

Purpose/Mission Statement

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

Goal

Provide quality service and product to all patrons and tenants of the building while striving to remain financially solvent.

Objectives

Box Office

- Maintain over/short discrepancy of 1% of sales.
- Receive no customer complaints caused by staff's attitude, appearance, selling techniques, or caused by seating miscalculations or obstructions.
- Utilize the Administration staff for Box Office when possible to save on part time box office salaries.
- Box Office Coordinator to work with another Box Office person during week-end events to cut back on part time staffing.
- Work with United Volunteers of Maine on any information needed on the night of a concert to better serve patrons.
- Keep web site up to date at all times as well as Facebook.

Administrative Staff

- Receive no customer complaints due to employee's telephone etiquette.
- Deposits posted daily and sent to the bank.
- Program Main Lobby monitors daily and switch to advertisements daily once patrons are in the building.
- Provide accurate set-up information within 24 hours of an event.
- Provide final catering needs three days prior to all events.
- Receive all function contracts and deposits two weeks before event occurs.
- Work closely with Food and Beverage Manager regarding specialty menu choices.
- Send clients a survey after their function is completed so we can better serve their needs.

Auditorium Coordination

- Produce updated and accurate function sheets for staff meetings by Thursday of each week.
- Provide accurate set-up information within 48 hours of event.

- Receive insurance certificate and signed contract before event occurs.
- Complete invoices for events within seven to ten days after the event.
- Ensure each and every client has a positive and safe experience and is completely satisfied.
- Email function sheets to clients at least one (1) week prior to event for approval.
- Become more proactive distributing customer response forms to clients after the event.
- Work with Box Office Coordinator to update diagrams for different types of shows. Perhaps getting them scanned so they can be emailed to promoters.
- Communicate with maintenance on set up of events to ensure cost savings and customer satisfaction and to reduce the need to reset rooms.

Event Staff

- Ensure that event staff is scheduled for all evening and weekend events one week ahead.
- Ensure proper training for event staff for CPR, automated defibrillator and emergency procedures.

Marketing

- Better utilize the civic center web site for marketing, sales and event information.
- Sell \$20,000 of advertising on the electronic message boards by January 1, 2016.
- Increase advertising signage and sponsorship revenue to \$122,000 by June 30, 2016.
- Sell signage for all the new spaces that were allocated in the main lobby and the auditorium by June 30, 2016.

Maintenance

- Ensure all used areas are returned to original clean condition as soon as practical
- Make certain public restrooms needed for the days events are stocked, clean and presentable at the start of every day and rechecked late morning, early afternoon and evening as facility use dictates.
- Ensure buildings and grounds are clean and orderly by 7 a.m. each day within manning restrictions.
- Foster an environment where safety is priority one for customers and staff. [Make sure snow/ice in walkways is immediately addressed when discovered, wet floor signs are used when washing floors or when floors are wet, and personal protective equipment is worn by employees as assignments dictate.
- Ensure operators clean and drain all auto scrubbers after use.
- Coach crews to answer radio calls with proper etiquette.
- Build an awareness of chemicals and hazardous waste products.
- Make certain all full-time operations/maintenance staff have clean and proper attire with name and logo.
- Provide part time staff with proper shirt for the first day of work.
- Work with operations workers so they follow chain of command when supervisor is not available.

- Make certain all full-time operations workers are trained on audio/visual equipment set-up to a level of unassisted set up ability.
- Encourage a positive attitude in the work place keeping negativity in check. [Team building is a daily part of our goals.]
- Build a greater awareness of our environment by using proper procedures in re-cycling solid waste and chemicals.
- Foster an environment and attitude of energy conservation without compromising building functionality.
- Ensure electrical panel areas are kept clear of equipment.

Mechanical

- Establish and monitor preventative maintenance schedule.
- Repair or replace all damaged equipment or materials in a timely fashion.
- Insure that Maintenance Assistant, Director, and Assistant Director understand operation of computerized building environment control system.
- Ensure all safety systems are checked monthly and documented including house generator.
- Purchase goods and services with the greatest savings possible under city procurement guidelines.
- Maintain open communication with Director on pertinent issues.
- Ensure all codes and laws are adhered to in all aspects of facility operations and installations.
- Monitor and direct all contractor work related to the physical building.
- Become more aware of natural gas hook ups and proper safety needs.

Catering

- Maintain a 34% food cost each month.
- Maintain a 24% part-time labor cost each month.
- Receive no complaints for one full year caused by worker attitude, appearance or serving techniques, or food quality.
- Develop two (2) new entrée selections for vegans.
- Provide an accurate inventory every month and update on spreadsheet by the first Friday of the next month.
- Implement one (1) new cost-saving catering program each year.(i.e., juice machine installation)
- Clean all areas and equipment used before end of work shift.
- Develop two (2) new entrees each year to be offered on our menu.
- Keep all kitchen equipment in top working order.
- Work closely with distributors and suppliers to utilize their services and their sales items more effectively.
- Continue on-going supervisor training and effective management training.
- Ensure staff is trained in LOTO, Serve Safe and with PPE as necessary.

Bars

- Maintain a 24% food cost each month.
- Maintain a 22% labor cost each month.
- Maintain a cashier's over/short discrepancy of \$1 per \$1,000 revenue.
- Receive no complaints for one full year caused by attitude, appearance or serving techniques.
- Provide an accurate inventory after every event for bars.
- Review bar policies with all bartenders bi-annually.
- Provide operating profit/loss report on the five (5) largest bar events each year.
- Review MSDS sheets, where to locate, and what to look for.
- Work closely with distributors and suppliers to utilize their services and their sales items more effectively.
- Conduct safety meetings with servers present and record and send to H.R.
- Ensure bar tenders are certified in TIPS training.
- Continue supervisor training as needed.

Concessions

- Maintain a 30% food and paper cost each month.
- Maintain a 20 % labor cost each month.
- Provide operating profit/loss report for the five (5) largest concessions each year.
- Meet quarterly with all concessions supervisors to discuss major upcoming events and to review MSDS sheets, where to find and what to look for.
- Maintain a cashier's over/short discrepancy of \$1 per \$1000 revenue.
- Review serving techniques and "up sale" techniques with concession staff prior to events.
- Provide an accurate inventory every month.
- Add two (2) new menu items for concessions each year.
- Maintain all concession stands in a clean, neat and sanitary appearance at all times.
- Require all concession workers to wear a hat, visor or hair net, as well as rubber gloves (when necessary), when handling food.
- Strive to maintain employee high morale and team work, thereby making concessions at ACC a fun place to work.
- Cross train all concessions employees so that they can all work in different areas of the concessions department effectively.
- Inspect all concession equipment to insure in proper working condition and is presentable to the public.
- Revise production records to help maintain food costs and better communication with the kitchen staff.
- Work closely with distributors and suppliers to utilize their services and their sales items more effectively
- Continue supervisor training.

