

HAMPDEN TOWN COUNCIL
GOALS AND OBJECTIVES SESSION (2 of 2)
HAMPDEN MUNICIPAL BUILDING
AGENDA

SATURDAY, FEBRUARY 20, 2016

- 8:00 Gathering / Coffee / Social
- 8:15 Call to Order
- 8:15 Recap of Feb. 6 Goal Setting Session, Expectations for today's Session
- 8:30 Council and Manager discussion of operational and financial (budget) goals for FY17
- By 11:30 Recap of discussion and Council Goals
- By 12:00 Adjourn

Present

Future

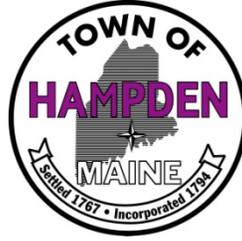
A
Vital

B
Important

C
Optional

D
Worthless

Town of Hampden
106 Western Avenue
Hampden, Maine 04444



Phone: (207) 862-3034

Fax: (207) 862-5067

Email:

townmanager@hampdenmaine.gov

TO: Town Council
FROM: Angus Jennings, Town Manager
DATE: February 18, 2016
RE: FY17 Goal Setting

As you know, Part 1 of the Town Council/Manager Goal Setting took place on Saturday, February 6, and was attended by all members of the Council as well as representatives from most Town Departments (incl. Public Safety). For your reference, find attached the slides I presented at the February 6 session.

Part 2 of the Town Council/Manager Goal Setting will take place on Saturday, February 20 at 8 AM. While the meeting will be open to the public, it will not be organized for public discussion; the format will more closely resemble prior years' sessions, including facilitated discussion among the Council. It is expected to result in a statement of the Council's goals for the FY17 budget.

I have also attached some summary tables and graphs illustrating the allocation of budgeted municipal costs by category, both including and excluding County and RSU-22. The first table and chart reflects the breakdown of budgeted municipal expenses by Department; the later tables present the same information in a somewhat different way. For those tables, I aggregated budgeted expenses "like to like" to provide a picture of all wages/compensation across the organization, all vehicle maintenance/replacement/rental, all supplies, etc.

It should be noted that the budgeted expense percentages reflect the gross municipal budget (FY16) of \$6,843,432. When other revenues are taken into account (as happens within the process of setting the mil rate), the net municipal budget (FY16) was approved at \$3,449,007. However, if those non-property tax revenues were proportionally credited toward different expense categories it would only change the amount, not the percentage.

I have also attached materials that were presented or displayed at the Feb. 6 Goal Setting session, and select materials from prior years' sessions.



**TOWN OF HAMPDEN
FY 2016 BUDGET
ADOPTED BY TOWN COUNCIL
JUNE 15, 2015**

ACCOUNT NUMBER	ACCOUNT NAME	PROPOSED BUDGET FY 2015	AMENDED BUDGET FY 2015	PERCENT OF TOTAL
01-01	ADMINISTRATION	\$ 575,598.00	\$ 575,598.00	8.4%
01-02	GIS/IT	\$ 106,423.00	\$ 106,423.00	1.6%
01-03	COMMUNICATIONS	\$ 19,772.00	\$ 19,772.00	0.3%
01-05	TOWN COUNCIL	\$ 30,890.00	\$ 30,890.00	0.5%
01-10	MUNICIPAL BUILDING	\$ 86,507.00	\$ 86,507.00	1.3%
01-15	TAX COLLECTOR	\$ 6,000.00	\$ 6,000.00	0.1%
01-20	ELECTIONS	\$ 8,529.00	\$ 8,529.00	0.1%
01-25	PLANNING/ASSESSING	\$ 178,594.00	\$ 178,594.00	2.6%
01-30	ECONOMIC DEVELOPMENT	\$ 111,575.00	\$ 111,575.00	1.6%
05-01	POLICE	\$ 1,018,447.00	\$ 1,018,447.00	14.9%
05-05	FIRE DEPARTMENT	\$ 953,330.00	\$ 953,330.00	13.9%
05-10	PUBLIC SAFETY	\$ 187,836.00	\$ 187,836.00	2.7%
06-06	NON-DEPARTMENT UTILITIES	\$ 546,400.00	\$ 546,400.00	8.0%
10-01	PUBLIC WORKS	\$ 1,194,967.00	\$ 1,204,967.00	17.6%
10-05	MUNICIPAL GARAGE	\$ 25,726.00	\$ 25,726.00	0.4%
15-10	SOLID WASTE	\$ 353,784.00	\$ 353,784.00	5.2%
20-01	RECREATION	\$ 131,117.00	\$ 131,117.00	1.9%
20-10	DYER LIBRARY	\$ 249,608.00	\$ 249,608.00	3.6%
20-20	LURA HOIT POOL	\$ 203,707.00	\$ 203,707.00	3.0%
25-10	THE BUS	\$ 92,000.00	\$ 82,000.00	1.2%
30-10	BUILDINGS & GROUNDS	\$ 82,664.00	\$ 82,664.00	1.2%
40-10	GENERAL ASSISTANCE	\$ 10,000.00	\$ 10,000.00	0.1%
50-10	DEBT SERVICE	\$ 319,958.00	\$ 319,958.00	4.7%
67-10	TIF	\$ 20,000.00	\$ 20,000.00	0.3%
3-00-00	RESERVES	\$ 330,000.00	\$ 330,000.00	4.8%
GROSS	MUNICIPAL BUDGET TOTAL	\$ 6,843,432.00	\$ 6,843,432.00	100.0%
LESS	MUNICIPAL REVENUES	\$ 3,394,425.00	\$ 3,394,425.00	
= NET	MUNICIPAL BUDGET AMOUNT	\$ 3,449,007.00	\$ 3,449,007.00	
	SAD #22 TAXATION AMOUNT	\$ 6,130,574.00	\$ 6,130,574.00	
	COUNTY TAXATION AMOUNT	\$ 768,555.00	\$ 768,555.00	
	TOTAL TAXATION REQUIREMENT	\$ 10,348,136.00	\$ 10,348,136.00	

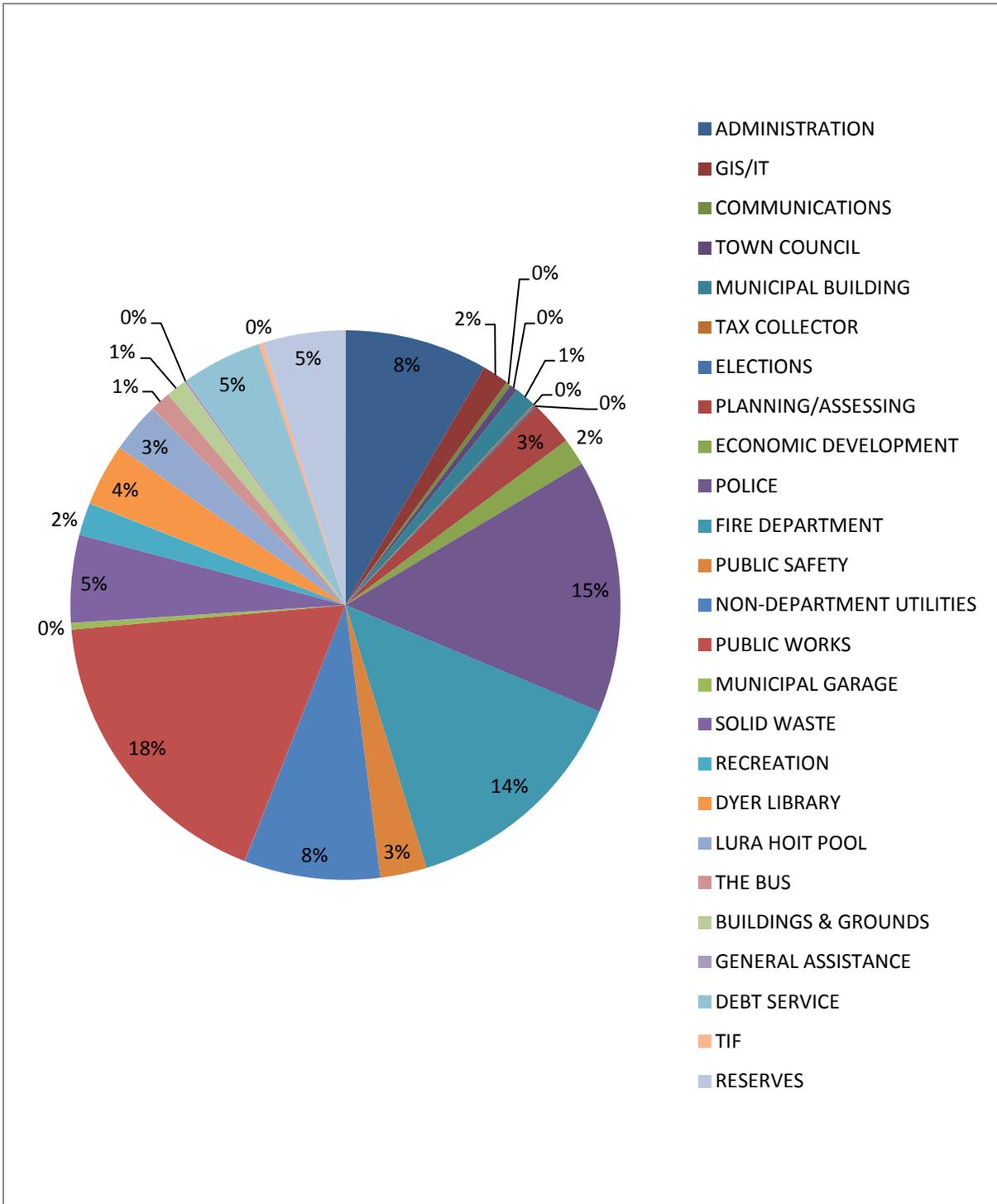
As adopted, the FY 2016 Budget results in an estimated tax rate of \$17.50 per thousand, the same rate as in FY 2015. The mil rate will be set in August after all new valuation has been considered.

Copies of the entire FY 2016 Budget are available for public inspection at the Hampden Town Office.

