

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 develop a marketing program for shows and concerts that can be distributed 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.
- All event staff to be TIPS alcohol server training

Marketing

- Better utilize the civic center web site for marketing, sales and event information.
- Continue to try and sell \$20,000 of advertising on the electronic message boards by January 1, 2017.
- Maintain advertising signage and sponsorship revenue to \$122,000 by June 30, 2017.
- Actively continue to sell signage for all the new spaces that were allocated in the main lobby and the auditorium by June 30, 2017.

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 and defib.
- 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., bowls of tossed salad instead of salad bar)
- 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, Slips, Trips, & Falls, and with PPE as necessary.
- Create and implement training guide for all catering staff
- Create and implement a "Special Events" menu

Bars

- Maintain a 24% liquor 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.
- Create and implement a training guide for bars

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.
- Create and implement a training guide for Concessions
- 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.

CIVIC CENTER

- 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER REVENUES						
AUDIO-VISUAL	111,020	90,185	108,000	100,250	-7,750	-7.18%
AUDITORIUM	247,424	260,199	277,200	274,578	-2,622	-0.95%
BASKETBALL FLOOR	0	0	0	0	0	0.00%
CHAIRS	10,397	10,416	10,500	13,125	2,625	25.00%
COAT CHECK	818	665	800	800	0	0.00%
ELECTRICAL	43,385	40,583	44,000	41,984	-2,016	-4.58%
ELECTRICIAN	3,120	4,850	3,700	4,100	400	10.81%
EXHIBIT BOOTHS	58,277	52,650	60,800	57,500	-3,300	-5.43%
FLOOR COVERING	0	4,071	0	0	0	0.00%
FORK LIFTS	3,030	2,300	3,135	2,695	-440	-14.04%
JANITORIAL	7,151	7,193	7,150	7,185	35	0.49%
MAIN BUILDING	175,815	167,237	191,696	188,709	-2,987	-1.56%
MISCELLANEOUS EQUIPMENT	9,157	5,618	7,283	6,975	-308	-4.23%
NORTH WING	140,643	124,927	152,353	148,860	-3,493	-2.29%
PARKING LOT	35,072	49,533	49,600	47,276	-2,324	-4.69%
POLICE/FIRE/DOOR GUARDS	44,622	48,371	49,500	47,824	-1,676	-3.39%
PRODUCTION EQUIPMENT	1,165	1,115	0	0	0	0.00%
STAGE	0	0	0	0	0	0.00%
TABLES	67,403	65,345	65,400	65,400	0	0.00%
UMA BUILDING RENTAL	87,867	88,397	90,256	99,032	8,776	9.72%
USHERS/TICKET TAKERS	0	2,249	1,800	2,400	600	33.33%
TOTAL PHYSICAL PLANT	1,046,365	1,025,902	1,123,173	1,108,693	-14,480	-1.29%
COMMUNICATION LINE	1,800	1,150	1,950	1,675	-275	-14.10%
PHOTOCOPY/UNIFORMS/MISC	1,266	1,894	1,150	1,250	100	8.70%
SOUVENIRS	1,547	3,839	6,000	4,950	-1,050	-17.50%
SIGN/SCOREBOARD	118,795	116,908	121,889	119,889	-2,000	-1.64%
TOTAL ADMINISTRATION	123,408	123,791	130,989	127,764	-3,225	-2.46%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER REVENUES						
ATM	4,712	6,128	4,500	4,500	0	0.00%
BOX OFFICE TICKETS	13,966	27,280	21,000	20,000	-1,000	-4.76%
TOTAL BOX OFFICE	18,678	33,408	25,500	24,500	-1,000	-3.92%
TABLECLOTHS	23,392	23,185	22,750	23,280	530	2.33%
SERVICE CHARGE ON MEALS	166,266	170,229	176,677	176,677	0	0.00%
KITCHEN - SNACKS	85,257	85,726	95,000	95,000	0	0.00%
KITCHEN - MEALS	247,575	229,776	281,382	269,539	-11,843	-4.21%
SNACK TAXABLE	71,483	102,765	76,000	87,303	11,303	14.87%
MEALS TAXABLE	426,790	434,199	431,000	432,646	1,646	0.38%
REBATES FROM FOOD ITEMS	1,139	651	0	750	750	0.00%
TOTAL CATERING	1,021,901	1,046,531	1,082,809	1,085,195	2,386	0.22%
CONCESSIONS/VENDING	234,036	279,159	238,000	256,596	18,596	7.81%
MISC FOODS/VENDING MACHINES	4,444	2,242	4,500	4,500	0	0.00%
CONCESSION/VENDING TAXABLE	3,749	2,146	3,600	3,600	0	0.00%
TOTAL CONCESSION	242,228	283,547	246,100	264,696	18,596	7.56%
BARS	31,658	48,978	51,000	51,975	975	1.91%
SERVICE CHARGE ON BARS	4,172	5,267	3,800	4,700	900	23.68%
BAR TAXABLE	19,021	24,914	19,000	19,000	0	0.00%
TOTAL BAR	54,852	79,159	73,800	75,675	1,875	2.54%
TOTAL CIVIC CENTER REVENUE	2,507,431	2,592,338	2,682,371	2,686,523	4,152	0.15%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
PHYSICAL PLANT						
SALARIES - REG. EMPL.	231,411	228,216	234,858	248,093	13,235	5.64%