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER REVENUES						
POLICE/FIRE/DOOR GUARDS	52,231	44,622	53,328	47,968	-5,360	-10.05%
USHERS/TICKET TAKERS	2,087	0	2,400	1,800	-600	-25.00%
JANITORIAL	7,536	7,151	7,000	7,150	150	2.14%
AUDITORIUM	272,958	247,424	272,400	264,000	-8,400	-3.08%
MAIN BUILDING	197,988	175,815	190,611	187,196	-3,415	-1.79%
NORTH WING	157,096	140,643	153,000	149,000	-4,000	-2.61%
UMA BUILDING RENTAL	86,505	87,867	88,840	90,256	1,416	1.59%
AUDIO-VISUAL	115,326	111,020	104,250	104,750	500	0.48%
PRODUCTION EQUIPMENT	-45	1,165	0	0	0	0.00%
TABLES	63,483	67,403	63,650	65,400	1,750	2.75%
CHAIRS	10,613	10,397	10,200	10,500	300	2.94%
EXHIBIT BOOTHS	55,478	58,277	57,300	56,800	-500	-0.87%
FORK LIFTS	3,200	3,030	3,300	3,135	-165	-5.00%
ELECTRICAL	45,193	43,385	44,300	44,000	-300	-0.68%
FLOOR COVERING	2,701	0	0	0	0	0.00%
MISCELLANEOUS EQUIPMENT	5,404	9,157	7,733	7,283	-450	-5.82%
COAT CHECK	884	818	800	800	0	0.00%
ELECTRICIAN	4,300	3,120	3,200	3,700	500	15.63%
PARKING LOT	50,561	35,072	53,250	45,600	-7,650	-14.37%
TOTAL PHYSICAL PLANT	1,133,496	1,046,365	1,115,562	1,089,338	-26,224	-2.35%
COMMUNICATION LINE	2,125	1,800	1,700	1,950	250	14.71%
PHOTOCOPY/UNIFORMS/MISC	1,091	1,266	1,500	1,150	-350	-23.33%
SOUVENIRS	10,554	1,547	12,600	6,000	-6,600	-52.38%
SIGN/SCOREBOARD	101,760	118,795	110,850	121,889	11,039	9.96%
TOTAL ADMINISTRATION	115,531	123,408	126,650	130,989	4,339	3.43%
ATM	4,424	4,712	4,500	4,500	0	0.00%
BOX OFFICE TICKETS	29,541	13,966	25,500	21,000	-4,500	-17.65%
TOTAL BOX OFFICE	33,965	18,678	30,000	25,500	-4,500	-15.00%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER REVENUES						
TABLECLOTHS	22,110	23,392	22,300	22,750	450	2.02%
SERVICE CHARGE ON MEALS	166,838	166,266	194,430	176,677	-17,753	-9.13%
KITCHEN - SNACKS	92,715	85,257	105,111	95,000	-10,111	-9.62%
KITCHEN - MEALS	315,190	247,575	349,100	281,382	-67,718	-19.40%
SNACK TAXABLE	73,909	71,483	81,505	76,000	-5,505	-6.75%
MEALS TAXABLE	443,485	426,790	436,432	431,000	-5,432	-1.24%
REBATES FROM FOOD ITEMS	0	1,139	0	0	0	0.00%
TOTAL CATERING	1,114,247	1,021,901	1,188,878	1,082,809	-106,069	-8.92%
CONCESSIONS/VENDING	222,594	234,036	243,667	238,000	-5,667	-2.33%
MISC FOODS/VENDING MACHINES	4,589	4,444	4,438	4,500	62	1.40%
CONCESSION/VENDING TAXABLE	3,573	3,749	3,200	3,600	400	12.50%
TOTAL CONCESSION	230,755	242,228	251,305	246,100	-5,205	-2.07%
BARS	50,019	31,658	54,000	51,000	-3,000	-5.56%
SERVICE CHARGE ON BARS	4,026	4,172	3,800	3,800	0	0.00%
BAR TAXABLE	19,019	19,021	19,000	19,000	0	0.00%
TOTAL BAR	73,065	54,852	76,800	73,800	-3,000	-3.91%
TOTAL CIVIC CENTER REVENUE	2,701,058	2,507,431	2,789,195	2,648,536	-140,659	-5.04%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
PHYSICAL PLANT						
SALARIES - REG. EMPL.	199,933	231,411	226,579	234,858	8,279	3.65%
SALARIES-PARTTIME/TEMP	147,838	142,853	144,160	145,300	1,140	0.79%
OVERTIME	3,307	3,667	3,500	3,500	0	0.00%
POLICE AND FIRE SERVICE	20,300	16,220	20,812	18,592	-2,220	-10.67%
UNEMPLOYMENT INSURANCE	0	366	2,500	2,500	0	0.00%
WORKERS COMPENSATION	8,870	8,104	10,817	10,817	0	0.00%
HEALTH BENEFITS	41,122	45,205	53,660	48,524	-5,136	-9.57%
HRA	0	0	2,000	2,000	0	0.00%
FRINGE BENEFITS	26,072	30,230	32,803	38,306	5,503	16.78%
	447,441	478,057	496,831	504,397	7,566	1.52%
ELECTRICITY	126,283	148,546	118,813	173,005	54,192	45.61%
WATER	7,532	7,407	7,508	7,556	48	0.64%
SEWERS	24,467	23,484	24,025	24,025	0	0.00%
TRAINING	284	0	500	500	0	0.00%
PRODUCTION	805	3,948	9,700	12,044	2,344	24.16%
ELEVATOR MAINTENANCE	1,070	957	3,100	3,680	580	18.71%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
SOLID WASTE REMOVAL	10,079	9,155	12,650	12,650	0	0.00%
RENTAL OF EQUIP/VEHICLES	11,332	12,616	12,200	12,700	500	4.10%
MOTOR POOL	9,996	9,024	10,032	10,032	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	92,498	56,955	68,631	75,258	6,627	9.66%
SPECIAL & OTHER SERVICES	446	0	0	0	0	0.00%
SNOW REMOVAL	32,750	28,500	32,000	30,000	-2,000	-6.25%
	317,542	300,591	299,159	361,450	62,291	20.82%
HEATING GAS	102,799	98,661	86,100	61,500	-24,600	-28.57%
GASOLINE,OIL & LUBRICANT	2,173	1,754	3,091	1,948	-1,143	-36.98%
WEARING APPAREL	1,361	2,092	2,000	2,300	300	15.00%
PUBLIC SAFETY SUPPLIES	3,694	5,904	4,241	3,500	-741	-17.47%
SMALL TOOLS & IMPLEMENTS	23	52	1,200	1,200	0	0.00%
CLEAN. & DISINFECT. SUPPLIES	13,139	13,281	15,400	15,900	500	3.25%
CONSTRUCTION MATERIALS	6,509	1,231	5,000	3,994	-1,006	-20.12%
	129,696	122,976	117,032	90,342	-26,690	-22.81%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
LICENSES	5,482	900	2,810	1,890	-920	-32.74%
LEASES	0	12,875	0	11,335	11,335	0.00%
	5,482	13,775	2,810	13,225	10,415	370.64%
TOTAL PHYSICAL PLANT	900,161	915,398	915,832	969,414	53,582	5.85%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
ADMINISTRATION						
SALARIES - REG. EMPL.	179,385	174,374	201,684	208,783	7,099	3.52%
SALARIES-PARTTIME/TEMP	21,794	16,562	21,624	19,540	-2,084	-9.64%
OVERTIME	131	0	100	100	0	0.00%
UNEMPLOYMENT INSURANCE	5,279	2,578	0	0	0	0.00%
WORKERS COMPENSATION	480	499	503	503	0	0.00%
HEALTH BENEFITS	35,724	34,589	34,268	34,704	436	1.27%
HRA	0	0	1,500	1,500	0	0.00%
FRINGE BENEFITS	13,547	16,582	20,292	24,596	4,304	21.21%
	<u>256,339</u>	<u>245,185</u>	<u>279,971</u>	<u>289,726</u>	<u>9,755</u>	<u>3.48%</u>
PRNT.,BNDG., STATIONERY	2,116	482	1,450	1,700	250	17.24%
ADVERTISING SERVICES	905	225	200	600	400	200.00%