2016
REVENUES
May 28, 2015

Account Number	Account Name	2011/12		11/12 Budget		2012/13		2013/14		2013/14		2014/2015		2014/15		2015/16		
		Budget	Received	Budget	Received	Budget	Received	Budget	Received	Adopted	Received	Adopted	Received	Adopted	Received	Adopted	Received	Proposed
01-03	Tax Interest	\$ 9,000.00	\$ 11,687.00	\$ 9,000.00	\$ 12,002.00	\$ 9,000.00	\$ 14,620.41	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 14,620.41	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 6,578.27	\$ 9,000.00	\$ 9,000.00
01-05	Lien Interest	\$ 25,000.00	\$ 23,083.00	\$ 25,000.00	\$ 19,755.98	\$ 23,000.00	\$ 17,801.48	\$ 23,000.00	\$ 23,000.00	\$ 23,000.00	\$ 23,000.00	\$ 17,801.48	\$ 23,000.00	\$ 23,000.00	\$ 23,000.00	\$ 20,285.09	\$ 23,000.00	\$ 23,000.00
01-15	MV Excise Tax	\$ 1,500,000.00	\$ 1,467,733.00	\$ 1,500,000.00	\$ 1,510,226.18	\$ 1,500,000.00	\$ 1,641,203.32	\$ 1,500,000.00	\$ 1,550,000.00	\$ 1,550,000.00	\$ 1,550,000.00	\$ 1,641,203.32	\$ 1,550,000.00	\$ 1,550,000.00	\$ 1,600,000.00	\$ 1,289,186.96	\$ 1,600,000.00	\$ 1,600,000.00
01-17	Boat Excise	\$ 8,500.00	\$ 9,804.00	\$ 8,500.00	\$ 9,694.40	\$ 9,000.00	\$ 10,531.10	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 10,531.10	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 2,840.00	\$ 9,000.00	\$ 9,000.00
01-18	Agent Fees	\$ 19,000.00	\$ 19,802.00	\$ 19,000.00	\$ 20,708.00	\$ 21,000.00	\$ 21,086.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,086.00	\$ 21,000.00	\$ 21,000.00	\$ 20,000.00	\$ 13,835.00	\$ 20,000.00	\$ 20,000.00
01-19	Clerk Fees	\$ 10,500.00	\$ 12,584.00	\$ 12,500.00	\$ 11,696.95	\$ 12,500.00	\$ 14,421.40	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 14,421.40	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 8,957.65	\$ 12,500.00	\$ 12,500.00
01-23	Interest	\$ 50,000.00	\$ 30,976.00	\$ 25,000.00	\$ 23,247.41	\$ 30,000.00	\$ 14,421.40	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 14,421.40	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 8,908.77	\$ 30,000.00	\$ 30,000.00
01-25	Rental Income	\$ 2,000.00	\$ 2,400.00	\$ 2,000.00	\$ 3,250.00	\$ 2,000.00	\$ 2,100.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,100.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 800.00	\$ 2,000.00	\$ 2,000.00
01-27	Plumbing Fees	\$ 6,000.00	\$ 6,474.00	\$ 6,000.00	\$ 7,650.75	\$ 6,000.00	\$ 11,126.25	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 11,126.25	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 4,201.25	\$ 6,500.00	\$ 6,500.00
01-29	CEO Fees	\$ 17,000.00	\$ 13,403.00	\$ 15,000.00	\$ 15,633.20	\$ 15,000.00	\$ 37,075.40	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 37,075.40	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 8,319.60	\$ 15,000.00	\$ 15,000.00
01-31	Planning Bd. Fees	\$ 5,000.00	\$ 2,705.00	\$ 3,000.00	\$ 2,312.00	\$ 3,000.00	\$ 1,778.64	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 1,778.64	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 535.00	\$ 2,500.00	\$ 2,500.00
01-33	HRA - from ICMA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
01-35	Cable TV Fee	\$ 39,500.00	\$ 38,851.00	\$ 39,500.00	\$ 41,794.27	\$ 40,000.00	\$ 38,478.22	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 38,478.22	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,563.00	\$ 40,000.00	\$ 40,000.00
01-37	Fees/Permits	\$ 1,600.00	\$ 650.00	\$ 1,000.00	\$ 1,228.00	\$ 1,000.00	\$ 7,426.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 7,426.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 275.00	\$ 1,000.00	\$ 1,000.00
01-41	HCB Revenue	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ -	\$ 60,000.00	\$ 60,000.00
01-45	Housing Found.	\$ 7,500.00	\$ 18,346.00	\$ 18,000.00	\$ 9,008.76	\$ 18,000.00	\$ 10,658.73	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 10,658.73	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 10,575.81	\$ 15,000.00	\$ 15,000.00
01-47	Business Pk. Rev.	\$ 50,000.00	\$ 80,960.00	\$ 50,000.00	\$ -	\$ 50,000.00	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ -	\$ 50,000.00	\$ 50,000.00
01-78	Sewer Income	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
01-79	Miscellaneous	\$ 3,000.00	\$ 300.00	\$ 2,000.00	\$ 425.00	\$ 2,000.00	\$ 611.62	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 611.62	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 476.01	\$ 2,000.00	\$ 2,000.00
01-81	Tree Growth	\$ 6,000.00	\$ 2,339.00	\$ 2,000.00	\$ 2,253.00	\$ 2,000.00	\$ 2,286.36	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,286.36	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 3,383.23	\$ 2,000.00	\$ 2,000.00
01-82	Vet's Reimburse.	\$ 6,400.00	\$ 6,882.00	\$ 6,400.00	\$ 6,954.00	\$ 6,400.00	\$ 6,368.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,368.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,445.00	\$ 6,500.00	\$ 6,500.00
01-86	GA Reimburse.	\$ 2,500.00	\$ 4,384.00	\$ 3,750.00	\$ 1,657.88	\$ 3,750.00	\$ 2,095.75	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 2,095.75	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 4,540.03	\$ 5,000.00	\$ 5,000.00
01-88	State Rev. Sharing	\$ 650,000.00	\$ 610,764.00	\$ 600,000.00	\$ 570,949.16	\$ 600,000.00	\$ 408,767.88	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 408,767.88	\$ 333,785.00	\$ 333,785.00	\$ 348,000.00	\$ 248,473.27	\$ 348,000.00	\$ 348,000.00
01-99	Fund Balance	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00
05-01	Animal Control Fee	\$ 2,000.00	\$ 950.00	\$ 1,000.00	\$ 1,175.00	\$ 1,000.00	\$ 975.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 975.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,375.00	\$ 1,000.00	\$ 1,000.00
05-05	Ambulance Fees	\$ 180,000.00	\$ 206,802.00	\$ 200,000.00	\$ 177,304.55	\$ 200,000.00	\$ 178,261.97	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 178,261.97	\$ 190,000.00	\$ 190,000.00	\$ 200,000.00	\$ 151,167.92	\$ 200,000.00	\$ 200,000.00
05-15	Police Receipts	\$ 2,500.00	\$ 4,806.00	\$ 2,500.00	\$ 2,055.50	\$ 2,500.00	\$ 1,728.91	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 1,728.91	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 4,098.96	\$ 2,500.00	\$ 2,500.00
05-20	DEA/School Reim.	\$ 120,000.00	\$ 111,617.00	\$ 120,000.00	\$ 125,203.98	\$ 120,000.00	\$ 115,194.35	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 115,194.35	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 100,993.63	\$ 160,000.00	\$ 160,000.00
10-01	Cemetery Fees	\$ 5,000.00	\$ 7,425.00	\$ 5,000.00	\$ 7,300.00	\$ 5,000.00	\$ 5,600.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,600.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 3,075.00	\$ 5,000.00	\$ 5,000.00
10-05	Sale of Lots	\$ 4,000.00	\$ 4,500.00	\$ 4,000.00	\$ 2,400.00	\$ 4,000.00	\$ 1,800.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 1,800.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 700.00	\$ 4,000.00	\$ 4,000.00
10-07	Cemetery Res Use	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
15-01	Transfer Sta. Perm	\$ 15,000.00	\$ 15,110.00	\$ 15,500.00	\$ 15,340.00	\$ 15,500.00	\$ 16,385.00	\$ 15,500.00	\$ 15,500.00	\$ 15,500.00	\$ 15,500.00	\$ 16,385.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 23,195.00	\$ 45,000.00	\$ 45,000.00
15-05	Recycling Income	\$ 20,000.00	\$ 25,645.00	\$ 23,000.00	\$ 19,803.19	\$ 23,000.00	\$ 38,078.80	\$ 23,000.00	\$ 23,000.00	\$ 23,000.00	\$ 23,000.00	\$ 38,078.80	\$ 10,000.00	\$ 10,000.00	\$ 12,000.00	\$ 11,145.77	\$ 12,000.00	\$ 12,000.00
15-10	PERC Revenue	\$ 95,000.00	\$ 83,613.00	\$ 95,000.00	\$ 84,414.54	\$ 95,000.00	\$ 67,343.03	\$ 95,000.00	\$ 95,000.00	\$ 95,000.00	\$ 95,000.00	\$ 67,343.03	\$ 90,000.00	\$ 90,000.00	\$ 85,000.00	\$ 57,589.75	\$ 85,000.00	\$ 85,000.00
20-01	Library Fees	\$ 7,000.00	\$ 6,569.00	\$ 7,000.00	\$ 6,600.60	\$ 7,000.00	\$ 6,510.95	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 6,510.95	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 5,023.90	\$ 7,000.00	\$ 7,000.00
20-25	Pool Fees	\$ 150,000.00	\$ 162,555.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25-01	Reserve Funds	\$ 20,000.00	\$ 20,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 32,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 32,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
25-02	Transit Bonus	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -
	Carried Balances	\$ 55,000.00	\$ 55,000.00	\$ 126,138.00	\$ 126,138.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
	Totals	\$ 3,684,000.00	\$ 3,658,719.00	\$ 3,684,000.00	\$ 3,573,394.30	\$ 3,684,000.00	\$ 3,413,541.12	\$ 3,248,750.00	\$ 3,413,541.12	\$ 3,140,285.00	\$ 3,140,285.00	\$ 3,413,541.12	\$ 2,622,243.87	\$ 2,622,243.87	\$ 3,085,500.00	\$ 2,622,243.87	\$ 3,085,500.00	\$ 3,085,500.00