SALARIES-PARTTIME/TEMP	142,853	144,188	145,300	150,694	5,394	3.71%
OVERTIME	3,667	6,866	3,500	3,950	450	12.86%
POLICE AND FIRE SERVICE	16,220	19,457	18,592	18,844	252	1.36%
UNEMPLOYMENT INSURANCE	366	0	2,500	2,500	0	0.00%
WORKERS COMPENSATION	8,104	6,251	10,817	9,929	-888	-8.21%
HEALTH BENEFITS	45,205	48,282	46,724	51,251	4,527	9.69%
HRA	0	0	2,000	2,000	0	0.00%
FRINGE BENEFITS	30,230	34,947	38,306	43,356	5,050	13.18%
	478,057	488,207	502,597	530,617	28,020	5.58%
ELECTRICITY	148,546	161,767	164,926	159,778	-5,148	-3.12%
WATER	7,407	7,190	7,556	7,556	0	0.00%
SEWERS	23,484	22,252	24,025	24,025	0	0.00%
TRAINING	0	99	500	500	0	0.00%
PRODUCTION	3,948	2,301	12,044	6,400	-5,644	-46.86%
ELEVATOR MAINTENANCE	957	1,375	3,680	3,680	0	0.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
PHYSICAL PLANT						
SOLID WASTE REMOVAL	9,155	9,659	12,650	12,350	-300	-2.37%
RENTAL OF EQUIP/VEHICLES	12,616	13,802	12,700	12,700	0	0.00%
MOTOR POOL	9,024	9,498	10,032	10,032	0	0.00%
REPAIRS AND MAINT. OF EQUIPMEN	56,955	74,629	75,258	74,157	-1,101	-1.46%
SNOW REMOVAL	28,500	37,446	30,000	30,750	750	2.50%
	300,591	340,018	353,371	341,928	-11,443	-3.24%
NATURAL GAS	0	0	0	21,805	21,805	0.00%
PROPANE GAS	98,661	109,182	61,500	30,960	-30,540	-49.66%
GASOLINE,OIL & LUBRICANT	1,754	516	1,948	1,948	0	0.00%
WEARING APPAREL	2,092	1,839	2,300	1,965	-335	-14.57%
PUBLIC SAFETY SUPPLIES	5,904	6,893	3,500	3,494	-6	-0.17%
SMALL TOOLS & IMPLEMENTS	52	661	1,200	1,200	0	0.00%
FLAGS	0	251	0	0	0	0.00%
CLEAN. & DISINFECT. SUP.	13,281	13,290	15,900	13,800	-2,100	-13.21%
CONSTRUCTION MATERIALS	1,231	0	3,994	3,500	-494	-12.37%
	122,976	132,631	90,342	78,672	-11,670	-12.92%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
PHYSICAL PLANT						
LICENSES	900	2,023	1,890	1,940	50	2.65%
LEASES	12,875	12,875	11,335	10,531	-804	-7.09%
	13,775	14,897	13,225	12,471	-754	-5.70%
TOTAL PHYSICAL PLANT	915,398	975,754	959,535	963,688	4,153	0.43%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
ADMINISTRATION						
SALARIES - REG. EMPL.	174,374	220,231	208,783	216,609	7,826	3.75%
SALARIES-PARTTIME/TEMP	16,562	19,549	19,540	0	-19,540	-100.00%
OVERTIME	0	881	100	1,000	900	900.00%
UNEMPLOYMENT INSURANCE	2,578	2,624	0	0	0	0.00%
WORKERS COMPENSATION	499	532	503	639	136	27.04%
HEALTH BENEFITS	34,589	31,864	33,504	38,100	4,596	13.72%
HRA	0	0	1,500	1,500	0	0.00%
FRINGE BENEFITS	16,582	20,405	24,596	22,744	-1,852	-7.53%
	245,185	296,085	288,526	280,592	-7,934	-2.75%
PRNT.,BNDG., STATIONERY	482	153	1,700	700	-1,000	-58.82%
ADVERTISING SERVICES	225	71	600	600	0	0.00%
POSTAGE	510	902	600	700	100	16.67%
TELEPHONE	1,490	1,507	1,440	1,440	0	0.00%
TRAVEL EXPENSE AND CONFERENCES	0	530	3,000	1,000	-2,000	-66.67%
TRAINING	0	0	1,000	500	-500	-50.00%
MARKETING	9,649	5,851	7,324	7,096	-228	-3.11%
RENTAL OF EQUIP/VEHICLES	28,705	18,888	15,000	15,000	0	0.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
ADMINISTRATION						
REPAIRS AND MAINT. OF EQUIPMEN	5,059	3,523	3,686	3,686	0	0.00%
SPECIAL & OTHER MISC. SERVICES	17,025	10,255	17,758	14,258	-3,500	-19.71%
WRITE OFF PRIOR YEAR RECEIVABL	0	0	10,000	3,000	-7,000	-70.00%
	63,145	41,680	62,108	47,980	-14,128	-22.75%
OFFICE SUPPLIES	1,950	2,410	2,000	2,100	100	5.00%
MED., SURG., & LAB. SUPP.	0	0	0	0	0	0.00%
	1,950	2,410	2,000	2,100	100	5.00%
DUES & MEMBERSHIPS	1,072	533	1,092	1,130	38	3.48%
LICENSES	76	193	193	193	0	0.00%
INSURANCE	12,731	0	0	0	0	0.00%
PROPERTY & CASUALTY	0	11,789	12,380	10,000	-2,380	-19.22%
	13,879	12,515	13,665	11,323	-2,342	-17.14%
COMPUTER HARDWARE	0	0	600	600	0	0.00%
EQUIPMENT DEPRECIATION	304,335	309,047	209,504	209,504	0	0.00%
	304,335	309,047	210,104	210,104	0	0.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
ADMINISTRATION						
IJUAL PRINCIPAL	42,871	0	14,578	14,749	171	1.17%
DEBT SERVICE (INTEREST)	91,625	79,637	67,558	76,564	9,006	13.33%
IJUAL INTEREST	13,432	4,900	7,702	7,551	-151	-1.96%
	<u>147,928</u>	<u>84,537</u>	<u>89,838</u>	<u>98,864</u>	<u>9,026</u>	<u>10.05%</u>
TRANSFER OUT	59,960	56,000	52,500	52,500	0	0.00%
	<u>59,960</u>	<u>56,000</u>	<u>52,500</u>	<u>52,500</u>	<u>0</u>	<u>0.00%</u>
TOTAL ADMINISTRATION	<u>836,382</u>	<u>802,273</u>	<u>718,741</u>	<u>703,463</u>	<u>-15,278</u>	<u>-2.13%</u>

