-

mation systems (GIS), a function housed in the assessing office, will continue to grow in importance for other departments as well, exceeding the current capacity of the assessor (also the GIS coordinator) and the office. The town should consider creating a GIS technician position to keep pace with increasing needs.

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 residents – 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, and their connection to major themes (the “4 Big Things”) from the comprehensive master plan.

This identification and association helps the Town focus its efforts and demonstrate progress toward addressing issues by highlighting the various dimensions of each issue and strategy, and their connection to the 2016 Comprehensive Master Plan Update as they are considered in the planning and budgeting process:

- BT1 – Big Thing 1: Change the Game for Growth Areas
 - BT2 – Big Thing 2: Create a North Windham to be Proud of
 - BT3 – Big Thing 3: Invest in Rural Windham to Keep It Rural
 - BT4 – Big Thing 4: Focus on Community Facilities and Programs
-
- G – Growth
 - A – Aging
 - D – Diversity
 - T – Technology
 - F – Funding Sources (Revenue)
 - E – Economy
 - R – Regulation (Mandates)
 - N – Energy & Sustainability

Administrative Services.

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

Public Works.

- | | |
|------------------------------|-----------------|
| • Infrastructure Maintenance | BT1,BT2,G,T,F,R |
| • Solid Waste Management | BT4,G,F,R |

- Storm Water Compliance BT1,BT2,BT4,G,F, R,N

Police.

- Response Capacity & Staffing G,T,F,R
- Facilities & Equipment G,T,F,R,N

Fire-Rescue.

- Staffing & Response Capacity G,A,F,R
- Non-Emergency Emergency Calls G,A,F
- Aging Housing & Building Stock BT1,BT2,BT3,G,D,F,R
- Facilities BT4,G,T,F,R,N

Parks & Recreation.

- Facilities Needs BT4,G,A,D,F
- Facilities Maintenance BT4,G,F
- Community Programming BT4,G,A,D,F

Library.

- Community Programming BT4,G,D,F

Code Enforcement.

- Customer Service & Staffing BT4,G,T,F,E
- Code Changes G,F,R
- Aging Housing & Building Stock BT1,BT2,BT3,G,D,F,R

Planning.

- Implementing the Comprehensive Plan BT1,BT2,BT3,BT4,G,A,D,T,F,E,R,N
- Support Staffing G,F

Assessing.

- Facilities & Equipment G,T,F,E,R
- Staffing & Employee Development G,A,T,F
- Geographic Information Systems (GIS) G.T.F

Town Clerk.

- Customer Service G,A,T,F,E

Social Services.

- Maximizing Community Resources G,A,D,F,E

Capital.

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

Other.

- Compliance & Reporting G,F,R
- Transit & Transportation BT1,BT2,BT3,BT4,G,A,D,F,E,N
- New Infrastructure BT1,BT2,BT3,BT4,G,A,D,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 & Civic Engagement.

- 1.1.1. Conduct an assessment and develop a comprehensive communications strategy and plan to guide the Town’s use of communications methods, channels, and integrate communications into virtually every aspect of its operations to better engage the public.
- 1.1.2. 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.

1.2. Customer Service & Support Staffing.

1.2.1. Add online tax and other fee payment capability to the Town's newly implemented financial management system. Annual contract amount \$3,210.

1.2.2. Add one full-time and one part-time to staffing levels in the tax collection and motor vehicle registration office and town clerk's office (combined) to extend everyday hours to 8:00 a.m. to 4:30 p.m. and allow sufficient coverage to provide for at least one day with extended hours, either opening early or staying open later to accommodate those who cannot access the office during everyday hours or do their business online.

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. *Highway Maintenance.*

2.1.1.1. 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 \$102,637.

2.1.1.2. Add a second sweeper and sidewalk snow plow to respond to service level expectations, reducing the amount of time needed to do annual street sweeping and allow for more maintenance sweeping, reduce the amount of time to plow sidewalks in North Windham, South Windham, and Windham Center,

and provide some backup/reserve capacity the department currently lacks.

2.1.1.3. Add an equipment operator to increase production capacity and provide flexibility in work scheduling at an estimated annual cost of \$62,000

2.1.1.4. Add a catch basin cleaning truck (potentially shared with Gorham or another community) and striping equipment to reduce costs and reliance on an outside contractor, increase flexibility to meet needs other than annual catch basin cleaning and regular pavement marking and striping. Costs to be determined if this becomes a more urgent need.

2.1.2. *Vehicle Maintenance.*

2.1.2.1. Implement fleet and asset management systems to better track costs, scheduling, tracking, and reporting for decision support and improved overall efficiency and effectiveness.

2.1.2.2. Add one full-time mechanic's position shared between the public works department and fire-rescue to help keep up with the increasingly technical nature of apparatus and vehicle repairs, 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 \$67,000.