Allocation of Budgeted Municipal Costs by Department



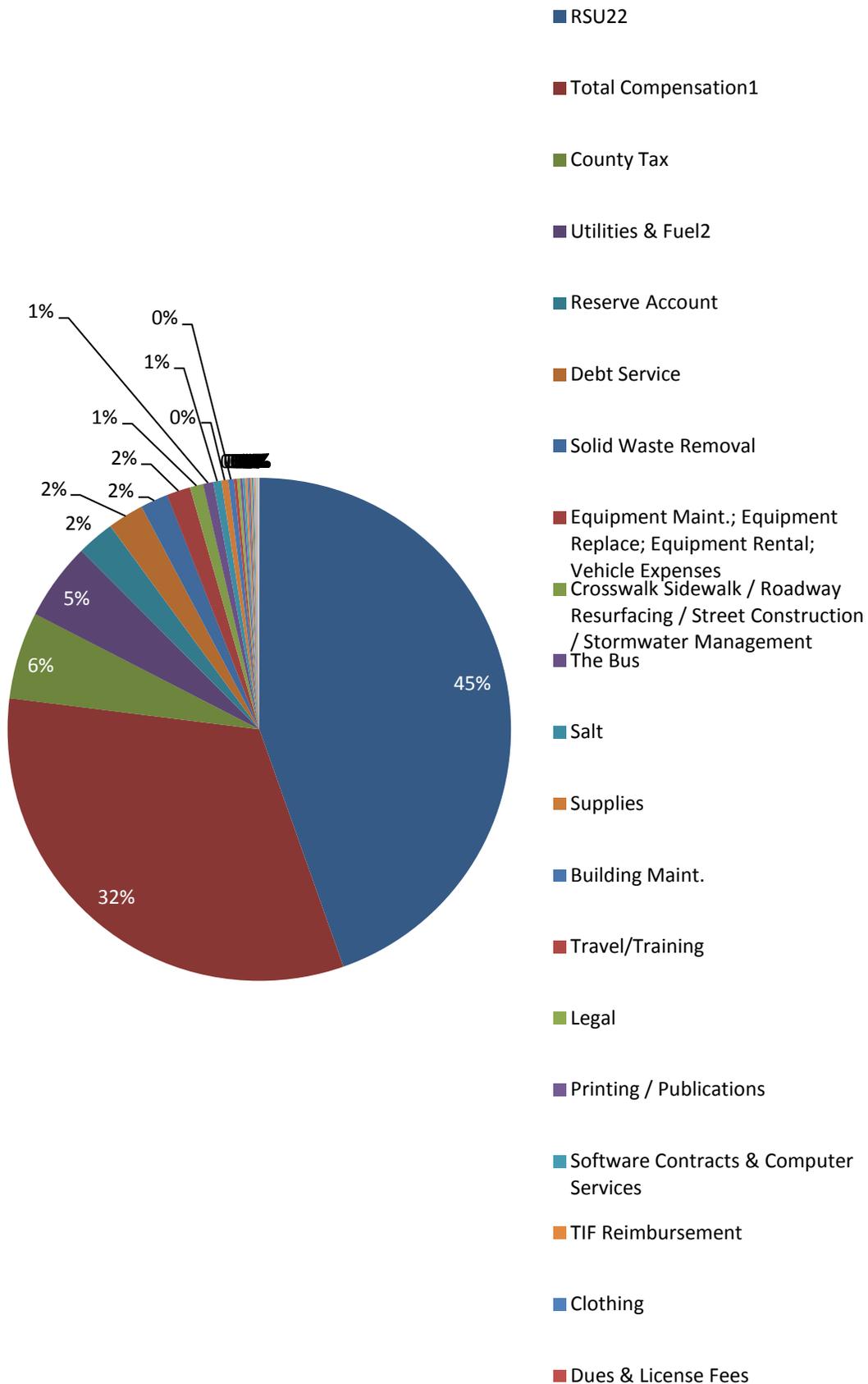
Hampden Budget Analysis, FY15-16

Budget Line Item(s)	% Total Budget	% Municipal Budget
RSU22	44.61%	N/A
Total Compensation ¹	32.40%	65.07%
County Tax	5.59%	N/A
Utilities & Fuel ²	4.98%	9.99%
Reserve Account	2.40%	4.82%
Debt Service	2.33%	4.68%
Solid Waste Removal	1.78%	3.58%
Equipment Maint.; Equipment Replace; Equipment Rental; Vehicle Expenses	1.52%	3.05%
Crosswalk Sidewalk / Roadway Resurfacing / Street Construction / Stormwater Management	0.85%	1.71%
The Bus	0.65%	1.29%
Salt	0.52%	1.05%
Supplies	0.43%	0.87%
Building Maint.	0.36%	0.72%
Travel/Training	0.21%	0.41%
Legal	0.19%	0.37%
Printing / Publications	0.17%	0.34%
Software Contracts & Computer Services	0.16%	0.31%
TIF Reimbursement	0.15%	0.29%
Clothing	0.12%	0.24%
Dues & License Fees	0.09%	0.17%
Postage	0.08%	0.16%
General Assistance	0.07%	0.15%
Audit	0.07%	0.14%
Pet Control	0.06%	0.12%
General Expense	0.04%	0.09%
Advertising	0.04%	0.08%
Zoning	0.03%	0.07%
Recruitment	0.03%	0.06%
Marketing	0.03%	0.05%
Medical	0.02%	0.04%
Liens & Transfers	0.02%	0.04%
Tree Planting & Flowers	0.02%	0.04%
Tree Removal	0.02%	0.04%
Library Programs	0.01%	0.03%
Special Events	0.004%	0.007%
Manager's Expense	0.002%	0.004%
	100%	100%

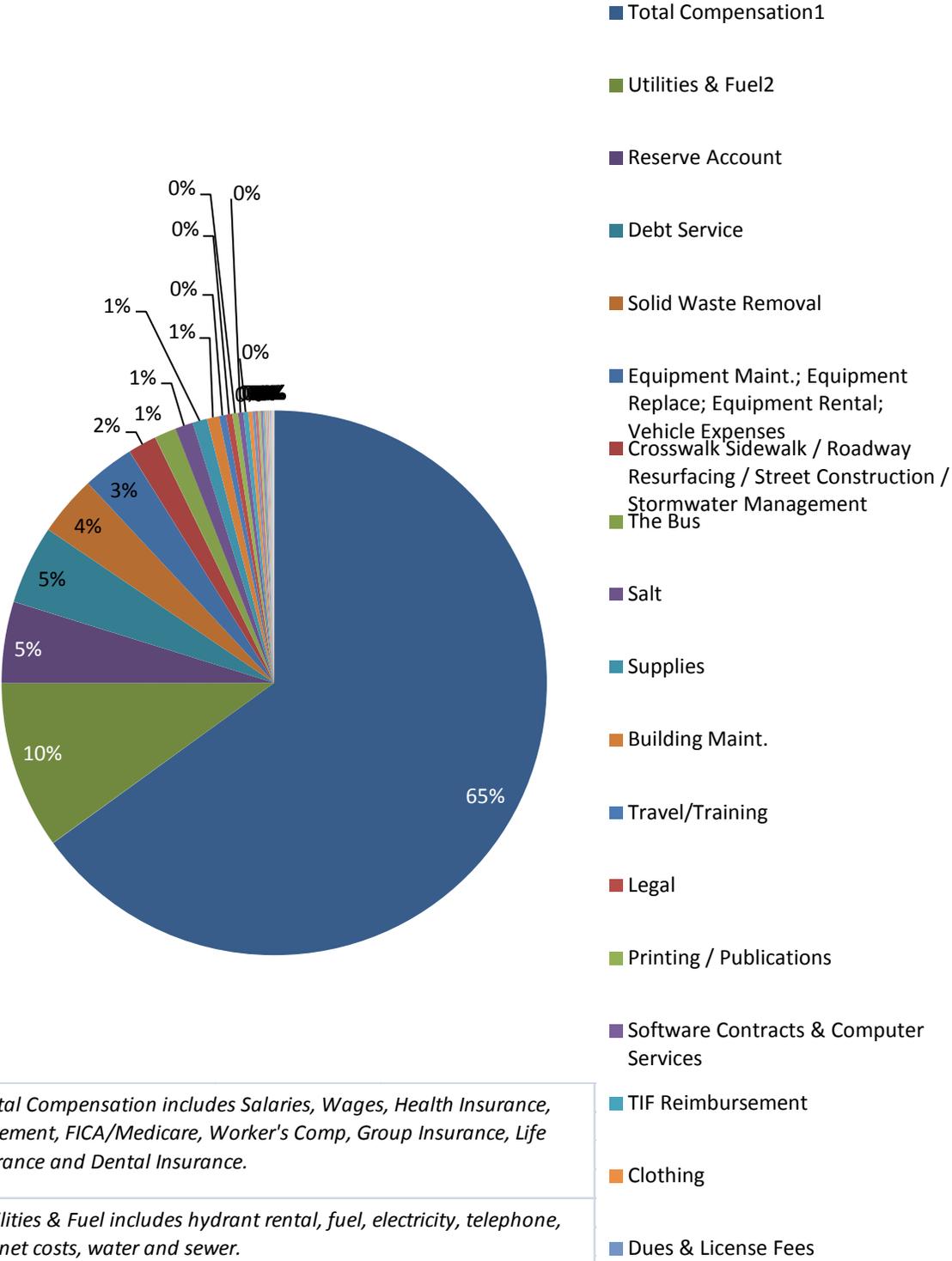
¹ Total Compensation includes Salaries, Wages, Health Insurance, Retirement, FICA/Medicare, Worker's Comp, Group Insurance, Life Insurance and Dental Insurance.

² Utilities & Fuel includes hydrant rental, fuel, electricity, telephone, internet costs, water and sewer.

% Total Budget



% Municipal Budget



¹ Total Compensation includes Salaries, Wages, Health Insurance, Retirement, FICA/Medicare, Worker's Comp, Group Insurance, Life Insurance and Dental Insurance.

² Utilities & Fuel includes hydrant rental, fuel, electricity, telephone, internet costs, water and sewer.



Hampden Town Manager & Council Goal Setting for FY17

Saturday, February 6, 2016



Goals for Goal Setting

- Two sessions: today and Saturday, Feb. 20
- Today provides opportunity:
 - For Staff and Department communication of successes, concerns and ideas / vision
 - Council / Manager identify questions, ideas, proposals
- Second Session Agenda based on today's outcomes:
 - Research updates
 - Ideas discussion
 - Proposals
- Session 2 Agenda to be informed by today's discussions
- FY17 Budget Goals to be set Feb. 20

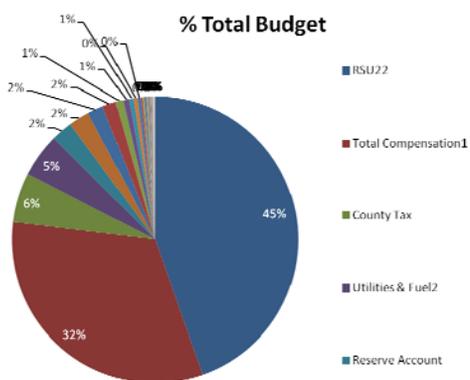


Today's Agenda

- “Operational and Budget Trends, Notes, Observations” (Town Manager Presentation)
- Department Head and Staff perspectives
- Questions, ideas and items for “parking lot” welcome throughout; limited discussion
 - Designation of Notetaker(s)
- Council and Manager set Objectives for 2nd Goal Setting Session



Current Year Budget: Summary



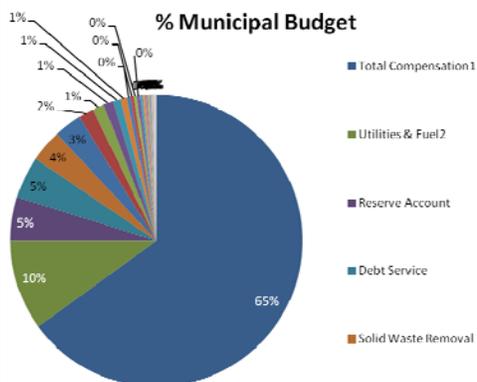
- Before taking into account offsetting revenues (excise tax, etc), RSU-22 accounts for 45% of budget, and County tax accounts for 6%
- Analysis of Town budget limited to remaining ~49%

¹ Total Compensation includes Salaries, Wages, Health Insurance, Retirement, FICA/Medicare, Worker's Comp, Group Insurance, Life Insurance and Dental Insurance.