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
BOX OFFICE						
SALARIES - REG. EMPL.	80,026	38,937	41,454	42,802	1,348	3.25%
SALARIES-PARTTIME/TEMP	1,328	2,714	2,336	2,100	-236	-10.10%
OVERTIME	0	3,061	1,500	2,000	500	33.33%
WORKERS COMPENSATION	141	154	146	128	-18	-12.33%
HEALTH BENEFITS	6,006	5,953	6,357	7,257	900	14.16%
HRA	0	0	250	250	0	0.00%
FRINGE BENEFITS	4,304	3,954	4,622	4,895	273	5.91%
	91,805	54,773	56,665	59,432	2,767	4.88%
BOX OFFICE	2,975	4,267	3,000	3,400	400	13.33%
	2,975	4,267	3,000	3,400	400	13.33%
TOTAL BOX OFFICE	94,781	59,040	59,665	62,832	3,167	5.31%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
CATERING						
SALARIES - REG. EMPL.	148,538	135,321	170,180	203,207	33,027	19.41%
SALARIES-PARTTIME/TEMP	146,664	159,926	167,125	142,558	-24,567	-14.70%
OVERTIME	1,670	6,132	4,000	4,000	0	0.00%
UNEMPLOYMENT INSURANCE	1,196	0	3,200	3,200	0	0.00%
WORKERS COMPENSATION	7,223	7,046	8,694	6,323	-2,371	-27.27%
HEALTH BENEFITS	33,222	33,529	37,666	49,283	11,617	30.84%
HRA	0	0	2,000	2,000	0	0.00%
FRINGE BENEFITS	21,065	23,434	32,459	29,413	-3,046	-9.38%
	<u>359,577</u>	<u>365,388</u>	<u>425,324</u>	<u>439,984</u>	<u>14,660</u>	<u>3.45%</u>
TRAVEL EXPENSE AND CONFERENCES	603	384	500	500	0	0.00%
TRAINING	169	532	750	750	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	6,689	4,693	6,750	5,830	-920	-13.63%
	<u>7,461</u>	<u>5,608</u>	<u>8,000</u>	<u>7,080</u>	<u>-920</u>	<u>-11.50%</u>

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
CATERING						
FOOD & GROCERIES	247,308	278,235	283,700	280,700	-3,000	-1.06%
WEARING APPAREL	725	534	500	2,000	1,500	300.00%
TABLECLOTHS	29,312	24,087	36,400	30,900	-5,500	-15.11%
KITCHEN SMALLWARE	4,935	4,432	5,000	5,000	0	0.00%
CLEAN. & DISINFECT. SUP.	5,356	4,446	4,600	4,900	300	6.52%
	<u>287,637</u>	<u>311,733</u>	<u>330,200</u>	<u>323,500</u>	<u>-6,700</u>	<u>-2.03%</u>
LICENSES	470	482	470	470	0	0.00%
	<u>470</u>	<u>482</u>	<u>470</u>	<u>470</u>	<u>0</u>	<u>0.00%</u>
TOTAL CATERING	<u>655,145</u>	<u>683,211</u>	<u>763,994</u>	<u>771,034</u>	<u>7,040</u>	<u>0.92%</u>