2.1.3. *Buildings & Grounds Maintenance.*

2.1.3.1. Add one full-time custodian to account for the addition of the new shared maintenance facility. The estimated annual compensation cost of \$43,475 would be part of those costs shared by the school district.

2.1.3.2. Add second shift custodial staff to increase capacity for maintenance tasks that need to be done off hours, and coverage for absences due to vacations or illness.

2.2. Solid Waste Management.

2.2.1. Study alternative collection methods including automated and semi-automated curbside collection, possibly joint contracting with neighbor-

ing communities and/or ecomaine, including alternatives for food waste/organics collection.

- 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. Increase stormwater compliance position to one full-time (1.0 FTE); currently the position is shared with Gorham. Added demands under the upcoming 2018 general permit will require more staff time, as will continued involvement with water quality issues in the Highland Lake watershed and others in the community. Estimated additional annual compensation cost is \$34,250.
- 2.3.2. Add a stormwater/GIS technician, combined with Assessing to assist in maintaining the town's geographic information systems, which are important decision support and policy making tools.

3. *Police.*

3.1. Response Capacity & Staffing.

- 3.1.1. Increase the complement of sworn officers to thirty (30) 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 \$72,000 each, plus up-front equipment costs, with \$44,000 for the initial year to allow time to complete the selection process.

3.2. Facilities & Equipment.

- 3.2.1. Add a storage building/garage to relieve secure storage needs at the public safety building. Cost to be determined based on siting and size.
- 3.2.2. Continue to develop and pursue options for renovation and expansion of the public safety building to relieve space needs for both the police department and fire-rescue department.

4. *Fire-Rescue.*

4.1. Staffing and Response Capacity.

- 4.1.1. 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 \$100,750.

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.

4.4. Facilities.

4.4.1. Continue to develop and pursue options for renovation and expansion of the public safety building to relieve space needs for both the fire-rescue department and police department.

4.4.2. Consider upgrades to, or replacement of, the North Windham Fire Station to meet the needs of a changing, growing community and department.

4.4.3. Consider upgrades to the East Windham Fire Station to ensure it continues to meet the community's and department's needs.

5. *Parks & Recreation.*

5.1. Facilities Needs.

5.1.1. Continue development of Lippman Park. \$75,000 in recreation impact fees was included in the approved budget for fiscal 2018.

5.1.2. Develop the community park at the site of, and incorporating, the skate park.

5.1.3. Identify and development other facilities.

5.1.4. Continue to develop the concept for a community center.

5.2. Facilities Maintenance.

5.2.1. Plan for park and recreation facility maintenance staff as facilities are added or grow.

5.3. Community Programming.

5.3.1. Continue seasonal programming development.

5.3.2. Coordinate, expand programming with community and other partners.

6. *Library.*

- 6.1. Community Programming.
 - 6.1.1. Continue to develop and deliver informational and recreational programming to the community.
 - 6.1.2. Coordinate, expand programming with community and other partners.
 - 6.1.3. Provide space, resources to support small business.
 - 6.1.4. Explore opportunities to deliver programming beyond the library walls.
- 7. *Code Enforcement.*
 - 7.1. Customer Service & Staffing.
 - 7.1.1. Renew and support the department's customer service focus.
 - 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 \$52,106.
 - 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).
- 8. *Planning.*
 - 8.1. Implementing the Comprehensive Plan.
 - 8.1.1. Provide staff support for the Long Range Planning Committee.
 - 8.1.2. Provide staff support for the Council, Planning Board, and staff work.
 - 8.2. Support Staffing.
 - 8.2.1. Restore the second full-time code enforcement 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 \$52,106. See 7.1.2.
- 9. *Assessing.*
 - 9.1. Facilities & Equipment.
 - 9.1.1. Review the current open concept office arrangement, develop alternatives to improve work environment, reducing noise, distractions, and interruptions.

- 9.1.2. Plan for and provide for vehicle and equipment needs through the capital equipment replacement plan and budget process.

9.2. Staffing & Employee Development.

- 9.2.1. 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 \$52,106. See 7.1.2.
- 9.2.2. Continue efforts to develop less senior employees' knowledge base and skills, facilitate knowledge transfer from more senior employees to reduce the loss of institutional memory as the workforce ages and the office experiences turnover.

9.3. Geographic Information Systems (GIS).

- 9.3.1. Add a full-time GIS technician to keep up with increasing demands for mapping products and involvement in community projects and priorities such as stormwater mapping, watershed-related efforts, and asset management.