POSTAGE	693	510	800	600	-200	-25.00%
TELEPHONE	2,839	1,490	1,272	1,440	168	13.21%
TRAVEL EXPENSE AND CONFERENCES	48	0	2,500	3,000	500	20.00%
TRAINING	0	0	300	1,000	700	233.33%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
MARKETING	7,401	9,649	7,380	7,324	-56	-0.76%
RENTAL OF EQUIP/VEHICLES	27,368	28,705	30,000	15,000	-15,000	-50.00%
REPAIRS AND MAINT. OF EQUIPMENT	3,621	5,059	3,926	3,686	-240	-6.11%
SPECIAL & OTHER MISC. SERVICES	18,803	17,025	12,666	17,758	5,092	40.20%
WRITE OFF PRIOR YEAR RECEIVABLE	0	0	3,000	10,000	7,000	233.33%
	63,795	63,145	63,494	62,108	-1,386	-2.18%
OFFICE SUPPLIES	1,820	1,950	2,000	2,000	0	0.00%
	1,820	1,950	2,000	2,000	0	0.00%
DUES & MEMBERSHIPS	1,064	1,072	1,065	1,092	27	2.54%
LICENSES	326	76	192	193	1	0.52%
LEASES	42,585	0	12,875	0	-12,875	-100.00%
INSURANCE	10,898	12,731	13,000	0	-13,000	-100.00%
PROPERTY & CASUALTY	0	0	0	12,380	12,380	0.00%
	54,873	13,879	27,132	13,665	-13,467	-49.64%
COMPUTER HARDWARE	0	0	520	600	80	15.38%
EQUIPMENT DEPRECIATION	299,917	304,335	298,283	209,504	-88,779	-29.76%
	299,917	304,335	298,803	210,104	-88,699	-29.68%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
IUUAL PRINCIPAL	37,383	42,871	48,702	14,578	-34,124	-70.07%
DEBT SERVICE (INTEREST)	103,055	91,625	79,457	67,558	-11,899	-14.98%
IUUAL INTEREST	15,589	13,432	11,002	7,702	-3,300	-29.99%
	156,027	147,928	139,161	89,838	-49,323	-35.44%
TRANSFER OUT	59,960	59,960	56,000	52,500	-3,500	-6.25%
	59,960	59,960	56,000	52,500	-3,500	-6.25%
TOTAL ADMINISTRATION	892,730	836,382	866,561	719,941	-146,620	-16.92%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
BOX OFFICE						
SALARIES - REG. EMPL.	56,447	80,026	58,631	41,454	-17,177	-29.30%
SALARIES-PARTTIME/TEMP	2,247	1,328	2,800	2,336	-464	-16.57%
OVERTIME	0	0	0	1,500	1,500	0.00%
WORKERS COMPENSATION	139	141	146	146	0	0.00%
HEALTH BENEFITS	6,047	6,006	5,948	6,657	709	11.92%
HRA	0	0	250	250	0	0.00%
FRINGE BENEFITS	2,929	4,304	4,697	4,622	-75	-1.60%
	<u>67,809</u>	<u>91,805</u>	<u>72,472</u>	<u>56,965</u>	<u>-15,507</u>	<u>-21.40%</u>
BOX OFFICE	3,080	2,975	800	3,000	2,200	275.00%
	<u>3,080</u>	<u>2,975</u>	<u>800</u>	<u>3,000</u>	<u>2,200</u>	<u>275.00%</u>
TOTAL BOX OFFICE	70,889	94,781	73,272	59,965	-13,307	-18.16%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
CATERING						
SALARIES - REG. EMPL.	185,613	148,538	164,198	133,915	-30,283	-18.44%
SALARIES-PARTTIME/TEMP	175,642	146,664	168,300	167,125	-1,175	-0.70%
OVERTIME	6,145	1,670	5,800	4,000	-1,800	-31.03%
UNEMPLOYMENT INSURANCE	0	1,196	3,200	3,200	0	0.00%
WORKERS COMPENSATION	7,507	7,223	8,694	8,694	0	0.00%
HEALTH BENEFITS	41,795	33,222	33,702	32,295	-1,407	-4.17%
HRA	0	0	1,500	1,500	0	0.00%
FRINGE BENEFITS	25,596	21,065	27,959	30,617	2,658	9.51%
	442,299	359,577	413,353	381,346	-32,007	-7.74%
TRAVEL EXPENSE AND CONFERENCES	191	603	600	500	-100	-16.67%
TRAINING	307	169	1,000	750	-250	-25.00%
REPAIRS AND MAINT. OF EQUIPMENT	6,985	6,689	7,750	6,750	-1,000	-12.90%
	7,483	7,461	9,350	8,000	-1,350	-14.44%
FOOD & GROCERIES	270,237	247,308	275,200	283,700	8,500	3.09%
WEARING APPAREL	996	725	1,400	500	-900	-64.29%
TABLECLOTHS	37,393	29,312	36,400	36,400	0	0.00%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
CATERING						
KITCHEN SMALLWARE	1,876	4,935	7,500	5,000	-2,500	-33.33%
CLEAN. & DISINFECT. SUP.	3,088	5,356	4,200	4,600	400	9.52%
	313,590	287,637	324,700	330,200	5,500	1.69%
LICENSES	220	470	470	470	0	0.00%
	220	470	470	470	0	0.00%
TOTAL CATERING	763,592	655,145	747,873	720,016	-27,857	-3.72%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
CONCESSION						
SALARIES-PARTTIME/TEMP	44,750	48,060	53,630	52,650	-980	-1.83%
OVERTIME	694	1,301	1,000	1,000	0	0.00%
UNEMPLOYMENT INSURANCE	0	0	115	115	0	0.00%
WORKERS COMPENSATION	1,390	1,335	1,612	1,612	0	0.00%
FRINGE BENEFITS	3,446	3,749	4,070	4,319	249	6.12%
	50,280	54,444	60,427	59,696	-731	-1.21%
RENTAL OF EQUIP/VEHICLES	450	0	500	500	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	0	856	500	500	0	0.00%
	450	856	1,000	1,000	0	0.00%
FOOD & GROCERIES	67,846	71,470	75,415	73,900	-1,515	-2.01%
WEARING APPAREL	842	700	700	700	0	0.00%
KITCHEN SMALLWARE	3,723	1,543	2,200	2,200	0	0.00%
	72,411	73,713	78,315	76,800	-1,515	-1.93%
TOTAL CONCESSION	123,141	129,013	139,742	137,496	-2,246	-1.61%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
BAR						
SALARIES-PARTTIME/TEMP	13,275	13,173	14,200	13,825	-375	-2.64%
OVERTIME	0	0	300	0	-300	-100.00%
UNEMPLOYMENT INSURANCE	0	0	100	100	0	0.00%
WORKERS COMPENSATION	373	332	466	466	0	0.00%
HEALTH BENEFITS	8	37	0	0	0	0.00%
FRINGE BENEFITS	1,283	1,201	1,139	1,112	-27	-2.37%
	14,939	14,742	16,205	15,503	-702	-4.33%
TRAINING	0	150	200	200	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	0	280	1,000	1,000	0	0.00%
	0	430	1,200	1,200	0	0.00%
LIQUOR	19,261	16,476	19,800	18,401	-1,399	-7.07%
FOOD & GROCERIES	2,447	1,851	3,400	3,100	-300	-8.82%
WEARING APPAREL	0	0	900	400	-500	-55.56%
KITCHEN SMALLWARE	55	59	500	500	0	0.00%
	21,763	18,386	24,600	22,401	-2,199	-8.94%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES BAR						
LICENSES	910	910	910	910	0	0.00%
INSURANCE	2,068	2,454	3,000	1,690	-1,310	-43.67%
	2,978	3,364	3,910	2,600	-1,310	-33.50%
TOTAL BAR	39,680	36,922	45,915	41,704	-4,211	-9.17%
TOTAL CIVIC CENTER EXPENDITURES	2,790,194	2,667,641	2,789,195	2,648,536	-140,659	-5.04%