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
CONCESSION						
SALARIES-PARTTIME/TEMP	48,060	52,852	52,650	54,108	1,458	2.77%
OVERTIME	1,301	3,220	1,000	1,500	500	50.00%
UNEMPLOYMENT INSURANCE	0	0	115	115	0	0.00%
WORKERS COMPENSATION	1,335	1,268	1,612	1,007	-605	-37.53%
FRINGE BENEFITS	3,749	4,253	4,319	4,303	-16	-0.37%
	54,444	61,593	59,696	61,033	1,337	2.24%
RENTAL OF EQUIP/VEHICLES	0	500	500	500	0	0.00%
REPAIRS AND MAINT. OF EQUIPMEN	856	0	500	500	0	0.00%
	856	500	1,000	1,000	0	0.00%
FOOD & GROCERIES	71,470	82,587	73,900	78,745	4,845	6.56%
WEARING APPAREL	700	909	700	700	0	0.00%
KITCHEN SMALLWARE	1,543	0	2,200	2,200	0	0.00%
	73,713	83,497	76,800	81,645	4,845	6.31%
TOTAL CONCESSION	129,013	145,589	137,496	143,678	6,182	4.50%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CIVIC CENTER EXPENDITURES						
BAR						
SALARIES-PARTTIME/TEMP	13,173	15,803	13,825	14,506	681	4.93%
OVERTIME	0	32	0	0	0	0.00%
UNEMPLOYMENT INSURANCE	0	0	100	100	0	0.00%
WORKERS COMPENSATION	332	312	466	262	-204	-43.78%
HEALTH BENEFITS	37	47	0	0	0	0.00%
FRINGE BENEFITS	1,201	1,559	1,112	1,110	-2	-0.18%
	14,742	17,753	15,503	15,978	475	3.06%
TRAINING	150	195	200	200	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	280	185	1,000	1,000	0	0.00%
	430	380	1,200	1,200	0	0.00%
FOOD & GROCERIES	1,851	4,528	3,100	3,070	-30	-0.97%
LIQUOR	16,476	20,383	18,401	18,770	369	2.01%
WEARING APPAREL	0	1,302	400	400	0	0.00%
KITCHEN SMALLWARE	59	0	500	500	0	0.00%
	18,386	26,213	22,401	22,740	339	1.51%
LICENSES	910	910	910	910	0	0.00%
INSURANCE	2,454	927	1,690	1,000	-690	-40.83%
	3,364	1,837	2,600	1,910	-690	-26.54%
TOTAL BAR	36,922	46,182	41,704	41,828	124	0.30%
TOTAL CIVIC CENTER EXPENDITURES	2,667,641	2,712,050	2,681,135	2,686,523	5,388	0.20%

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

Purpose/Mission Statement

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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 2015, approximately 31,249 tons of waste was landfilled and another 3,341 tons of material was either recycled or composted. 8.6% of the material that was brought to Hatch Hill was either composted or recycled. Additionally, 4,170 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 15 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. In October of 2014 about 4 acres of plastic intermediate cover was placed on the north slope of Expansion III, the active gas system was expanded to collect the gas generated in this area too. 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 Foreman, Scale House Operator, Compactor Operator, Landfill Utility Operator, Recycling Attendant and a Technical Foreman. 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 personnel 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 – residents with single stream recycling only, 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.
- 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
HATCH HILL REVENUES						
COMPOSTERS	91	0	0	0	0	0.00%
INVESTMENT INCOME	157	173	200	200	0	0.00%
MISCELLANEOUS FEES	8,087	9,214	5,000	7,500	2,500	50.00%
MISCELLANEOUS REVENUE	42	39	0	0	0	0.00%
MUNICIPAL SOLID WASTE FEE	2,104,050	2,090,511	2,176,500	1,999,400	-177,100	-8.14%
PER CAPITA FEES	339,937	319,942	290,359	215,100	-75,259	-25.92%
PERMIT FEE	38,255	36,839	36,000	26,000	-10,000	-27.78%
RECYCLING FEES	137,381	147,137	146,250	117,500	-28,750	-19.66%
SALE OF MATERIAL	42,386	38,584	50,000	35,000	-15,000	-30.00%