10. *Town Clerk.*

- 10.1.1. Add online tax and other fee payment capability to the Town's newly implemented financial management system. Annual contract amount \$3,210. See 1.2.1.
- 10.1.2. Add one full-time and one part-time to staffing levels in the tax collection and motor vehicle registration office and town clerk's office (combined) to extend everyday hours to 8:00 a.m. to 4:30 p.m. and allow sufficient coverage to provide for at least one day with extended hours, either opening early or staying open later to accommodate those who cannot access the office during everyday hours or do their business online.

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.

- 11.1.2. Increase accessibility to services and resources through alternative service delivery methods, advocating for improvement, amenities, and services that would make it easier for clients to get to what they need or for it to get to them.

12. *Capital.*

12.1. Mission-Based Needs vs. Financial Capacity.

- 12.1.1. Establish a capital improvement and planning policy that takes into account measures of the community's ability to pay using a variety of indicators (taxes per capita, debt per capita, etc.).
- 12.1.2. 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 \$49,388.

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 2018 in support of RTP's Lakes Region bus service.
- 13.2.2. Identify and support policies and projects that will enhance access to community programs, facilities, and essential services.

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.
- 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 21st 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.

- 13.3.4. Develop policies and plans for the extension of public water and public sewer service.

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.

A multi-year budget projection will be submitted as a supplement to this plan. 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, revenue account 1000-37140, “Recreation Impact Fees,” may be a partial or total offset of expenses in org 22120.

The projection will reflect the proposed operating budget for 2018-2019, current capital plans, and any items included in the approved 2018 budget. 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 strategic plan, once adopted, 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 for fiscal 2020 and 2021. This will continue the alignment of 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.	4 Big Things				Issue		Estimate	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Note
		Growth Areas (BT1)	North Windham (BT2)	Rural Windham (BT3)	Facilities & Programs (BT4)	Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy & Sustainability (N)	Priority (High, Lower, Ongoing)								
Administrative Services	1														
<i>Community & Civic Engagement</i>	1.1					X X X X X									
Comprehensive Communications Strategy	1.1.1						H/O								
Communications Staffing	1.1.2						L								future consideration
<i>Customer Service & Support Staffing</i>	1.2					X X X X X		see 10.1							
Online Services	1.2.1						H	3,210		3,210	3,210	3,210	3,210	3,210	
Office Hours & Staffing	1.2.2						L	95,000							future consideration
<i>Aging Workforce</i>	1.3					X X									
Build Leadership Capacity through Training	1.3.1						O	12,000	12,000	12,000	12,000	12,000	12,000	12,000	
Public Works	2														
<i>Infrastructure Maintenance</i>	2.1	X	X			X X X X									
<i>Highway Maintenance</i>	2.1.1	X	X			X X X X									
Add Truck Drivers (2)	2.1.1.1						H	102,637		25,659	105,716	108,888	112,154	115,519	start 4/1/2019; 3% escalator
Add Sweeper, Sidewalk Snow Plow	2.1.1.2						L								future consideration
Add Equipment Operator	2.1.1.3						L								future consideration
Add Catch Basin Cleaning Truck, Striping Equipment	2.1.1.4						L								future consideration
<i>Vehicle & Equipment Maintenance</i>	2.1.2				X	X X X X									
Implement Fleet & Asset Management Systems	2.1.2.1						H/O	tbd							
Add Shared Mechanic (PW/FR)	2.1.2.2						L	67,000							future consideration
<i>Buildings & Grounds Maintenance</i>	2.1.3				X	X X X									
Custodial Support for SMF	2.1.3.1						H	43,475		10,869	44,779	46,123	47,506	48,931	start 4/1/2019; 3% escalator
Capital Building & Equipment Replacement Plan	2.1.3.3						O	ongoing							
<i>Solid Waste Management</i>	2.2				X	X X X X									
Solid Waste Management Alternatives	2.2.1						H								
Shared Catch Basin Cleaning Truck	2.2.2						L								
<i>Storm Water Compliance</i>	2.3	X	X		X	X X X									
Increase Coordinator to 1.0 FTE	2.3.2						L	34,250							
Add Stormwater Technician (combine with GIS?)	2.3.5						L	see 9.3.1							coord with assessing?