² Utilities & Fuel includes hydrant rental, fuel, electricity, telephone, internet costs, water and sewer.



Current Year Town Budget: Top Costs



¹ Total Compensation includes Salaries, Wages, Health Insurance, Retirement, FICA/Medicare, Worker's Comp, Group Insurance, Life Insurance and Dental Insurance.

² Utilities & Fuel includes hydrant rental, fuel, electricity, telephone, internet costs, water and sewer.

- Looking just at municipal budget, total compensation is largest expense (65%)
- Utilities/Fuel second largest expense (10%)
- Reserve funds and Debt Service (5% each)
- Solid Waste (4%)
- Remaining costs (~16%)
- Not factoring fees/revs



Current Accounting: Good News

- FY16 Mid-Year Budget Status Review: All budgeted departments on track to stay within approved budgets
- Administration staff highly competent; day-to-day accounting exceptional
- Recent refinance of Business Park bond (unbudgeted) reduces payments in FY18-21
- Environmental Trust is resource in out years

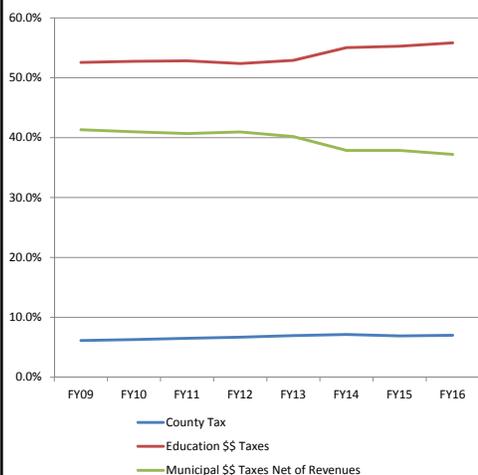


Financial Challenges: Present

- On Feb. 3, made first “draw” from TAN; short-term borrowing may be needed until spring tax receipts
- Sewer operating and capital deficits; need for further Interfund Transfers in FY16 to make debt service payments
- Streets & Roads Reserve FY16 Budgeted Funds spent before year-end FY15
- DPW Equipment Reserve Account began FY16 in deficit (\$47,962)
- Salary/Benefit Reserve (FY16 \$40k budget) is now contingency fund



Budget Trends: FY09-FY16

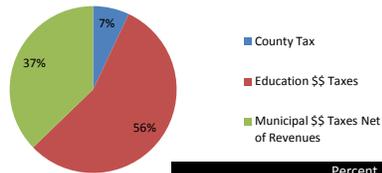


- Greater percentage of each property tax dollar going to RSU-22 and County
- Municipal percentage of property tax revenue steadily decreasing
- Over this period, Town -2.2%, RSU +22%



RSU-22

Hampden Tax Expenses
by Percent FY16



Year	Education \$\$ Taxes	Percent change, year to year
FY09	\$ 5,024,922	-0.1%
FY10	\$ 5,115,775	1.8%
FY11	\$ 5,145,806	0.6%
FY12	\$ 5,184,588	0.8%
FY13	\$ 5,299,962	2.2%
FY14	\$ 5,650,341	6.6%
FY15	\$ 6,033,040	6.8%
FY16	\$ 6,130,574	1.6%

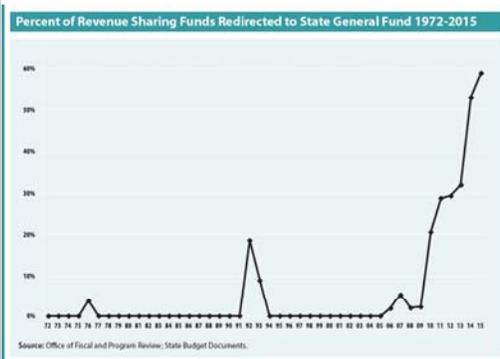
% Change, FY09-FY16 22.0%

Source: Hampden Municipal Tax Rate Calculation Forms

- Meeting upcoming with RSU-22 Board and Administration
- Seeking coordinated FY17 budgeting
- Four-town effort
- FY17 State Ed. Revs. to District proj. (-\$325,300)
- Manager goal: FY17 not the year for McGraw-Weatherbee



Budget Trend: Less State Support



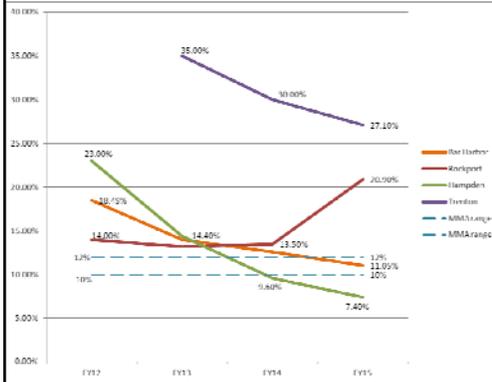
Page 38

Maine Municipal Association

- Municipal Revenue Sharing, which had long been fully funded per Statute, has increasingly been “raided” (MMA)
- In Hampden, fell from \$800k (FY10) to \$600k (FY13) to \$348k (FY16)



Undesignated Fund Balance below recommended



- MMA recommends maintaining balance of 10-12% of annual budget
- Hampden fell below 10% in FY14; at year-end FY15 fell to 7.4%
- Will fall further
- FY16 TAN (for current expenses, first time)



Budget Trends: Host Community Benefit Account declining resource

- Host Community Benefit Account
 - Current balance: \$259,610
 - Amount due from Sewer Fund over time
- Manager Goal for FY17:
 - Budget for all items paid from HCB that remain policy priorities (or requirements)
- HCB items proposed for FY17 Budget
 - Debt service: \$108,097 (offset by \$95,569 debt service paid off in FY16)
 - Stormwater management
 - Decorations: Veterans Day, Christmas Lights
- -\$40k for A/V upgrade after reimbursement; potential more cable \$



Budget Trends: Looking Ahead

- Known cost increases
 - Health insurance
 - County tax
- Potential cost increases
 - RSU-22
 - Expand newsletter to business addresses
 - Reserve funding
- Items “new” to budget
 - HCB items into budget
- Known/potential cost savings
 - Locked in lower oil rates for FY17 (\$36,740)
 - Library electrical cost savings (LED lighting)
 - The Bus (Fy16 includes Saturday Service \$)
 - Potential TIF funding to offset costs otherwise included in budget



Revenues

- Known lost revenues
 - BDN to tax-exempt
- Assessor working with Town Manager and providing regular updates of projections of FY17 new revenues based on close tracking of permitting and construction
- State Policy Effects
 - Modest drop in projected statewide revenue sharing
 - Hampden numbers not yet known
 - Homestead Act law changes
- Manager goal: targeted meeting with Augusta delegation

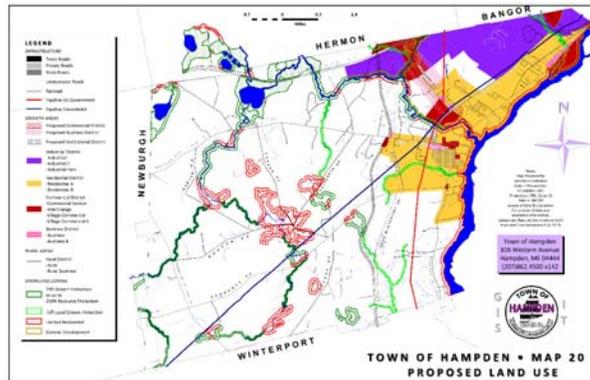


Sewer Fund

- Outstanding invoices due to Bangor WWTP
- Retainage to come due from Rte 1A Sewer work (2009 bond) **(-\$39,836)**
- Known cost increases
 - Bangor rate (+5%)
 - Pump Station Maintenance (+3%)
 - Share of Bangor capital costs (TBD)
- Revenue projections
 - To result from Rate Setting Public Hearing on Feb. 16 at 7 PM
- Manager goal: by FY17, Sewer Fund will be restored to sustainable financial strategy



Economic Development



- Networks: HBA etc.
- Tools (general)
 - Policy
 - Investment (Infra; TIF)
 - Changes in practice
- Geographic nodes
 - Coldbrook Road
 - Business Park
 - Town Center
 - Rte. 1A & Kennebec
 - River Vision



Town Facilities

- FY17 Budget to determine whether to continue Skehan Center lease
- Transfer Station changes in configuration, incl. internal circulation and swap shop
- Manager goal: planning process for public facilities in VFW / Kiwanis to Main Road North block, coordinated with land use, infrastructure and economic development planning



Parks

- Establish maintenance plan, with realism based on budget
- Community-led improvements to Dorothea Dix Park (?)
- Pursue grant funding for tennis courts
- Conservation/Rec fund being evaluated (Services Committee)
- In out years, expand offerings as supported by budget or other revenues (i.e. grants, private)

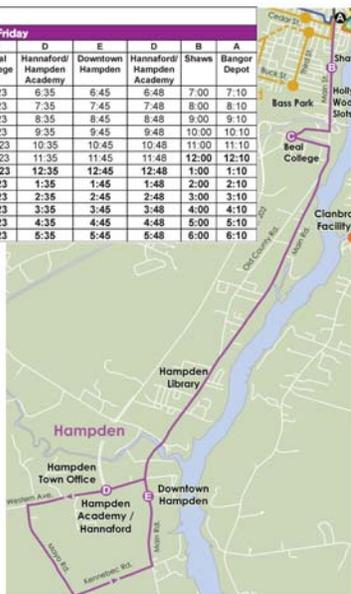


Recreational and Cultural Facilities

- Move Recreation and Pool toward online registration and payment to improve customer service, potentially increase revenues and substantially reduce administrative hours
- Manager goal: During FY17, establish clear policy and financing strategy (if applicable) to implement consensus (or majority) policy objectives relative to Rec, Pool, Library



Hampden							
Monday Through Friday							
A	B	C	D	E	D	B	A
Banger Depot	Shaws	Beal College	Hannaford Hampden Academy	Downtown Hampden	Hannaford Hampden Academy	Shaws	Banger Depot
6:15	6:20	6:23	6:35	6:45	6:48	7:00	7:10
7:15	7:20	7:23	7:35	7:45	7:48	8:00	8:10
8:15	8:20	8:23	8:35	8:45	8:48	9:00	9:10
9:15	9:20	9:23	9:35	9:45	9:48	10:00	10:10
10:15	10:20	10:23	10:35	10:45	10:48	11:00	11:10
11:15	11:20	11:23	11:35	11:45	11:48	12:00	12:10
12:15	12:20	12:23	12:35	12:45	12:48	1:00	1:10
1:15	1:20	1:23	1:35	1:45	1:48	2:00	2:10
2:15	2:20	2:23	2:35	2:45	2:48	3:00	3:10
3:15	3:20	3:23	3:35	3:45	3:48	4:00	4:10
4:15	4:20	4:23	4:35	4:45	4:48	5:00	5:10
5:15	5:20	5:23	5:35	5:45	5:48	6:00	6:10



The Bus

- Manager goal: seek optimum financial terms for FY17 operations
- Bus route and stops “on the table”
- Is boosting ridership a policy goal? Counting ridership?