Purpose/Mission Statement

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

Program Description

This cost center is responsible for the operation of the Hatch Hill Solid Waste Disposal and Recycling Facility (Hatch Hill) - a regional waste facility providing waste disposal and recycling services to Augusta, Chelsea, Farmingdale, Gardiner, Hallowell, Manchester, Randolph and Whitefield. The contracting communities pay an annual fee to Hatch Hill every year for use of the facility. In 2014, approximately 28,495 tons of waste was landfilled and another 3,024 tons of material was either recycled or composted. Additionally, 7,343 tons of auto shredder residue, which the landfill receives a revenue to take, was used as alternate daily cover.

In November of 2001, we began placing waste in Expansion III. This landfill project was financed with a \$9.7 million bond approved by the voters in 1998. It is anticipated that this landfill will provide 13 additional years of solid waste disposal capacity based on the current annual waste volumes.

In the summer of 2011, the Expansion II landfill was closed in accordance with MDEP regulations. An active landfill gas system was installed at the same time as the closure. The methane gas that is generated by the waste pile is now collected through a system of pipes and a vacuum and destroyed using a landfill flare.

Hatch Hill Operation

Hatch Hill is staffed with five full-time employees: Solid Waste Superintendent, Scale House Operator, Compactor Operator, Landfill Utility Operator and a Recycling Attendant. One permanent part-time employee works in the Scale House year round. This budget also covers 40% of the Public Works Director's salary and 1/3 of the Administrative Assistant position. An Equipment Operator/Utility person is shared with the Streets Bureau. Seasonal help is hired to assist with summer operations. Hatch Hill staff provides support to the Streets Bureau for winter operations and other emergencies. Most equipment is rented from the City's Central Garage. Additional equipment and/or manpower are

hired from outside contractors for special projects and when equipment cannot be supplied by Central Garage or the Streets Bureau does not have sufficient resources.

Hatch Hill provides municipal solid waste disposal and recycling services to both residential and commercial customers in Augusta and the eight contracting communities along with State, County and Federal government operations within the region. Limited amounts of special waste are received as approved by the Maine Department of Environmental Protection and the City Council. Tipping fees are charged on a per ton basis as follows:

- \$72 per ton for waste that is landfilled (tiered fee structure implemented Feb. 1, 2011 for large haulers)
- No-sort tipping fee surcharge implemented July 2012, for landfilled unsorted construction/demolition debris
- \$50 per ton for recycling construction/demolition wood debris and asphalt shingles.
- \$25 per ton for other recyclables and brush.
- \$20 per ton for auto shredder residue that is used as alternative daily cover.
- \$120 per ton for tires.
- Fees for Universal Waste recycling are on a "per unit" basis. For example, \$1 for a fluorescent light bulb and \$3 for a residential TV or computer monitor.
- Free - leaves for composting and Christmas trees for recycling.