TOTAL HATCH HILL REVENUES	2,670,387	2,642,439	2,704,309	2,400,700	-303,609	-11.23%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES						
SALARIES - REG. EMPL.	300,614	296,849	311,271	296,826	-14,445	-4.64%
SALARIES-PARTTIME/TEMP	3,108	10,327	8,800	8,800	0	0.00%
OVERTIME	15,850	17,845	17,684	27,379	9,695	54.82%
WORKERS COMPENSATION	20,952	20,704	17,753	22,007	4,254	23.96%
HEALTH BENEFITS	65,198	68,788	78,479	66,561	-11,918	-15.19%
HRA	0	0	3,000	3,000	0	0.00%
CONTRACT BENEFITS	411	1,050	1,200	1,333	133	11.08%
FRINGE BENEFITS	23,200	28,668	30,768	35,134	4,366	14.19%
	<u>429,334</u>	<u>444,232</u>	<u>468,955</u>	<u>461,040</u>	<u>-7,915</u>	<u>-1.69%</u>
PRNT.,BNDG., STATIONERY	3,151	1,792	2,940	2,420	-520	-17.69%
ADVERTISING SERVICES	0	174	400	400	0	0.00%
POSTAGE	248	257	300	300	0	0.00%
TELEPHONE	5,586	5,177	4,635	5,451	816	17.61%
ELECTRICITY	11,020	12,321	13,756	13,803	47	0.34%
SEWERS	85,440	81,208	91,140	87,000	-4,140	-4.54%
TRAVEL EXPENSE AND CONFERENCES	275	365	3,000	4,500	1,500	50.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES						
TRAINING	0	40	2,000	2,000	0	0.00%
MILEAGE REIMBURSEMENT	0	0	50	50	0	0.00%
RENTAL OF EQUIP/VEHICLES	5,486	6,807	22,300	20,000	-2,300	-10.31%
MOTOR POOL	147,780	167,441	139,838	157,610	17,772	12.71%
SERVICE FEES	4,132	4,303	4,200	4,200	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	24,165	21,302	37,400	17,000	-20,400	-54.55%
REPAIRS AND MAINT. OF BLDGS	1,518	1,403	4,020	10,310	6,290	156.47%
SPECIAL & OTHER MISC. SERVICES	50,076	32,944	60,200	67,000	6,800	11.30%
ARCHITECTURAL & ENGINEERING	75,095	86,211	107,000	105,000	-2,000	-1.87%
RECYLCING FEES	127,885	129,450	175,450	147,850	-27,600	-15.73%
	541,858	551,197	668,629	644,894	-23,735	-3.55%
OFFICE SUPPLIES	428	484	600	600	0	0.00%
GASOLINE,OIL & LUBRICANT	58,462	60,516	46,854	43,608	-3,246	-6.93%
WEARING APPAREL	1,221	1,640	2,157	2,120	-37	-1.72%
MED., SURG., & LAB. SUPP.	340	290	300	300	0	0.00%
PUBLIC SAFETY SUPPLIES	48	1,121	420	420	0	0.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES						
SMALL TOOLS & IMPLEMENTS	4,169	509	1,000	1,000	0	0.00%
CLEAN. & DISINFECT. SUP.	237	366	200	300	100	50.00%
AGRIC., BOTAN. & ANIMAL	728	2,170	6,250	4,777	-1,473	-23.57%
CONSTRUCTION MATERIALS	24,332	17,744	26,200	91,200	65,000	248.09%
OTHER OPER. & MTN. SUP.	341	324	600	850	250	41.67%
	90,306	85,163	84,581	145,175	60,594	71.64%
BAD DEBTS EXPENSE	0	0	500	500	0	0.00%
DUES & MEMBERSHIPS	966	745	1,000	1,000	0	0.00%
LICENSES	17,378	17,907	17,000	20,000	3,000	17.65%
POLLUTION INSURANCE	31,240	31,240	32,000	32,000	0	0.00%
PROPERTY & CASUALTY	3,043	2,919	3,066	3,066	0	0.00%
RESERVE FOR CLOSURE	150,269	205,682	545,088	494,100	-50,988	-9.35%
INTERIM CLOSURE	40,000	-268,745	0	0	0	0.00%
	242,896	-10,252	598,654	550,666	-47,988	-8.02%
OFFICE EQUIPMENT	155	875	1,000	3,000	2,000	200.00%
EQUIPMENT DEPRECIATION	260,315	233,098	278,996	353,053	74,057	26.54%
	260,470	233,972	279,996	356,053	76,057	27.16%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
HATCH HILL EXPENDITURES						
IUAL PRINCIPAL	12,342	0	4,208	4,257	49	1.16%
DEBT SERVICE (INTEREST)	181,289	152,029	123,321	32,826	-90,495	-73.38%
IUAL INTEREST	3,867	1,414	2,243	2,180	-63	-2.81%
	197,498	153,443	129,772	39,263	-90,509	-69.74%
TRANSFER OUT	48,477	48,477	54,702	48,014	-6,688	-12.23%
	48,477	48,477	54,702	48,014	-6,688	-12.23%
TOTAL HATCH HILL	1,810,839	1,506,233	2,285,289	2,245,105	-40,184	-1.76%