GIS / IT Work Backlog

- Replace public safety server
- Replace wifi
- Clean GIS layers: parcel, building, dimensions
- New GIS data: detention ponds, flood zones, historic district
- Write new policies:
 - Data breach policy
 - Disaster recovery / operational continuity
- Convert 7 roads to e911
- Hampden website refresh



Outside Agency Requests Received

- American Red Cross
- Eastern Area Agency on Aging
- Community Health and Counseling Services
- Hammond Street Senior Center
- The Lifelight Foundation
- Spruce Run Womancare Alliance
- Goodwill Rider Snowmobiles Club
- Hampden Garden Club
- Others anticipated
- To be considered concurrent with formal budget proposal and adoption process



Personnel Management

- Fundamental to my role as Town Manager
- Framework: Town Ordinance, State and Federal Laws, Union Contracts, Employment Agreements, and Fair Labor Laws. Also, foster a positive professional environment.
- Organizational changes
 - Town Clerk retirement
 - Planning/Econ Dev/ Assessing / GIS/IT 12-month post-eval by May
 - Public Works administration
- Updated Org Chart, job descriptions underway



Personnel Observations

- Personnel changes have led to wholesale reevaluation of functions, services, resources and strategy
- With new Town Manager, DPW Director and Town Clerk, dynamic time period anticipated
- Evaluation ongoing of Planning/ Econ Dev/ Assessing / GIS/IT / Code org. setup
- DPW: long-term success of Department will rely on broadening administrative support and responsibilities beyond Director



Other Town Manager Goals

- Amended Ordinances:
 - Harbor Ordinance updates (FY16)
 - Recodification (complete)
 - Fees Ordinance (not just sewer)
 - Updates to Personnel Ordinance and Policies
 - Parking & variance policy; land use policy in general
- Potential new policies:
 - Inclement Weather Policy
 - Hunting on Town owned land
- Execute new Cable Franchise Agreement
- Resolve Developer Escrow Accounts
- Personnel / org structure



Next Steps

- Hear from Department Heads and Staff
- Notetaker(s)
 - Requests for research
 - Ideas for consideration, evaluation
 - Proposals
- Guidelines to consider:
 - What level of service do taxpayers expect?
 - For policy/reforms, Prioritization Matrix: Current/Future; and Level of Importance
 - Individual; then establish majority priorities



Town of Hampden Debt Service Analysis, working draft of 1-26-16 Future Debt Service Obligations

Purpose Proprietary	Bond Series	Maturity Date	Remaining Balance (Year-End FY15)	FY16 Debt Service Due	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
1996 Sewer SRF	1997 A	10/1/2017	\$ 272,782	\$ 96,348	\$ 96,274	\$ 96,217							
2006 Sewer Construction Bond	2006 C	11/1/2026	\$ 868,424	\$ 103,990	\$ 107,675	\$ 103,669	\$ 99,495	\$ 95,715	\$ 85,889	\$ 87,484	\$ 84,812	\$ 82,598	\$ 81,588
2010 Route 1A Sewer Bond SRF	2009 FS	7/29/2029	\$ 1,425,717	\$ 108,537	\$ 108,533	\$ 108,526	\$ 108,520	\$ 108,514	\$ 108,508	\$ 108,502	\$ 108,495	\$ 108,489	\$ 108,483
2014 Sewer Project	2014 A	11/1/2034	\$ 902,050	\$ 69,217	\$ 68,973	\$ 68,594	\$ 68,066	\$ 67,397	\$ 66,578	\$ 65,622	\$ 64,560	\$ 63,410	\$ 62,187
			<u>\$ 3,468,973</u>	<u>\$ 378,092</u>	<u>\$ 381,455</u>	<u>\$ 377,006</u>	<u>\$ 276,082</u>	<u>\$ 271,626</u>	<u>\$ 260,974</u>	<u>\$ 261,607</u>	<u>\$ 257,867</u>	<u>\$ 254,497</u>	<u>\$ 252,259</u>

General Obligation	Bond Series	Maturity Date	Remaining Balance (Year-End FY15)	FY16 Debt Service Due	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
2000 Road Construction & Line Extensions (Business Park)	2000 D	11/1/2020	\$ 540,000	\$ 117,282	\$ 108,097	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000				
2002 Fire Station	2001 D	11/1/2021	\$ 590,100	\$ 111,970	\$ 107,653	\$ 103,343	\$ 99,039	\$ 94,734	\$ 90,369	\$ 86,040			
2006 Gravel Roads	2006 B	11/1/2015	\$ 83,334	\$ 84,167	\$ -								
2011 Mayo Road Bond	2010 F	11/1/2030	\$ 1,460,000	\$ 123,822	\$ 122,558	\$ 121,056	\$ 119,380	\$ 117,581	\$ 115,731	\$ 113,806	\$ 111,806	\$ 109,718	\$ 107,543
			<u>\$ 2,673,434</u>	<u>\$ 437,241</u>	<u>\$ 338,308</u>	<u>\$ 314,398</u>	<u>\$ 308,419</u>	<u>\$ 302,314</u>	<u>\$ 296,100</u>	<u>\$ 199,847</u>	<u>\$ 111,806</u>	<u>\$ 109,718</u>	<u>\$ 107,543</u>

Total Debt Service Obligations:

\$ 815,333	\$ 719,763	\$ 691,404	\$ 584,501	\$ 573,940	\$ 557,075	\$ 461,454	\$ 369,674	\$ 364,216	\$ 359,801
------------	------------	------------	------------	------------	------------	------------	------------	------------	------------

<i>Change from prior year:</i>	n/a	\$ (95,569)	\$ (28,359)	\$ (106,903)	\$ (10,561)	\$ (16,865)	\$ (95,621)	\$ (91,780)	\$ (5,458)	\$ (4,414)
--------------------------------	-----	-------------	-------------	--------------	-------------	-------------	-------------	-------------	------------	------------

Sources:

Town of Hampden Financial Statements with Independent Auditor's Report, FY11, 13, 14 and 15.

Town of Hampden General Fund and Sewer Fund FY15 and FY16 budgets.

Debt Payment Schedule for 2000 D revised to reflect reduced payments per 1/8/16 letter from Maine Municipal Bond Bank.

Town of Hampden Debt Service An:

Purpose Proprietary	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
1996 Sewer SRF										
2006 Sewer Construction Bond	\$ 79,074									
2010 Route 1A Sewer Bond SRF	\$ 108,475	\$ 108,470	\$ 108,462	\$ 108,456	\$ 108,450					
2014 Sewer Project	\$ 60,879	\$ 59,468	\$ 57,963	\$ 56,389	\$ 54,768	\$ 53,088	\$ 51,356	\$ 49,597	\$ 47,813	\$ 46,009
	\$ 248,428	\$ 167,938	\$ 166,426	\$ 164,845	\$ 163,218	\$ 53,088	\$ 51,356	\$ 49,597	\$ 47,813	\$ 46,009

General Obligation	FY26	FY27	FY28	FY29	FY30	FY31				
2000 Road Construction & Line Extensions (Business Park)										
2002 Fire Station										
2006 Gravel Roads										
2011 Mayo Road Bond	\$ 105,367	\$ 102,976	\$ 100,370	\$ 97,765	\$ 95,159	\$ 92,553				
	\$ 105,367	\$ 102,976	\$ 100,370	\$ 97,765	\$ 95,159	\$ 92,553				
	\$ 353,795	\$ 270,914	\$ 266,796	\$ 262,610	\$ 258,376	\$ 145,641	\$ 51,356	\$ 49,597	\$ 47,813	\$ 46,009
	\$ (6,006)	\$ (82,881)	\$ (4,118)	\$ (4,186)	\$ (4,234)	\$ (112,735)	\$ (94,285)	\$ (1,759)	\$ (1,784)	\$ (1,804)

Sources:

Town of Hampden Financial State
 Town of Hampden General Fund a
 Debt Payment Schedule for 2000 l

TOWN OF HAMPDEN
VALUATIONS/MILL RATES

<u>YEAR</u>	<u>%</u>	<u>VALUATION</u>	<u>MILL RATE</u>	<u>BUDGET</u>	<u>AMOUNT FROM PROPERTY TAX</u>	<u>RATE</u>
1986		126,458,300	0.01610	2,700,630	2,035,979	
1987		141,980,800	0.01630	2,990,636	2,314,286	
1988		147,221,700	0.01670	3,478,002	2,458,602	
1989		163,539,800	0.01675	3,840,368	2,739,292	
1990		196,969,115	0.01500	4,139,766	2,954,537	
1991		217,722,533	0.01560	4,797,835	3,396,470	
1992		253,536,450	0.15100	5,123,346	3,828,400	
1993		255,984,774	0.15800	5,414,059	4,044,559	
1994		260,880,942	0.17800	5,846,581	4,643,681	
1995		262,373,979	0.17600	6,033,627	4,552,152	
1996		264,084,912	0.17800	6,288,025	4,668,975	
1997		271,076,712	0.18700	6,966,667	5,066,705	
1998		273,210,312	0.02040	7,264,748	5,573,490	
1999		276,746,612	0.02080	7,598,953	5,756,330	
2000	1.9%	282,174,012	0.02080	7,734,209	5,869,219	
2001	2.9%	290,578,612	0.02080	8,133,049	6,007,049	
2002	4.0%	302,435,862	0.02110	8,871,446	6,312,243	
2003	9.1%	329,977,352	0.02060	9,563,032	6,705,032	
2004	9%	363,303,330	0.02000	10,186,787	7,082,200	
2005	10.7%	402,288,800	0.01845	10,909,328	7,253,737	
2006	12.7%	453,942,050	0.01670	11,047,141	7,417,105	
2007	11%	528,594,400	0.01570	11,740,207	8,142,982	
2008	12%	537,912,450	0.01570	11,959,458	8,268,857	
2009	11%	540,715,600	0.01590	12,635,510	8,597,378	
2010	9%	546,709,400	0.01590	12,575,980	8,692,679	
2011	10%	562,483,600	0.0159	12,815,032	8,943,489	
2012	7%	572,461,000	0.0159	12,968,466	9,284,466	
2013	7%	595,975,870	0.0159	13,121,312	9,437,312	
2014	7%	605,465,500	0.01665	13,235,124	9,986,374	
2015	7%	614,756,784	0.0175	13,742,783	10,484,601.75	
2016	7%	635,971,299	0.0175	13,911,709	10,826,209	