Operations are required to be in compliance with the Maine Department of Environmental Protection (MDEP) regulations and our solid waste license and include the following:

- Waste is landfilled, compacted and covered with daily with soil or alternate daily cover such as auto shredder residue.
- Incoming materials are inspected for compliance with acceptable standards and separation requirements.
- Users are informed of proper disposal procedures and provided with entry permits as necessary.
- Recyclables are accepted and processed in preparation for delivery to market.
- Contracts are secured for the removal of recyclables, water quality monitoring and other specialized services.
- Leaves and food waste are recycled in accordance with our composting license.
- Freon, mercury switches and capacitors are removed from appliances in accordance with EPA requirements.
- Universal wastes and mercury containing items are removed from the waste stream and recycled in accordance with applicable regulations.
- Landfill inspections and monitoring are done in accordance with schedules established by MDEP regulations and our Solid Waste license.

- Water quality monitoring (ground water, surface water, leachate quality, stormwater quality and other miscellaneous testing) is done as required by our operating and GAUD Industrial Pretreatment Discharge licenses.
- The closed landfill caps are inspected regularly and the active gas system is monitored, tuned, tested and inspected in accordance with the Operations Manual and license for this system.
- Passive landfill gas monitoring is done quarterly.
- Reports (regulatory and others) are prepared and submitted to the appropriate agency.
- Issues are discussed with the MDEP and resolved; repairs and modifications are then performed as appropriate.

Performance Objectives

- Provide an environmentally sound and economical landfill operation.
- Participate in and evaluate the six month pilot single stream drop-off recycling program.
- Coordinate recycling programs with the City's collection programs and other municipal programs.
- Operate Expansion III in compliance with our license.
- Explore possible uses of the methane gas that is now collected from the closed Expansion II landfill and a portion of Expansion III
- Provide a closure fund at an appropriate level to fund the landfill closures and post closure monitoring and maintenance activities once the existing facilities are closed and no longer accepting waste (required by MDEP regulations).
- Monitor Corrective Action that has been completed for Areas 1, 2 and 3 to mitigate groundwater contamination for effectiveness.
- Respond to MDEP and other issues efficiently and in an environmentally and financially sound manner.

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL REVENUES						
INVESTMENT INCOME	143	157	200	200	0	0.00%
MISCELLANEOUS FEES	9,881	8,087	5,000	5,000	0	0.00%
SALE OF MATERIAL	72,148	42,386	50,000	50,000	0	0.00%
MUNICIPAL SOLID WASTE FEE	2,099,260	2,104,050	2,078,000	2,176,500	98,500	4.74%
PERMIT FEE	38,730	38,255	40,000	36,000	-4,000	-10.00%
RECYCLING FEES	177,020	137,381	145,600	146,250	650	0.45%
PER CAPITA FEES	361,129	339,937	321,139	290,359	-30,780	-9.58%
COMPOSTERS	81	91	0	0	0	0.00%
MISCELLANEOUS REVENUE	0	42	0	0	0	0.00%
TOTAL HATCH HILL REVENUES	2,758,392	2,670,387	2,639,939	2,704,309	64,370	2.44%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES						
SALARIES - REG. EMPL.	287,207	300,614	302,137	311,271	9,134	3.02%
SALARIES-PARTTIME/TEMP	17,960	3,108	4,500	8,800	4,300	95.56%
OVERTIME	16,645	15,850	20,008	17,684	-2,324	-11.62%
WORKERS COMPENSATION	20,158	20,952	17,753	17,753	0	0.00%
HEALTH BENEFITS	72,567	65,198	68,752	78,479	9,727	14.15%
HRA	0	0	3,000	3,000	0	0.00%
CONTRACT BENEFITS	747	411	1,200	1,200	0	0.00%
FRINGE BENEFITS	20,251	23,200	28,415	30,768	2,353	8.28%
	435,536	429,334	445,765	468,955	23,190	5.20%
PRNT.,BNDG., STATIONERY	2,701	3,151	2,940	2,940	0	0.00%
ADVERTISING SERVICES	305	0	400	400	0	0.00%
POSTAGE	424	248	300	300	0	0.00%
TELEPHONE	5,894	5,586	6,149	4,635	-1,514	-24.62%
ELECTRICITY	10,166	11,020	12,000	13,756	1,756	14.63%
SEWERS	63,813	85,440	75,516	91,140	15,624	20.69%
TRAVEL EXPENSE AND CONFERENCES	0	275	1,000	3,000	2,000	200.00%
TRAINING	0	0	2,000	2,000	0	0.00%
MILEAGE REIMBURSEMENT	0	0	50	50	0	0.00%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES						
HH WASTE RELOCATION	0	0	0	0	0	0.00%
RENTAL OF EQUIP/VEHICLES	13,680	5,486	14,300	22,300	8,000	55.94%
MOTOR POOL	126,805	147,780	131,582	139,838	8,256	6.27%
SERVICE FEES	0	4,132	0	4,200	4,200	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	19,804	24,165	19,400	37,400	18,000	92.78%
REPAIRS AND MAINT. OF BLDGS	1,647	1,518	3,850	4,020	170	4.42%
SPECIAL & OTHER MISC. SERVICES	56,337	50,076	67,460	60,200	-7,260	-10.76%
ARCHITECTURAL & ENGINEERING	77,814	75,095	82,000	107,000	25,000	30.49%
RECYLCING FEES	132,857	127,885	163,400	175,450	12,050	7.37%
	512,247	541,858	582,347	668,629	86,282	14.82%
OFFICE SUPPLIES	434	428	600	600	0	0.00%
PRINTING & REPRODUCTION	0	0	0	0	0	0.00%
GASOLINE,OIL & LUBRICANT	60,229	58,462	63,840	46,854	-16,986	-26.61%
WEARING APPAREL	1,230	1,221	1,744	2,157	413	23.68%
MED., SURG., & LAB. SUPP.	0	340	300	300	0	0.00%
PUBLIC SAFETY SUPPLIES	24	48	220	420	200	90.91%
SMALL TOOLS & IMPLEMENTS	43	4,169	1,000	1,000	0	0.00%
CLEAN. & DISINFECT. SUP.	137	237	200	200	0	0.00%
AGRIC., BOTAN. & ANIMAL	4,867	728	6,250	6,250	0	0.00%
CONSTRUCTION MATERIALS	14,569	24,332	132,200	26,200	-106,000	-80.18%
OTHER OPER & MTN SUP	646	341	600	600	0	0.00%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES						
BAD DEBTS EXPENSE	0	0	4,000	500	-3,500	-87.50%
	82,179	90,306	210,954	85,081	-125,873	-59.67%
DUES & MEMBERSHIPS	876	966	1,000	1,000	0	0.00%
LICENSES	16,955	17,378	17,000	17,000	0	0.00%
POLLUTION INSURANCE	31,240	31,240	32,000	32,000	0	0.00%
PROPERTY & CASUALTY	3,350	3,043	3,958	3,066	-892	-22.54%
RESERVE FOR CLOSURE	226,185	150,269	484,500	545,088	60,588	12.51%
INTERIM CLOSURE	378,055	40,000	0	0	0	0.00%
	656,662	242,896	538,458	598,154	59,696	11.09%
OFFICE EQUIPMENT	0	155	1,000	1,000	0	0.00%
LANDFILL DEPRECIATION	443,420	260,315	258,003	278,996	20,993	8.14%
	443,420	260,470	259,003	279,996	20,993	8.11%
IUUAL PRINCIPAL	10,762	12,342	14,021	4,208	-9,813	-69.99%
DEBT SERVICE (INTEREST)	214,722	181,289	152,030	123,321	-28,709	-18.88%
IUUAL INTEREST	4,488	3,867	3,168	2,243	-925	-29.20%
	229,971	197,498	169,219	129,772	-39,447	-23.31%
TRANSFER OUT	48,477	48,477	54,159	54,702	543	1.00%
	48,477	48,477	54,159	54,702	543	1.00%
TOTAL HATCH HILL	2,408,493	1,810,839	2,259,905	2,285,289	25,384	1.12%