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. In 2015 the City and the DOT renewed this agreement for another 5 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 mission of the Augusta State Airport is to serve the aviation and air travel needs of the residents of the City of Augusta and surrounding communities, as well as those of aviators and air passengers traveling to Augusta. In meeting these needs, the Airport, its property and facilities are maintained in full compliance with applicable Federal Aviation Administration (FAA) Regulations.

The 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.

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

- 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:
 - Runway 8 threshold relocation
 - Airport road reconstruction
 - Parking lot updates
 - Capitol improvements to terminal & maintenance buildings
 - Develop CIP program with MDOT for new equipment

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
AIRPORT						
COMMISSION INCOME - CONCESSION	113	906	1,000	1,000	0	0.00%
COMMISSION INCOME - TENANTS	8,734	10,760	19,000	19,000	0	0.00%
COMMISSIONS	0	2	0	0	0	0.00%
FUEL FLOW FEES	13,161	13,607	13,000	13,000	0	0.00%
LANDING FEES	482	3,078	7,000	7,000	0	0.00%
LANDING FEES - CONTRACT	9,817	21,271	10,520	10,520	0	0.00%
MANAGEMENT FEE STATE OF MAINE	465,056	420,858	446,880	446,880	0	0.00%
MISCELLANEOUS FEES	2,800	7,649	3,000	3,000	0	0.00%
PARKING FEES	4,511	26	4,000	4,000	0	0.00%
RENTAL OF LANDS	3,099	11,416	3,600	3,600	0	0.00%
RENTAL OF ROOMS	62,468	59,775	42,000	42,000	0	0.00%
TOTAL AIRPORT REVENUE	570,240	549,348	550,000	550,000	0	0.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
AIRPORT						
SALARIES - REG. EMPL.	189,329	190,632	183,739	191,980	8,241	4.49%
SALARIES-PARTTIME/TEMP	6,293	6,830	9,500	9,500	0	0.00%
OVERTIME	18,164	19,800	25,000	25,000	0	0.00%
UNEMPLOYMENT INSURANCE	1,173	0	500	500	0	0.00%
WORKERS COMPENSATION	7,873	7,839	7,000	7,008	8	0.11%
HEALTH BENEFITS	39,017	36,543	42,500	44,617	2,117	4.98%
HRA	0	0	1,500	1,500	0	0.00%
FRINGE BENEFITS	16,114	18,072	21,313	21,057	-256	-1.20%
	<u>277,964</u>	<u>279,717</u>	<u>291,052</u>	<u>301,162</u>	<u>10,110</u>	<u>3.47%</u>
AIRFIELD-MAINTENANCE SUP.	22,114	20,800	20,000	23,000	3,000	15.00%
AIRFIELD-MAINTENANCE EQUIPMENT	17,075	5,465	12,000	17,000	5,000	41.67%
AIRFIELD-MAINT. SERVICES	22,401	10,215	15,000	20,000	5,000	33.33%
BUILDING-MAINT. SUPPLIES	18,383	14,294	10,000	18,000	8,000	80.00%
TECHNICAL SERVICES	6,261	2,777	4,000	4,000	0	0.00%
BUILDING-MAINT. EQUIPMENT	2,766	118	500	500	0	0.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
AIRPORT						
BUILDING-MAINT. SERVICES	39,323	38,487	25,000	29,900	4,900	19.60%
ADVERTISING SERVICES	627	1,494	2,000	2,000	0	0.00%
VEHICLE-MAINT. SUPPLIES	9,018	15,545	6,000	6,000	0	0.00%
VEHICLE-MAINT. EQUIPMENT	673	1,374	6,500	6,500	0	0.00%
VEHICLE-MAINT. SERVICES	15,398	1,889	3,000	3,000	0	0.00%
OFFICE SERVICES	6	36	250	250	0	0.00%
POSTAGE	198	29	300	300	0	0.00%
PERSONNEL-SUPPLIES/SERV	2,104	2,065	3,500	3,500	0	0.00%
TELEPHONE	2,615	2,433	5,150	5,150	0	0.00%
ELECTRICITY	25,997	25,523	32,702	38,181	5,479	16.75%
WATER	5,151	2,994	20,000	3,000	-17,000	-85.00%
SEWERS	17,929	15,824	15,058	17,558	2,500	16.60%
TRAVEL EXPENSE AND CONFERENCES	1,699	1,389	500	1,600	1,100	220.00%
TRAINING	440	1,050	500	500	0	0.00%
	210,181	163,803	181,960	199,939	17,979	9.88%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
AIRPORT						
OFFICE SUPPLIES	793	1,017	500	500	0	0.00%
PRINTING & REPRODUCTION	0	0	200	200	0	0.00%
FUEL OIL	8,229	3,572	0	0	0	0.00%
NATURAL GAS	0	8,676	17,969	7,882	-10,087	-56.14%
PROPANE GAS	40,737	26,712	32,500	14,044	-18,456	-56.79%
GASOLINE,OIL & LUBRICANT	22,301	34,991	9,000	15,000	6,000	66.67%
	72,060	74,968	60,169	37,626	-22,543	-37.47%
DUES & MEMBERSHIPS	214	215	400	400	0	0.00%
LICENSES	260	210	500	500	0	0.00%
PROPERTY & CASUALTY	7,249	0	5,063	6,342	1,279	25.26%
	7,723	425	5,963	7,242	1,279	21.45%
IUUAL PRINCIPAL	7,795	0	8,855	2,666	-6,189	-69.89%
IUUAL INTEREST	2,442	886	2,001	1,365	-636	-31.78%
	10,237	886	10,856	4,031	-6,825	-62.87%
TOTAL AIRPORT EXPENDITURES	578,165	519,798	550,000	550,000	0	0.00%

Mission Statement

The mission of the City of Augusta Childcare Program is to provide a quality, valuable, community service offering a safe, flexible, affordable program for parents and guardians to place their children when they are away from home.

Goals & Objectives

During the 2017 fiscal year, the City of Augusta Childcare Bureau will continue to provide quality childcare services to the families of Augusta.

Ongoing Continuous Quality Improvement:

1. To continue to be a self-supporting program
2. To have ALL staff obtain their Youth Development Credential.
3. Have quarterly reports submitted for accidents/incidents that occur within the program and have recommendations to reduce risks.
4. Have parent surveys sent out in spring and summer of each year to obtain feedback from the parents.

An atmosphere is encouraged where children feel free to be themselves. This is accomplished by the creative ways the children are inspired to become active participants in the program. Children have an opportunity to participate in physical, social, and creative skill building activities that they may not receive otherwise. Parents are asked to keep informed by reading newsletters and participating where appropriate.