Town of Hampden
RECEIVED

OCT 08 2015

Office of the
Town Manager



Organizational Chart

Voters

Town Council

Town Manager

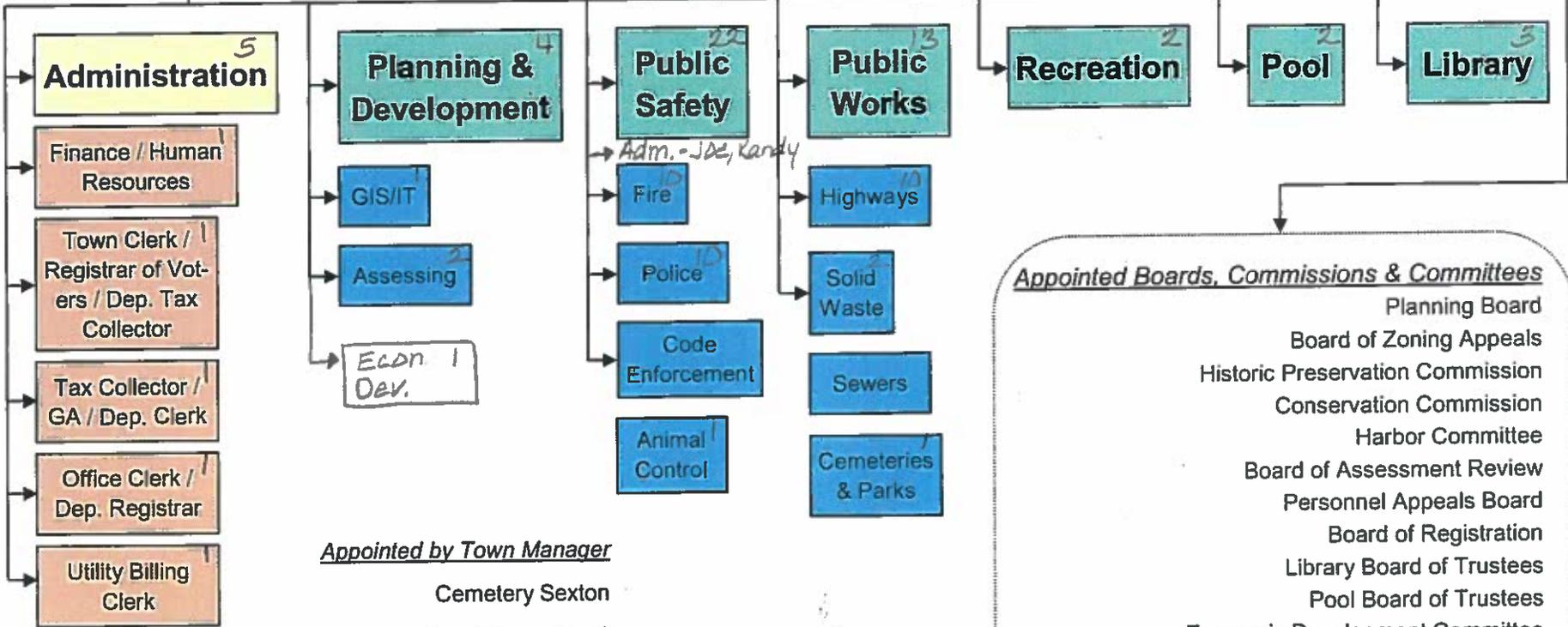
Council Committees

Finance

Planning & Development

Services

Infrastructure



Appointed by Town Manager
 Cemetery Sexton
 Addressing Officer (E911)
 Town Forester

- Appointed Boards, Commissions & Committees
- Planning Board
 - Board of Zoning Appeals
 - Historic Preservation Commission
 - Conservation Commission
 - Harbor Committee
 - Board of Assessment Review
 - Personnel Appeals Board
 - Board of Registration
 - Library Board of Trustees
 - Pool Board of Trustees
 - Economic Development Committee
 - Tree Board

Policy Basis for DPW Functions

Authority		DPW Responsibilities		
Local Ordinance	State	Federal	Source	Cat.
Y			2.2.b	Direct and supervise all staff activities
Y			1.3.a	Highways, streets, sidewalks and appurtenances
Y		Y	1.3.b	Snow removal/ice control
Y	Y		1.3.c	Gravel pits
Y			1.3.d	Wood lots
Y	Y	Y	1.3.e	Sanitary sewers
Y	Y	Y	1.3.f	Storm sewers and drainage
Y			1.3.g	Recreation areas, parks and public lands
Y			1.3.h	Marina and wharves
Y			1.3.i	Cemeteries
Y	Y		1.3.j	Solid waste disposal
Y			2.2.a	Care and maintenance of all departmental equipment and buildings
Y	Y	Y	2.2.c	Enforce all Town personnel rules and regulations within the Department
Y			2.2.d	Prepare an annual departmental budget
Y			2.2.e	Submit monthly reports to the Town Manager
Y	Y	Y	2.2.f	Serve as Road Commissioner
Y			2.2.g	Serve as Town Engineer
Y	Y		2.2.h	Perform such other duties as may be prescribed by the Town Manager or any state or local laws
Y	Y		Harbor Ordinance	He shall keep a log of all activities within the harbor area, and shall collect all fees as hereinafter established to be turned over daily to the Town Clerk.
	Y		38 M.R.S.A., Chapter 1	

Public Works Policy Framework (Partial)



HAMPDEN PUBLIC WORKS MOWING / TRIMMING

WEEKLY MOWING

BALL FIELDS ON OLD COUNTY ROAD
RT 202 INDUSTRIAL PARK FIELDS AND SIDEWALK ESPLANADE
DOROTHEA DIX PARK
SKEHAN CENTER AND ASSOCIATED BALL FIELDS
POOL AND ASSOCIATED REC AREA AND BALL FIELDS
LAKEVIEW FIELD
VFW BALL FIELDS
TOWN OFFICE
LIBRARY
PUMP STATIONS
MUNICIPAL GARAGE
PAPERMILL PARK FIELDS
64 MILES OF ROAD SIDE (TIMES 2, LESS 10% MOWED LAWNS)
CEMETERIES
NEALLY'S CORNER
LAKEVIEW
RIVERVIEW
LOCUS GROVE
OLD BURIAL GROUNDS

GUARDRAILS TO MOW/TRIM (TWICE PER YEAR)

OLD COUNTY ROAD
DUDLEY ROAD
STONEBROOK ROAD
COLDBROOK ROSD
EMERSON MILL ROAD
MANNING MILL ROAD
PAPERMILL ROAD
MAYO ROAD
FOSTER AVENUE
VFW DITCHES AT BALL FIELD
SURRY LANE
SIDNEY BOULEVARD
JOHNS WAY
SHAWHILL
BOG ROAD
DEER HILL LANE
SAWYER ROAD
BUTTERNUT
ACORN
ELM STREET EAST
EMERALD DRIVE
LIBRARY WOODS
NADINES WAY
PENOBSCOT MEADOW DRIVE
SAWYER ROAD CURVES
(4) TOWN SIGNS
1A SOUTH
1A NORTH
ROUTE 9
COLDBROOK ROAD
ALL DETENTION/RETENTION PONDS AND BMP'S

Public Works Mowing List



5 YEAR EQUIPMENT AND VEHICLE PLAN						
UNIT	YEAR	DESCRIPTION	MAKE	MODEL	HOURS	REPLACEMENT YEAR
MOWERS				5 YEARS		
4	2015	ZERO TURN 60" MOWER	JOHN DEERE	Z950M		2021
5	2009	LAWN MOWER	JOHN DEERE	540X		2015
6	2010	LAWN MOWER	JOHN DEERE	540X		2016
7	2012	LAWN MOWER	JOHN DEERE	540X		2017
7A	2015	SIDEWALK PLOW	TRACKLESS	MT6		2025
9	2007	SMALL TRACTOR	JOHN DEERE	2520		2018
9A	2010	LARGE TRACTOR	JOHN DEERE	5150		2016?
PICK UP TRUCKS				6 YR ON 350'S/8 YR ON 550'S		
10	2013	3/4 TON PICK UP	FORD	F250		2017
11	2013	HEAVY DUTY PICK UP	FORD	F550		2021
18	2012	HEAVY DUTY PICK UP	FORD	F550		2020
20	2009	HEAVY DUTY PICK UP	GMC	5500		2017
32	2012	1 TON	FORD	F350		2018
35	2012	1 TON	FORD	F350		2018
51	2010	DEPARTMENT CAR	FORD	CROWN VIC		
52	2002	CEMETERY VEHICLE	FORD	EXPLORER		2015
EQUIPMENT				5 YEARS		
8	2012	310SK BACKHOE	JOHN DEERE			2017
12	1994	GRADER	JOHN DEERE			N/A
16	2011	FRONT END LOADER	JOHN DEERE			2016
PLOW TRUCKS				10 YRS		
13	2008	DUMP TRUCK	STERLING	SL8500		2018
14	2010	DUMP TRUCK	FREIGHTLINER	M2106V		2020
15	2012	DUMP TRUCK	INTERNATIONAL	7400		2022
17	2006	DUMP TRUCK	STERLING	SL8511		2016
19	2011	DUMP TRUCK	INTERNATIONAL	7400		2021
TRAILERS				AS NEEDED		
29	2005	CEMETERY TRAILER				2017
30	1989	20 TON				2019
31	1991	2 AXLE				?
50	2010	BALL FIELD TRAILER				2020

Public Works Equipment & Vehicle Plan



Hampden Recreation Department

Department Director: Shelley Abbott

Department Assistant Director: Jill McLaughlin

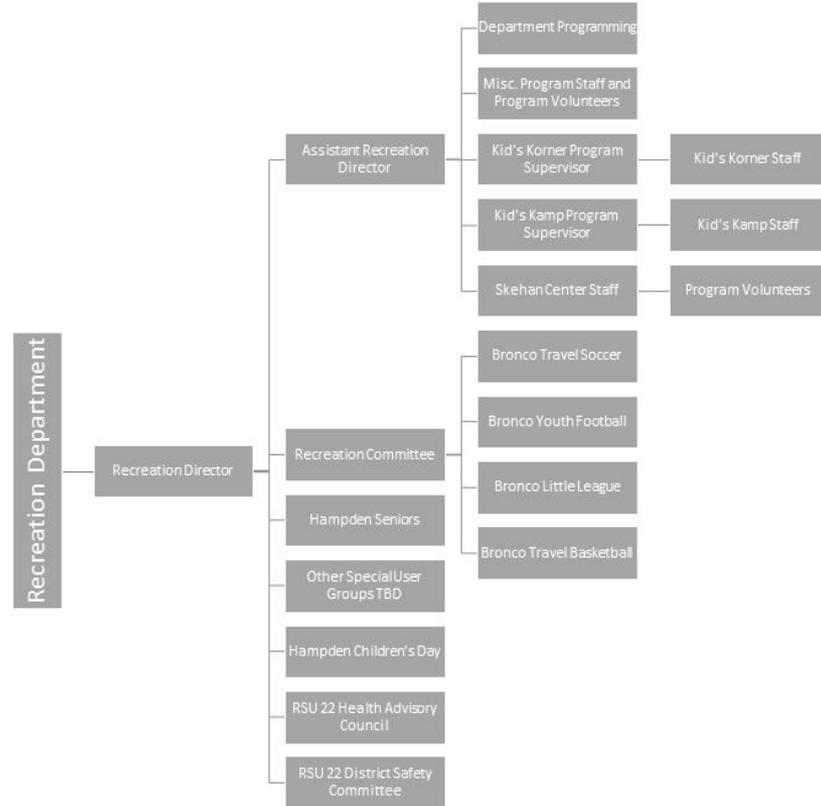
Mission: The Hampden Recreation Department strives to provide the best possible recreational experience for people of all ages in the Town of Hampden and its surrounding communities.