Purpose

The Augusta State Airport is operated and maintained by the City of Augusta under terms of a Management and Operating agreement entered into by the City and the State. This management agreement expires in June 2015. The City and the DOT have begun discussions on renewing this agreement for another 3 years. Under this Agreement, the State of Maine Department of Transportation retains ownership of the Airport and its facilities while the City assumes full managerial and operational control. The State provides a financial subsidy to cover the operating deficit incurred by the Airport with an assurance that the City of Augusta will incur no financial liability in the costs of its operation.

Mission Statement

The Augusta State Airport serves the aviation and air travel needs of the residents of the City of Augusta and surrounding communities, as well as those of aviators and air passengers traveling to Augusta. In meeting these needs, the Airport, its property and facilities will be maintained in full compliance with applicable Federal Aviation Administration (FAA) Regulations, Advisory Circulars and Federal Grant Assurances. The airport's air navigation aids, aircraft movement areas and all support systems and facilities will be fully operational at all times, excepting periods of extreme weather conditions, to provide a safe environment for flight operations. During extreme weather or other emergencies requiring closure of the runways, NOTAM's will be issued in a timely manner.

The airport will remain fully aware of the environmental concerns of the community and the airport's neighbors and will seek to alleviate such concerns by all possible and practical means.

The airport recognizes its role as a critical element in the physical infrastructure of the City of Augusta and its role as a tool for economic development. As such, the airport will encourage and promote usage of its facilities and of the services offered by its commercial tenants. The airport will strive to achieve economic self-sufficiency.

Staffing

The full-time airport staff complement is three persons, who includes the Airport Manager, the Supervisor of Maintenance and Operations, a Maintenance Crewman and two permanent part time persons who includes the Secretary and part-time maintenance. Part time labor staff is hired as needed to meet seasonal demands.

Goals and Objectives

- Achieve and maintain a minimum annual level of 10,000 enplanements, thereby qualifying the airport to receive \$1 million in entitlement funding from the FAA annual for airport improvement funding.

- Insure that the airport remains fully compliant with all aviation security measures issued by the Transportation Security Administration and that all personnel employed at the airport retain a heightened awareness of the need for vigilance.

- Update or complete the following plans and /or projects:
 - New corporate hangar development
 - Off Site car rental agreement
 - Negotiate 3 year Airport management agreement
 - Tennant lease negotiation – TSA
 - Capitol improvements to terminal & maintenance buildings
 - Develop CIP program with MDOT for new equipment