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CHILDCARE REVENUES						
BEFORE/AFTER SCHOOL DAYCARE	429,239	371,641	435,497	317,945	-117,552	-26.99%
STATE BEFORE/AFTER CC DAYCARE	46,722	125,987	86,001	96,422	10,421	12.12%
USE OF RETAINED EARNINGS	0	0	6,000	0	0	0.00%
STATE SUMMER DAYCAMP	0	0	0	27,000	27,000	0.00%
SUMMER DAYCAMP	0	0	0	114,957	114,957	0.00%
TOTAL CHILDCARE REVENUES	475,961	497,628	527,498	556,324	34,826	5.46%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CHILDCARE						
SALARIES - REG. EMPL.	65,698	85,542	166,798	170,908	4,110	2.46%
SALARIES-PARTTIME/TEMP	247,775	260,530	206,941	208,000	1,059	0.51%
OVERTIME	6,649	7,386	4,800	5,200	400	8.33%
UNEMPLOYMENT INSURANCE	0	0	2,500	2,500	0	0.00%
WORKERS COMPENSATION	4,115	4,431	5,365	4,721	-644	-12.00%
HEALTH BENEFITS	6,035	12,146	6,603	14,545	7,942	120.28%
HRA	0	0	250	250	0	0.00%
FRINGE BENEFITS	24,789	29,029	39,890	34,522	-5,368	-13.46%
	<u>355,060</u>	<u>399,065</u>	<u>433,147</u>	<u>440,646</u>	<u>7,499</u>	<u>1.73%</u>
PRNT.,BNDG., STATIONERY	0	0	100	50	-50	-50.00%
ADVERTISING SERVICES	184	469	500	500	0	0.00%
POSTAGE	51	69	100	70	-30	-30.00%
TELEPHONE	924	941	1,100	1,430	330	30.00%
TRAVEL EXPENSE AND CONFERENCES	0	0	2,000	2,000	0	0.00%
TRAINING	260	2,181	2,500	2,500	0	0.00%
MILEAGE REIMBURSEMENT	583	139	1,000	500	-500	-50.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CHILDCARE						
SUB., TXTB., PERIODICALS	0	0	75	50	-25	-33.33%
MOTOR POOL	5,570	6,865	10,000	10,000	0	0.00%
SERVICE FEES	0	0	0	5,500	5,500	0.00%
SPECIAL & OTHER MISC. SERVICES	7,630	3,962	5,000	6,000	1,000	20.00%
	15,202	14,626	22,375	28,600	6,225	27.82%
OFFICE SUPPLIES	1,514	866	7,100	1,100	-6,000	-84.51%
GASOLINE,OIL & LUBRICANT	19	0	0	0	0	0.00%
FOOD & GROCERIES	8,350	8,833	10,605	12,000	1,395	13.15%
WEARING APPAREL	3,534	2,768	4,100	4,000	-100	-2.44%
AGRIC., BOTAN. & ANIMAL	0	0	6,000	6,000	0	0.00%
RECREATIONAL SUPPLIES	26,308	23,084	24,000	25,000	1,000	4.17%
	39,725	35,551	51,805	48,100	-3,705	-7.15%
DUES & MEMBERSHIPS	158	1,261	0	3,000	3,000	0.00%
	158	1,261	0	3,000	3,000	0.00%
COMPUTER SOFTWARE	0	0	2,200	0	-2,200	-100.00%
	0	0	2,200	0	-2,200	-100.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CHILDCARE						
IUUAL PRINCIPAL	1,949	0	2,214	688	-1,526	-68.91%
IUUAL INTEREST	611	229	501	353	-148	-29.54%
	2,559	229	2,715	1,041	-1,674	-61.65%
TRANSFER OUT	0	50,000	20,956	20,956	0	0.00%
	0	50,000	20,956	20,956	0	0.00%
TOTAL CHILDCARE EXPENDITURES	412,704	500,731	533,198	542,343	9,145	1.72%

Mission/Purpose Statement

Central Garage is an intraservice fund that supports its operations through rental fees of vehicles and equipment to various departments within the City. Central Garage owns most city vehicles, excluding those at the Airport, Fire and Police Departments.

Program Description

Central Garage operates like a business. Most of the City's vehicles and equipment are owned by Central Garage and rented out to various City departments to perform certain jobs and complete projects. Revenues of approximately 1.8 million dollars are generated through vehicle rentals, some on a monthly basis and others on an hourly rate. Rental rates are designed to provide for ongoing vehicle maintenance, as well as vehicle replacement. Vehicles are depreciated on a schedule that varies depending on the piece of equipment and anticipated useful life. Revenues are also generated from the sale of fuel to various City Departments. Rental fees and fuel charges are paid directly by the Bureau/Department that uses the vehicle or fuel.

The majority of repairs and maintenance to the equipment and vehicles are done in-house. Specialty work, such as rebuilding of transmissions, warranty work and most tire repairs, is contracted out to companies specializing in that line of work. A good preventative maintenance (PM) program is the main ingredient in reducing the cost and number of repairs. This also has a positive effect on the reliability of our equipment.

In addition to general preventative maintenance and repairs, Central Garage is responsible to prepare equipment for seasonal work, such as spring sweeping, construction and winter operations prior to the season. Modifications and improvements are performed on equipment, as resources permit, so that vehicles are more "operator-friendly," efficient, and to address safety concerns as needed. Emergency repairs are also done either in the garage or on the road.

Staff support for this operation includes a Fleet Service Manager, a working Shop Foreman, four garage technicians, one parts person, and 1/3 of the salary of the Administrative Assistant. Additional staffing is provided by Public Works at times to assist with vehicle repairs and routine cleaning.

Goals and Objectives

- Maintain a safe workplace and a safe reliable fleet that meets the needs of the various City departments.

PUBLIC WORKS

CENTRAL GARAGE

- Generate sufficient revenues to cover the costs of operating the garage and replace some vehicles annually based on their age, condition and needs.
- Educate and train employees on safe work practices and methods on equipment and new technologies as they are offered.
- Respond appropriately to requests from other departments for vehicle and equipment needs.
- Continue to look at efficiencies for the facility and the fleet.