Organizational Chart

Full time year round department since 1998.

Supported by two full time staff, several part time and seasonal staff, and many volunteers. The Recreation Department is under the guidance of the Recreation Advisory Committee.

Department also supports several community groups, RSU 22 health committees, and travel sports organizations



The Programming

5 Program Sessions Per Year

Offering program options each
session for ages 3-100

Program Sessions are typically 5-
8 weeks in length

Fall Session

Information Available Early/Mid August

Registration Deadline Late August/Early September

Session Dates: September-October

Winter I Session

Information Available Mid October

Registration Deadline Mid November

Session Dates: Late November-Mid February

Winter II Session

Information Available Mid January

Registration Deadline Early/Mid February

Session Dates: Late February-Mid April

Spring Session

Information Available Late March

Registration Deadline Mid April

Session Dates: Late April-Mid June

Summer Session

Information Available Early May

Registration Deadline Mid June

Session Dates: Late June to Mid August

Budget Structure

Taxation 20-01

Includes

- Salary and Benefits for Recreation Director and Assistant Director

FY 17 Change

- Additional need to add overtime line item to cover wages of Assistant Director in excess of 40 hours

Enterprise 20-05

Includes

- Part time staff wages, office supplies, phone, internet, field/court lights, travel/training, programming occurring outside of Skehan, parks, Kid's Kamp and Kid's Korner, Soccer Camp, Little League, late fees, and facilities maintenance (outdoors)

FY 17 Change

- Track and Field reestablishment
- Recreation software package

Skehan Center-Enterprise 20-07

Includes

- Part time Skehan staff, cleaning service and supplies, building utilities, Skehan maintenance, concessions, programming occurring at the Skehan Center, ads/donations/ or sponsorships, gate or admission fees, special events or rentals

FY 17 Change

- Oil price down to \$ 1.659
- Floor refinish yearly due to use

Department Program Locations

Outdoor Facilities

Western Avenue Recreation
Area-Lura Hoit Pool Fields

Ballfield Road Softball Field

Whitcomb Baker VFW
Recreational Facility

Indoor Facilities

Skehan Recreation Center
(leased)

RSU 22 Facilities

McGraw School

Weatherbee School

Reeds Brook School

Artificial Turf Field

Tennis Courts

Track

Reeds Brook Field

Outdoor Facilities

Typical Hours for Programmed Use

Western Avenue Recreation Area-Lura Hoit Pool Fields:
Spring Tee/Baseball May-June 4 nights week
Fall Soccer September-October 5 nights week/Saturday
Fall Bronco Travel Soccer occasional weeknight/Sunday

Ballfield Road Softball Field:
Spring Little League Softball May-June 5 nights week/Saturdays
Summer Coed Softball League July-August 2 nights week
Fall Rentals as requested

Whitcomb Baker VFW Recreation Area:
Spring Baseball Play Night at VFW Fields 1 night June
Spring Little League Baseball May-June 5 nights week/Saturdays
Spring/Summer/Fall Tennis with instructor availability

Pros:

Affiliated programs contributions to facility

Green space available for public use

Centralized location with easy accessibility

Challenges:

Parking

Vandalism

Lack of control at certain time periods of the year

Facility Maintenance and Facility Upgrades

Absence of plumbed water-for field maintenance etc.

Lack of restroom facilities

Maintenance of multiple facilities spread all over town

Lack of “Department Home” for Parks

Lack of Budget for Parks

Illegal Dumping

Indoor Facilities

Town Leased Skehan Center

Typical Hours of Operation

Monday through Friday 7 am to 4 pm
Evening and Weekends depends on programming and vary seasonally

Busiest Season for Skehan Center is November 15-March 15, a late emergence of spring can lengthen the busy season

Pros:

- Programming for multi demographics
- Full day programming options
- Expansion of services to the community
- Bring business/people to the community

Challenges:

- Building overhead costs
- Facility layout for concurrent programming
- Parking
- Office Space
- Building security between tenant spaces
- IT Issues
- Illegal Dumping
- Mowing, Plowing, Sanding/Salting per lease

RSU 22 Facilities

Typical Hours For Use

McGraw School:

Kids Korner: 7-8:30 am, 3-6 pm, Monday-Friday school year

Weatherbee School:

Kids Korner: 7-8:30 am, 3-6 pm, Monday-Friday school year

Reeds Brook School:

Kids Kamp: 7:30 am-5:30 pm, Monday-Friday
late June-mid August (7-8 week length)

Field Space:

Soccer Camp-1 week June

Track and Field-6 weeks June-July-August

Field Hockey-6 weeks September-October

Hitting Clinic-3 dates April-May

Tennis Camp-1 week August

Pros:

Availability for prearranged use

Challenges:

School Event Communication

Program Bumping

Vacation and Summer Project Timelines

Safety Concern:

School games traffic flow and parking for KK pick up

Additional people utilizing school playground during KK



The Future

Hampden
Recreation
Department

Goals



Goal Priority 1

Address facility maintenance and safety issues at VFW Recreation facility to provide safe recreation experience for user groups



Goal Priority 2

Ensure adequate indoor recreation space either through the Skehan Center or an alternative recreation space



Goal Priority 3

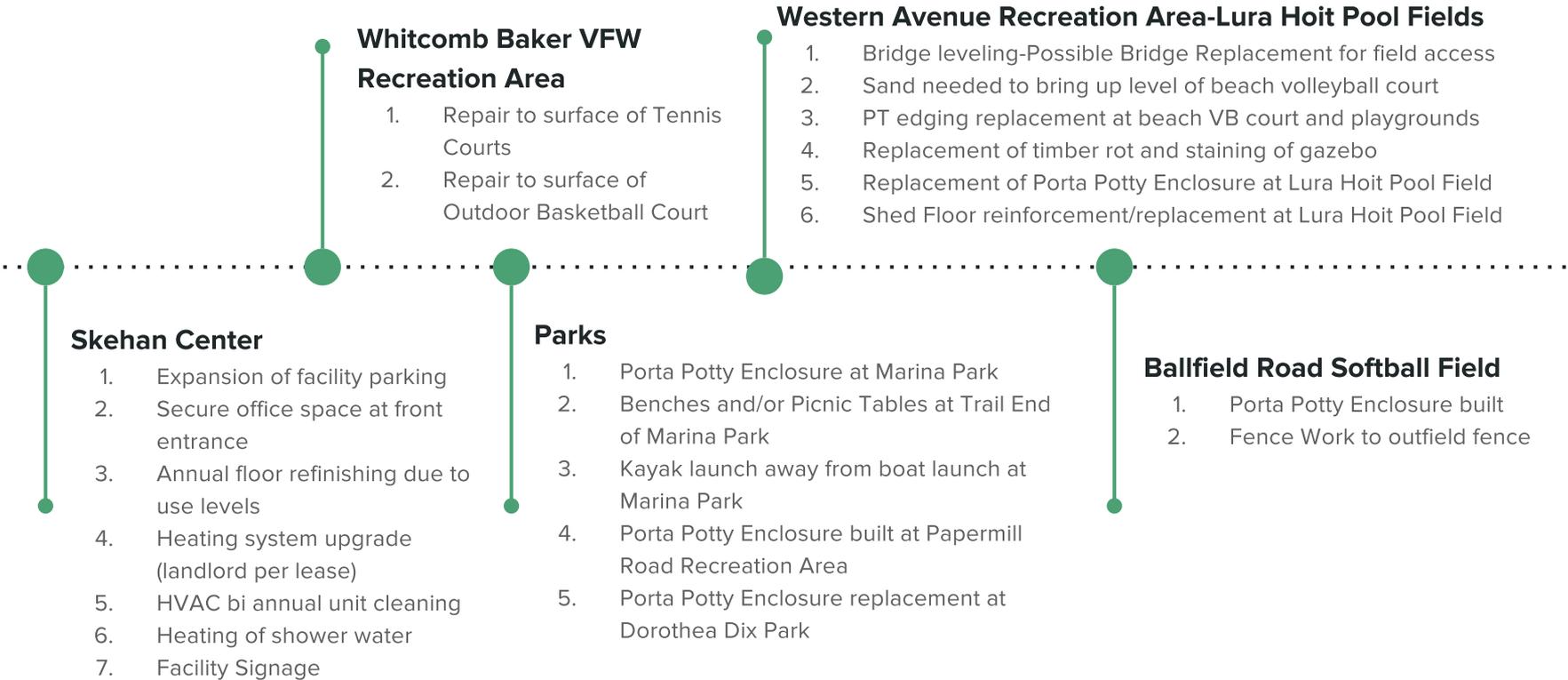
Develop Additional Sports Field(s) for Soccer and Football Programming



Goal Priority 4

Reestablishment of a third permanent department position to assist with current department services and growth, paid exclusively from the department enterprise budget.

Department Project Needs



Department Capital Needs

Existing Facilities

VFW Tennis/Basketball Courts

Resurface/Repair to playing surface to save integrity of the courts and eliminate safety hazards

Western Avenue Recreation Area

Development of 50 additional parking spaces, additional field space, and storage structure with bathroom and concession spaces

Other

Facility signage, Computer software package with online registration capabilities and credit/debit payment options

Complex Style Field Space

Multipurpose field design with centralized storage, appropriate parking for multiple fields, concession and exterior restrooms

Recreation Center

Sized appropriately with needed parking, energy efficient, designed to meet program needs running concurrently, with service areas located at building entrance, meeting space, ideally located within same complex as field space

New Facilities

Projects Under Way

1. Exploration of utility costs for leased portion of Skehan Center complex.
2. Research of available grant opportunities for repair of VFW Tennis Court complex, and application with Council and Manager approval.
3. Exploration of online registration software packages to assist with programming, data entry, and staff time.
4. Fence Repair at Ballfield Road Softball Complex due to tree damage.
5. Negotiation of long term agreement for porta potty rate reduction.

TO: Hampden Town Council
FROM: Sue Lessard, Town Manager
DATE: April 20, 2015
RE: 2015/16 Budget

The purpose of this memo is to discuss the 2015/16 budget, including municipal, County, and RSU #22 costs. The proposed budget for review by the Council will be provided by Monday, April 27th, a week in advance of the first budget review date of May 4th for the public safety portion of the budget.