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		Growth Areas (BT1)	North Windham (BT2)	Rural Windham (BT3)	Facilities & Programs (BT4)	Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy & Sustainability (N)	Priority (High, Lower, Ongoing)								
Police	3														
Response Capacity & Staffing	3.1					X									
Increase Staff to 30 Sworn	3.1.1						H	240,000		44,000	119,240	198,962	244,029	243,110	start 1/1, add 1/yr; 3% esc.
Facilities & Equipment	3.2					X									
Add Storage Building/Garage	3.2.1						H								
Study, Pursue Options for PSB Renovation/Expansion	3.2.2						H								
Fund Equipment to Support Growing Volume	3.2.3						O								
Fire-Rescue	4														
Staffing & Response Capacity	4.1					X									
Add EMS Supervisor	4.1.1					X	H	100,750		50,375	103,773	106,886	110,092	113,395	start 1/1; 3% escalator
Non-Emergency Emergency Calls	4.2					X									
Explore Community Paramedicine, Other Approaches	4.2.1						O								exploratory
Aging Housing & Building Stock	4.3	X	X	X		X									
Coordinated Inspection Program with Code	4.3.1						O	see 7.3.1							future consideration
Facilities	4.4				X	X									
Study, Pursue Options for PSB Renovation/Expansion	4.4.1						H								
Upgrade/Replace NWFS	4.4.2						H								
Upgrades to EWFS	4.4.3						L								
Parks & Recreation	5														
Facilities Needs	5.1				X	X									
Continue Development of Lippman Park	5.1.1						H	tbd							rec facilities plan, impact fees
Develop Community Park	5.1.2						H								
Identify/Develop Other Facilities	5.1.3						O								
Community Center Concept Development	5.1.4						H								
Facilities Maintenance	5.2				X	X									
Plan for, Fund Maintenance Staffing	5.2.1						O								
Community Programming	5.3				X	X									
Continue Seasonal Programming Development	5.3.1						O								
Coordinate/Expand Programming with Partners	5.3.2						O								
Library	6														
Community Programming	6.1				X	X									
Informational & Recreational Programming	6.1.1						O								
Coordinate/Expand Programming with Partners	6.1.2						O								

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Provide Space/Resources to Support Small Business	6.1.3						O								
Extend Programming Beyond Library Walls	6.1.4						O								
Code Enforcement	7														
Customer Service & Staffing	7.1				X	X X X X									
Renew Customer Service Focus	7.1.1						H/O								
Restore Administrative Assistant Position (2nd)	7.1.2						H	52,106		26,053	53,669	55,279	56,938	58,646	start 1/1; 3% esc.; pln/assng
Code Changes	7.2					X X X									
Addressed through Customer Service & Staffing	7.2.1						O	see 7.1							
Aging Housing & Building Stock	7.3					X X X X									
Coordinated Inspection Program with Fire-Rescue	7.3.1						O	see 4.3.1							see fire-rescue
Planning	8														
Implementing the Comprehensive Plan	8.1	X	X	X	X	X X X X X X X X									
Staff Support for Long-Range Planning Committee	8.1.1						H/O	20,000		20,000	20,000	20,000			reassess
Staff Support for Council, Planning Board, Staff Work	8.1.2						H/O	10,000		10,000	10,000	10,000			reassess
Support Staffing	8.2					X X									
Restore Code Administrative Assistant Position (2nd)	8.2.1						H	see 7.1.2							see code, assessing
Assessing	9														
Facilities & Equipment	9.1					X X X X X									
Review Office Space, Equipment/Vehicle Needs	9.1.1						H								ongoing
Staffing & Employee Development	9.2					X X X X									
Restore Code Administrative Assistant Position (2nd)	9.2.1						H	see 7.1.2							see code, planning
Employee Development, Knowledge Transfer	9.2.2						H/O								
Geographic Information Systems (GIS)	9.3					X X X									
Add GIS Technician	9.3.1						L	see 2.3.5							coord with PW?
Town Clerk	10														
Customer Service	10.1					X X X X X		see 1.2							
Online Services	10.1.1						H								see admin services
Office Hours & Staffing	10.1.2						L								
Social Services	11														
Maximizing Community Resources	11.1					X X X X X									
Develop and Maintain Resource Partnerships	11.1.1						O	tbd,ongoing							ongoing
Increase Accessibility to Services and Resources	11.1.2						O	tbd,ongoing							

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		Growth Areas (BT1)	North Windham (BT2)	Rural Windham (BT3)	Facilities & Programs (BT4)	Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy & Sustainability (N)	Priority (High, Lower, Ongoing)								
Capital <i>Needs vs. Capacity</i>	12														
Establish Capacity-Based Capital Policy	12.1					X									
Develop Capital Plan Consistent with Capacity	12.1.1						H/O	ongoing							ongoing
	12.1.2						H/O	ongoing							
Other <i>Compliance & Reporting</i>	13														
Add Compliance/Safety Officer	13.1					X									
Add Compliance/Safety Officer	13.1.1							48,415		24,208	49,867	51,363	52,904	54,492	3% escalator
<i>Transit & Transportation</i>	13.2	X	X	X	X	X X X									
Support Regional Bus Service	13.2.1							9,656	9,656	9,656	9,656	9,656			reassess
Identify, Support Policies to Enhance Access	13.2.2														
<i>New Infrastructure</i>	13.3	X	X	X	X	X X X X X 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
Develop Water/Wastewater Extension Policy	13.3.4														
Total								838,499	21,656	236,030	531,910	622,367	638,834	649,303	