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE REVENUES						
USE OF RETAINED EARNINGS	0	0	31,426	78,415	-31,426	-100.00%
MOTOR POOL-CITY	1,127,751	1,186,631	1,044,655	1,081,392	36,737	3.52%
GAS & OIL - CITY	604,558	608,504	411,231	417,280	6,049	1.47%
REPAIRS & TIRES	255,500	278,564	255,401	274,137	18,736	7.34%
GAIN ON SALE (TRADE-IN)	-14,000	-22,338	0	0	0	0.00%
MISCELLANEOUS REVENUE	1,707	7,570	3,000	2,000	-1,000	-33.33%
SALE OF PROPERTY	14,000	0	0	0	0	0.00%
TOTAL CENTRAL GARAGE REVENUES	1,989,516	2,058,931	1,745,713	1,853,224	29,096	1.67%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES						
SALARIES - REG. EMPL.	333,472	333,742	346,805	353,044	6,239	1.80%
SALARIES-PARTTIME/TEMP	315	0	487	680	193	39.63%
OVERTIME	10,975	14,869	12,240	12,546	306	2.50%
WORKERS COMPENSATION	8,529	8,632	9,601	9,122	-479	-4.99%
HEALTH BENEFITS	84,281	83,966	99,065	106,953	7,888	7.96%
HRA	0	0	3,250	3,250	0	0.00%
CONTRACT BENEFITS	2,498	2,678	2,700	2,830	130	4.81%
FRINGE BENEFITS	25,720	30,675	37,152	37,775	623	1.68%
	<u>465,791</u>	<u>474,562</u>	<u>511,300</u>	<u>526,200</u>	<u>14,900</u>	<u>2.91%</u>
PRNT.,BNDG., STATIONERY	314	143	450	450	0	0.00%
ADVERTISING SERVICES	549	539	740	740	0	0.00%
POSTAGE	17	176	200	200	0	0.00%
TELEPHONE	303	722	369	720	351	95.12%
ELECTRICITY	15,101	18,609	15,709	18,513	2,804	17.85%
TRAVEL EXPENSE AND CONFERENCES	1	159	500	500	0	0.00%
TRAINING	210	465	600	600	0	0.00%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES						
SUB., TXTB., PERIODICALS	0	146	450	450	0	0.00%
RENTAL OF EQUIP/VEHICLES	669	2,089	1,720	1,720	0	0.00%
REPAIRS AND MAINT. OF EQUIPMENT	21,589	14,392	25,000	25,000	0	0.00%
REPAIRS AND MAINT. OF BLDGS	8,731	6,362	24,403	13,503	-10,900	-44.67%
SPECIAL & OTHER MISC. SERVICES	2,180	2,204	2,630	2,232	-398	-15.13%
	49,665	46,006	72,771	64,628	-8,143	-11.19%
OFFICE SUPPLIES	364	449	500	500	0	0.00%
FUEL OIL	41,512	13,771	32,007	10,200	-21,807	-68.13%
NATURAL GAS	0	11,799	0	17,957	17,957	0.00%
PROPANE GAS	0	1,643	0	258	258	0.00%
GASOLINE,OIL & LUBRICANT	542,732	571,691	377,320	383,980	6,660	1.77%
LUBRICANTS	29,973	30,472	27,194	27,268	74	0.27%
TIRES & TUBES	30,575	40,157	44,600	44,600	0	0.00%
PLOW EDGES	31,382	43,472	30,000	32,000	2,000	6.67%
WEARING APPAREL	3,399	3,793	4,395	4,395	0	0.00%
MED., SURG., & LAB. SUPP.	221	202	150	200	50	33.33%

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2017 MANAGER	AMOUNT CHANGE	PCT CHANGE
CENTRAL GARAGE EXPENDITURES						
PUBLIC SAFETY SUPPLIES	939	2,018	1,200	1,500	300	25.00%
SMALL TOOLS & IMPLEMENTS	3,423	4,216	4,300	4,300	0	0.00%
CLEAN. & DISINFECT. SUP.	4,360	4,575	4,000	4,000	0	0.00%
CONSTRUCTION MATERIALS	2,799	2,889	4,000	16,000	12,000	300.00%
STOCK INVENTORY	254,183	223,475	196,000	206,000	10,000	5.10%
OTHER OPER. & MTN. SUP.	4,646	6,390	5,000	5,750	750	15.00%
	950,508	961,010	730,666	758,908	28,242	3.87%
LICENSES	2,977	3,197	3,517	4,017	500	14.22%
LEASES	0	0	0	12,805	12,805	0.00%
	2,977	3,197	3,517	16,822	13,305	378.31%
OFFICE EQUIPMENT	500	956	500	2,500	2,000	400.00%
EQUIPMENT DEPRECIATION	366,537	402,969	427,090	447,517	20,427	4.78%
	367,037	403,925	427,590	450,017	22,427	5.25%
IJUAL PRINCIPAL	14,290	0	16,234	4,902	-11,332	-69.80%
IJUAL INTEREST	4,477	1,628	3,668	2,510	-1,158	-31.57%
	18,768	1,628	19,902	7,412	-12,490	-62.76%
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	1,883,044	1,918,626	1,794,983	1,853,224	58,241	3.24%