During the Goals & Objectives meeting held by the Council in February, I was asked to provide a budget to the Council that maintained the current mil rate while incorporating all increases from RSU 22 and Penobscot County, any revenue losses for the Town, and any increased fixed costs that the town might have. The budget that is in process accomplishes those things. The budget that you will be receiving by Monday, April 27th keeps service levels as they presently stand. There are no new programs proposed, public safety remains on an every-other-year vehicle replacement policy, public works is funded as currently exists with the plan that a new director will be reviewing operations in order to provide the Council with information for potential changes in the following year. The proposed budget will also include alternatives that the Council can consider if it wishes to look for additional savings.

Non-Municipal Cost Increases:

RSU #22 – As currently proposed, the RSU #22 budget is up \$97,533.50 for Hampden's local share, however, the RSU has budgeted to fully fund the School Resource Officer Position for the 2015/16 year, which means that they will be paying an additional \$36,127 to Hampden this year. The net impact of the increase in local share minus the increase to the Town in revenue from the district is \$61,406.50

Penobscot County Tax – As presented, Hampden's County tax for 2015/16 will be \$768,555.41, which is an increase of \$16,626.41.

The combination of these two items require an additional \$78,032.91

Municipal Revenue Impacts

New Valuation Increases at the present time are estimated at \$ 7,000,000 (not including TIF valuation), which at the present mil rate of \$17.50 per thousand would generate an additional \$122,500.

Revenue Sharing - Although presented in the Governor's budget as being eliminated in 2016/17, it appears that revenue sharing will continue at its reduced funding level for both of the next two years which leaves intact that \$338,000 in revenue.

Excise Tax – Excise tax collections continue to increase and it will be possible to budget an additional \$50,000 from excise in the 2014/15 fiscal year, from a current estimated revenue of \$1,550,000 to \$1,600,000.

Fund Balance Use – The Town has traditionally used approximately \$400,000 per year of fund balance to offset property taxes. That is not possible moving forward because the Town has spent down fund balance to the point where that type of use is not sustainable. I am therefore reducing fund balance use in this budget by \$200,000.

Health Insurance Changes – Potential savings of nearly \$100,000 annually from a possible change in health plans and establishment of a Health Reimbursement Account to offset increased employee deductibles.

Saturday Bus Service Alternatives – The Council Services Committee has begun discussions related to eliminating Saturday Bus Service and perhaps offering some limited alternative for Hampden residents through the Penquis Lynx system. Estimated savings should this move forward would be approximately \$25,000.

Fuel Oil/ Diesel Prices – I was able to lock in fuel and diesel prices for the coming year at a rate of \$2.188. That compares to the budgeted price for 2014/15 of \$3.6 for fuel oil and \$3.43 for diesel fuel. I am also able to lock in propane at .75 per gallon less than budgeted for 2014/15. The total savings from these items is \$35,345 for the municipal building, public works garage, and library which are part of the operating budget. Enterprise accounts for the pool and the Skehan Center should realize an additional savings of \$27,621 based on estimated usage.

Impacts of Changes Made in 2014/15

Public Works Personnel Reduction – The net impact to the 2015/16 budget for the reduction of one person in staffing that occurred in 2014 results in a further reduction of \$33,154.00

Planning Position – The net impact to the 2015/16 budget for the reduction to 28 hours per week for the planning position from the 2014 budget results in a further reduction of \$27,838 if the position remains as it currently stands.

2015/16 Municipal Increases

- Funding 50% of the \$120,000 town share for the Western Avenue Sidewalk
- Rehab/replacement of the trackless sidewalk plow
- Cost of living wages – all employees (1% estimated)
- Wage/Benefit Reserve funded to allow new Manager flexibility in staffing changes that may be necessary

**HAMPDEN TOWN COUNCIL GOALS & OBJECTIVES SESSION MINUTES
SATURDAY, FEBRUARY 7, 2015**

Attending:

Mayor David Ryder	Councilor Dennis Marble
Councilor William Shakespeare	Town Manager Susan Lessard
Councilor Terry McAvoy	Resident Alex King
Councilor Carol Duprey	
Councilor Greg Sirois	

Call to Order – The meeting was called to order at 8:15 a.m. by Mayor Ryder.

Mutual Expectations/Ground Rules – The group adopted the following list of ground rules/expectations:

- Be respectful
- All ideas have value
- No tangents – stay on subject
- Be flexible
- Listen

Possible Areas of Focus & Budget Items– The Council identified work in the following areas as priorities for the 2015 year:

1. Public Works
 - a. Staffing (scheduling)
 - b. Reduce staffing through attrition
 - c. Outsource if additional help is needed
 - d. Evaluate equipment usage/hours
 - e. Advertise for Public Works Director to assist in Department Review
2. Recreation Fields
 - a. Location
 - b. Financing
 - c. Parking/traffic at Pool
 - d. Needs Assessment – now and 10 years from now
 - e. Needs more and better recreational fields
 - f. Skehan Center is not great for all kinds of programs
 - g. Town owns land that could be used for fields
 - h. A long term plan for recreation should include all recreation offerings including the pool and the library
3. Economic Development
 - a. Priority to reduce pressure on residential property owners
 - b. Local regulatory changes to be made to be more business friendly
 - c. Tax rate needs to be competitive to attract businesses
 - d. Development areas
 1. Route 1A North
 2. Route 1A/Western Avenue
 3. Coldbrook Road

4. Budget items
 - a. Insurances – Both health insurance and group comprehensive insurance should be put out to bid to provide options for reducing the costs of these programs.
5. Affordable Housing, particularly Senior Housing
6. State Budget Consequences
 - a. Meet with State Reps
 - b. Meet with School Board to discuss budget issues
7. Budget parameters
 - a. Zero increase for department budgets
 - b. School Resource Office reimbursed at actual % of time used
 - c. Present Budget with no increase in mil rate, considering new valuation as well as school and county increases

The meeting was adjourned at 12:15 p.m.

Respectfully submitted,

Sue Lessard
Town Manager

COUNCIL GOALS & OBJECTIVES SESSION

February 8, 2014

Attending:

Councilor Jean Lawlis	Mayor Carol Duprey
Councilor Tom Brann	Councilor David Ryder
Councilor William Shakespeare	Town Manager Susan Lessard
Councilor Ivan McPike	Resident
Councilor Greg Sirois	

The meeting was opened at 8:45 a.m. by Mayor Duprey. The Town Manager acted as facilitator and used an easel board to record the ideas of Councilors. The following minutes document those ideas and suggestions.

Mutual Expectations & Ground Rules

The Council established the following ground rules for conducting the meeting:

- Be respectful
- All ideas have value
- No tangents – stay on subject
- Be flexible
- Listen

The Town Manager posted items for consideration by the Council in developing its work plan and budget.

- \$1 on the mil rate equals approximately \$592,000 in property tax revenue
- RSU 22 gets 57.8% of each tax dollar
- Penobscot County gets 7.5% of each tax dollar
- The Town gets 34.7% of each tax dollar
- The Town is losing \$5,000,000 in valuation from the closure of the Bangor Publishing facility, which translates into a loss of \$83,250 in tax dollars at the present mil rate
- Revenue sharing will be reduced a minimum of \$28,000 more during 2014/15 up to a maximum additional loss of \$291,000 – on top of the \$300,000 reduction in Revenue Sharing funding which occurred in the 2013-14 fiscal year.
- Penobscot County tax is going up an additional \$15,000

Possible areas of focus for 2014/15 cited by Councilors:

1. Public Safety
2. Public Works
3. Economic Development
4. Transfer Station
5. Paving
6. RSU 22 – Education of the public as to the property tax cost of education

7. Recreation
8. Recreation Fields
9. Budget Pressures
10. Administrative Departments
11. Penobscot County
12. Bus Service
13. Benefit Structure
14. Spending on Outside Agencies
15. Capital Budget (Reserves)
16. Facilities Maintenance
17. Council Pay Structure
18. LL Bean Property
19. Town Garage and other buildings – energy efficiency (Lighting)

Areas discussed in greater depth:

Economic Development

- Ammo Park, H.O. Bouchard, and Phase 2 of business park get water, sewer, natural gas
- Create additional access of Route 202
- Develop financial implications of business development (TIF's, etc.)
- Workshop on business attraction/retention incentives
- Attain certification for 'Business Friendly' by the State of Maine by September
- Consider incentives for Economic Development Director to incentivize performance
- Continue full-time position since the Town is at a critical point in development of the business park, Ammo Park and the Bouchard property
- The council should develop guidelines/goals for the economic development director and use to assess performance
- Departments should work together better to facilitate business location

RSU 22 – Education of the public

- Add a page to the tax bill explaining the large percentage of property taxes that go to pay for RSU 22 or do a separate mailing prior to the RSU 22 budget vote
- Council members should attend School Board and School Budget meetings
- Budget for the cost of videotaping school board and budget meetings for airing on Channel 7
- List School Board meetings on the Town Website Calendar

Administrative Departments

- Consider Tuesday – Friday hours beginning in July or September instead of Mon-Thursday
- As an alternative, consider Monday through Thursday plus a half day on Friday
- Vacation time should not accrue until after the first year of employment

- Consider less expensive options/plans for health insurance and increased cost to employee for self and dependent coverage
- Work to eliminate permitting restrictions that are stricter than State regulations
- The Planner and Assessor positions can be made part time or contract positions in the 2014/15 budget
- Hold workshop on organizational structure
- Explore cost/benefits of issuing license plates at the Town Office

Public Works

- Paving
- Staffing/contracting portions of department services

Capital Budget

- Review replacement schedules
 1. Public works trucks and loaders
 2. Buildings & Grounds – mowers
 3. Public Safety – Cruisers and Fire Trucks and Ambulances
 4. Maintenance schedules for all buildings
- Inventory buildings owned by the Town and develop cost/benefit for retaining (Kiwanis, Snowmobile Club, Old Fire Station)

Recreation/Fields

- Larger percentage of pool budget to be covered by fees
- Skehan Center – Goals for % of operation of department from fees
- User fees – what we charge should relate to the cost of operations
- What priority is town-sponsored recreation?
- Kid's Korner competes with private business
- Location of floating dock at Marina needs to be addressed
- Town Rec Center – a long term look at where it might best be located
- Land for fields needs to be addressed, particularly if Bouchard develops his property off Coldbrook Road
- No reserve is set up for the artificial turf football field

Budget

- Keep % distribution between school, county, and town proportion of tax dollar use
- Consider using County coverage for Police

Bus Service

- Services Committee should reassess cost/return for Saturday bus service

Other

- Council and School Board meeting should be set up in the near future to discuss pressures on the mil rate
- Department heads should attend Council meetings to explain what their departments do

The meeting was adjourned at 12:45 p.m.

Respectfully submitted,

Susan Lessard
Town Manager