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
AIRPORT						
MANAGEMENT FEE STATE OF MAINE	387,211	465,056	446,880	446,880	0	0.00%
COMMISSIONS	3	0	0	0	0	0.00%
COMMISSION INCOME - TENANTS	15,029	8,734	19,000	19,000	0	0.00%
COMMISSION INCOME - CONCESSION	2,134	113	1,000	1,000	0	0.00%
LANDING FEES - CONTRACT	4,984	9,817	10,520	10,520	0	0.00%
LANDING FEES	2,255	482	7,000	7,000	0	0.00%
MISCELLANEOUS FEES	1,440	2,800	3,000	3,000	0	0.00%
RENTAL OF ROOMS	62,040	62,468	42,000	42,000	0	0.00%
RENTAL OF LANDS	3,381	3,099	3,600	3,600	0	0.00%
FUEL FLOW FEES	13,737	13,161	13,000	13,000	0	0.00%
PARKING FEES	5,782	4,511	4,000	4,000	0	0.00%
RENTAL INCOME OTHER BUILDING	1,350	0	0	0	0	0.00%
TOTAL AIRPORT REVENUE	499,348	570,240	550,000	550,000	0	0.00%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
AIRPORT						
SALARIES - REG. EMPL.	179,057	189,329	176,742	183,739	6,997	3.96%
SALARIES-PARTTIME/TEMP	9,996	6,293	9,500	9,500	0	0.00%
OVERTIME	15,414	18,164	25,000	25,000	0	0.00%
UNEMPLOYMENT INSURANCE	1,287	1,173	500	500	0	0.00%
WORKERS COMPENSATION	7,184	7,873	7,000	7,000	0	0.00%
HEALTH BENEFITS	41,196	39,017	36,691	42,500	5,809	15.83%
HRA	0	0	1,500	1,500	0	0.00%
FRINGE BENEFITS	13,871	16,114	18,651	21,313	2,662	14.27%
	268,004	277,964	275,584	291,052	15,468	5.61%
AIRFIELD-MAINTENANCE SUP.	19,216	22,114	25,000	20,000	-5,000	-20.00%
AIRFIELD-MAINTENANCE EQUIPMENT	13,403	17,075	15,000	12,000	-3,000	-20.00%
AIRFIELD-MAINT. SERVICES	12,331	22,401	26,000	15,000	-11,000	-42.31%
BUILDING-MAINT. SUPPLIES	6,341	18,383	10,000	10,000	0	0.00%
TECHNICAL SERVICES	4,559	6,261	4,000	4,000	0	0.00%
BUILDING-MAINT. EQUIPMENT	1,175	2,766	500	500	0	0.00%
BUILDING-MAINT. SERVICES	38,823	39,323	21,599	25,000	3,401	15.75%
ADVERTISING SERVICES	10,000	627	2,000	2,000	0	0.00%
VEHICLE-MAINT. SUPPLIES	1,784	9,018	12,000	6,000	-6,000	-50.00%
VEHICLE-MAINT. EQUIPMENT	8,830	673	5,500	6,500	1,000	18.18%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
AIRPORT						
VEHICLE-MAINT. SERVICES	5,102	15,398	6,500	3,000	-3,500	-53.85%
OFFICE SERVICES	640	6	250	250	0	0.00%
POSTAGE	376	198	300	300	0	0.00%
PERSONNEL-SUPPLIES/SERV	2,991	2,104	4,200	3,500	-700	-16.67%
TELEPHONE	3,806	2,615	5,150	5,150	0	0.00%
ELECTRICITY	28,509	25,997	32,000	32,702	702	2.19%
WATER	9,516	5,151	12,500	20,000	7,500	60.00%
SEWERS	8,209	17,929	15,058	15,058	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	2,673	1,699	500	500	0	0.00%
TRAINING	0	440	500	500	0	0.00%
REPAIR AND MAINTENANCE OF EQUIPMENT	656	657	0	0	0	0.00%
	178,940	210,838	198,557	181,960	-16,597	-8.36%
OFFICE SUPPLIES	556	793	500	500	0	0.00%
PRINTING & REPRODUCTION	3	0	200	200	0	0.00%
FUEL OIL	12,336	8,229	31,840	0	-31,840	-100.00%
NATURAL GAS	0	0	0	17,969	17,969	100.00%
HEATING GAS	36,083	40,737	17,500	32,500	15,000	85.71%
GASOLINE,OIL & LUBRICANT	7,666	22,301	9,000	9,000	0	0.00%
	56,644	72,060	59,040	60,169	1,129	1.91%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
AIRPORT						
DUES & MEMBERSHIPS	214	214	400	400	0	0.00%
LICENSES	300	260	500	500	0	0.00%
PROPERTY & CASUALTY	52	7,249	5,063	5,063	0	0.00%
	566	7,723	5,963	5,963	0	0.00%
IUUAL PRINCIPAL	6,797	7,795	8,855	8,855	0	0.00%
IUUAL INTEREST	2,834	2,442	2,001	2,001	0	0.00%
	9,631	10,237	10,856	10,856	0	0.00%
TOTAL AIRPORT EXPENDITURES	513,786	578,822	550,000	550,000	0	0.00%

Purpose

The City of Augusta-Bureau of Childcare is committed to provide high quality school age childcare for families and their children with a dedicated and outstanding staff. The program offers a safe, nurturing, educational and recreational experience where children are encouraged to pursue interests and develop friendships, independence, and confidence.

The program offers a wide variety of activities to provide children and youth with many opportunities for success and positive self-expression. We focus on meeting the individual needs of children and provide an environment that encourages the discovery of their talents. We also work with children to build trusting communication to help them through their various stages and assist with resolution and improved decision-making processes.

Program quality starts with great staff. Just like a place of business, matching the position with staff that possesses the right aptitude, knowledge and abilities makes the experience for a child and their parents a positive one. Research has shown that a critical asset every child needs to succeed is the support of non-parent adults. The children perceive childcare staff as role models. As such, the City of Augusta Childcare Bureau spends countless resources in making sure that the relationships that the children have with their caregiver is one that will pay out benefits over a lifetime. All staff:

- Receive continuous education and training.
- Complete CPR/First aid certifications.
- Undergo a background and criminal history check along with a DHHS Child Protective Check.
- Is a part of the Maine Roads to Quality Registry.
- Participates in the Quality for ME Rating System.
- Meet State Child Care Licensing standards.
- Are paid competitive salaries.

Childcare Program Goals

- Assure parents/guardians that their children will be in a safe, healthy environment where staff strives to meet emotional, social and physical needs.
- Promote respect for self and others, while responsibilities and social skills are both enhanced and encouraged.
- Create a happy, warm, exciting environment that is inviting, comfortable, flexible, and manageable for the children.
- Establish and maintain a behavior management system that will reinforce positive behaviors.
- Provide a variety of developmentally appropriate activities that includes, but is not limited to, arts, crafts, self-directed play, field trips, dramatic play, physical activities (indoor and outdoor), community service, reading, quiet time, or offer an environment where homework is encouraged.

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CHILDCARE REVENUES						
UNCLASSIFIED	56,516	46,722	88,500	86,001	-2,499	-2.82%
AFTER SCHOOL DAYCARE	347,406	429,239	341,910	435,497	93,587	27.37%
USE OF RETAINED EARNINGS	0	0	0	6,000	6,000	0.00%
TOTAL CHILDCARE REVENUES	403,922	475,961	430,410	527,498	97,088	22.56%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CHILDCARE						
SALARIES - REG. EMPL.	65,789	65,698	67,422	166,798	99,376	147.39%
SALARIES-PARTTIME/TEMP	231,185	247,775	244,680	206,941	-37,739	-15.42%
OVERTIME	5,881	6,649	4,800	4,800	0	0.00%
UNEMPLOYMENT INSURANCE	0	0	2,500	2,500	0	0.00%
WORKERS COMPENSATION	4,449	4,115	5,365	5,365	0	0.00%
HEALTH BENEFITS	6,305	6,035	5,980	6,903	923	15.43%
HRA	0	0	250	250	0	0.00%
FRINGE BENEFITS	22,380	24,789	25,651	39,890	14,239	55.51%
	335,989	355,060	356,648	433,447	76,799	21.53%
PRNT.,BNDG., STATIONERY	100	0	100	100	0	0.00%
ADVERTISING SERVICES	847	184	500	500	0	0.00%
POSTAGE	45	51	100	100	0	0.00%
TELEPHONE	1,719	924	1,100	1,100	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	0	0	2,000	2,000	0	0.00%
TRAINING	1,175	260	2,500	2,500	0	0.00%
MILEAGE REIMBURSEMENT	851	583	1,000	1,000	0	0.00%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CHILDCARE						
SUB., TXTB., PERIODICALS	47	0	75	75	0	0.00%
MOTOR POOL	9,809	5,570	11,000	10,000	-1,000	-9.09%
SPECIAL & OTHER MISC. SERVICES	2,358	7,630	4,000	5,000	1,000	25.00%
	16,951	15,202	22,375	22,375	0	0.00%
OFFICE SUPPLIES	851	1,514	1,100	1,100	0	0.00%
GASOLINE,OIL & LUBRICANT	148	19	0	0	0	0.00%
FOOD & GROCERIES	8,670	8,350	15,305	10,605	-4,700	-30.71%
WEARING APPAREL	2,497	3,534	4,100	4,100	0	0.00%
MED., SURG., & LAB. SUPP.	86	0	0	0	0	0.00%
AGRIC., BOTAN. & ANIMAL	0	0	0	6,000	6,000	0.00%
RECREATIONAL SUPPLIES	15,653	26,308	21,500	24,000	2,500	11.63%
	27,904	39,725	42,005	45,805	3,800	9.05%
DUES & MEMBERSHIPS	997	158	960	0	-960	-100.00%
	997	158	960	0	-960	-100.00%
COMPUTER SOFTWARE	0	0	0	2,200	2,200	100.00%
	0	0	0	2,200	2,200	100.00%
IUUAL PRINCIPAL	1,699	1,949	2,214	2,214	0	0.00%
IUUAL INTEREST	709	611	501	501	0	0.00%
	2,408	2,559	2,715	2,715	0	0.00%
TRANSFER OUT	0	0	0	20,956	20,956	0.00%
	0	0	0	20,956	20,956	0.00%
TOTAL CHILDCARE EXPENDITURES	384,249	412,704	424,703	527,498	102,795	24.20%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 MANAGER	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE REVENUES						
MOTOR POOL-CITY	1,034,787	1,127,751	1,022,888	1,044,655	21,767	2.13%
GAS & OIL - CITY	505,898	604,558	524,401	411,231	-113,170	-21.58%
GAS & OIL - PUBLIC	642	0	0	0	0	0.00%
REPAIRS & TIRES	227,798	255,500	237,721	255,401	17,680	7.44%
MISCELLANEOUS REVENUE	3,976	1,707	3,000	3,000	0	0.00%
USE OF RETAINED EARNINGS	0	0	45,381	31,426	-13,955	-30.75%
SALE OF PROPERTY	0	14,000	0	0	0	0.00%
GAIN ON SALE (TRADE-IN)	0	-14,000	0	0	0	0.00%
TOTAL CENTRAL GARAGE REVENUES	1,773,102	1,989,516	1,833,391	1,745,713	-87,678	-4.78%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 MANAGER	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES						
SALARIES - REG. EMPL.	321,851	333,472	342,485	346,805	4,320	1.26%
SALARIES-PARTTIME/TEMP	519	315	487	487	0	0.00%
OVERTIME	10,643	10,975	12,240	12,240	0	0.00%
WORKERS COMPENSATION	7,971	8,529	9,601	9,601	0	0.00%
HEALTH BENEFITS	83,892	84,281	87,003	99,065	12,062	13.86%
HRA	0	0	3,250	3,250	0	0.00%
CONTRACT BENEFITS	1,900	2,498	2,700	2,700	0	0.00%
FRINGE BENEFITS	21,032	25,720	31,466	37,152	5,686	18.07%
	<u>447,807</u>	<u>465,791</u>	<u>489,232</u>	<u>511,300</u>	<u>22,068</u>	<u>4.51%</u>
PRNT.,BNDG., STATIONERY	295	314	450	450	0	0.00%
ADVERTISING SERVICES	614	549	740	740	0	0.00%
POSTAGE	206	17*	200	200	0	0.00%
TELEPHONE	331	303	360	369	9	2.50%
ELECTRICITY	16,922	15,101	15,655	15,709	54	0.34%
TRAVEL EXPENSE AND CONFERENCES	721	1	500	500	0	0.00%
TRAINING	90	210	600	600	0	0.00%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 MANAGER	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES						
SUB., TXTB., PERIODICALS	338	0	450	450	0	0.00%
RENTAL OF EQUIP/VEHICLES	1,761	669	1,720	1,720	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	22,679	21,589	25,000	25,000	0	0.00%
REPAIRS AND MAINT. OF BLDGS	10,941	8,731	17,227	24,403	7,176	41.66%
SPECIAL & OTHER MISC. SERVICES	1,919	2,180	2,554	2,630	76	2.98%
	56,818	49,665	65,456	72,771	7,315	11.18%
OFFICE SUPPLIES	347	364	500	500	0	0.00%
FUEL OIL	29,863	41,512	32,234	32,007	-227	-0.70%
GASOLINE,OIL & LUBRICANT	482,560	542,732	496,000	377,320	-118,680	-23.93%
LUBRICANTS	40,286	29,973	24,016	27,194	3,178	13.23%
TIRES & TUBES	39,777	30,575	37,000	44,600	7,600	20.54%
PLOW EDGES	30,363	31,382	30,000	30,000	0	0.00%
WEARING APPAREL	3,628	3,399	4,095	4,395	300	7.33%
MED., SURG., & LAB. SUPP.	98	221	100	150	50	50.00%
PUBLIC SAFETY SUPPLIES	1,797	939	1,700	1,200	-500	-29.41%
SMALL TOOLS & IMPLEMENTS	4,951	3,423	4,300	4,300	0	0.00%
CLEAN. & DISINFECT. SUP.	4,545	4,360	4,000	4,000	0	0.00%

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2016 MANAGER	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES						
CONSTRUCTION MATERIALS	11,046	2,799	4,000	4,000	0	0.00%
STOCK INVENTORY	173,258	254,183	190,000	196,000	6,000	3.16%
OTHER OPER. & MTN. SUP.	5,474	4,646	5,000	5,000	0	0.00%
	827,994	950,508	832,945	730,666	-102,279	-12.28%
LICENSES	2,827	2,977	3,517	3,517	0	0.00%
	2,827	2,977	3,517	3,517	0	0.00%
OFFICE EQUIPMENT	0	500	500	500	0	0.00%
EQUIPMENT DEPRECIATION	357,835	366,537	392,602	427,090	34,488	8.78%
	357,835	367,037	393,102	427,590	34,488	8.77%
IUUAL PRINCIPAL	12,461	14,290	16,234	16,234	0	0.00%
IUUAL INTEREST	5,196	4,477	3,668	3,668	0	0.00%
	17,658	18,768	19,902	19,902	0	0.00%
TRANSFER OUT	28,298	28,298	29,237	29,237	0	0.00%
	28,298	28,298	29,237	29,237	0	0.00%
TOTAL CENTRAL GARAGE	1,739,237	1,883,044	1,833,391	1,794,983	-38,408	-2.09%