

TOWN OF SCARBOROUGH

ADOPTED

GENERAL FUND & CAPITAL BUDGET

FY 2018



PRESENTED BY:

THOMAS J. HALL, TOWN MANAGER

ADOPTED - MAY 17, 2017





1	Transmittal <ul style="list-style-type: none">• Manager's Budget Letter
2	Summary & Analysis <ul style="list-style-type: none">• Gross Budget Summary• Gross Budget Graph• Net Budget Graph• Revenue Graph• Tax Rate Computation Sheets
3	Municipal Revenues <ul style="list-style-type: none">• Municipal Revenue Graph• Municipal Budget Revenues• Municipal Reserve Funds
4	Municipal Budget <ul style="list-style-type: none">• Municipal Budget Graph• Municipal Budget Summary• Municipal Department Budgets
5	Debt <ul style="list-style-type: none">• Municipal Debt Service• Equipment Leases• Education Debt Service
6	Capital Budget <ul style="list-style-type: none">• Municipal Capital Equipment• Capital Equipment Narratives
7	Capital Budget <ul style="list-style-type: none">• Municipal Capital Projects• Capital Projects Narratives
8	Education Budget <ul style="list-style-type: none">• Education Operating Budget• Educational Capital Budget• Nutrition Program Budget
9	Exhibits - 1 through 9
10	Budget Detail – Line Item Appropriations



Town of Scarborough, Maine

US ROUTE ONE, PO BOX 360
SCARBOROUGH, MAINE • 04070-0360

Office of the Town Manger Budget Transmittal - FY 2016-2017

April 1, 2016

Honorable Members of the Scarborough Town Council:

I am pleased to present to you the proposed Town and School General Fund and Capital Budgets of the Town of Scarborough for FY 2016/2017. We continue to be challenged by the reduction of external non-property tax revenues, namely General Purpose Aid for Education; therefore we have focused on the portion of the budget for which we have control, how much and where we commit our scarce local resources. On the heels of a protracted and somewhat contentious school budget validation process last year, which took three public votes to obtain voter approval, the Town Council established the following budget goal, which serves as a guiding influence:

Further enhance financial management; budget process

OUTCOMES:

- *Pass budget on 1st vote*
- *Incremental improvement in service delivery*
- *Responsible/realistic budgets*
- *Sustainable tax rate increases*
- *Have agreed-to metrics for budget performance*
- *Favorable comparison with other communities as benchmarks*
- *Ultimately, eliminate the need for the budget to go to a vote*

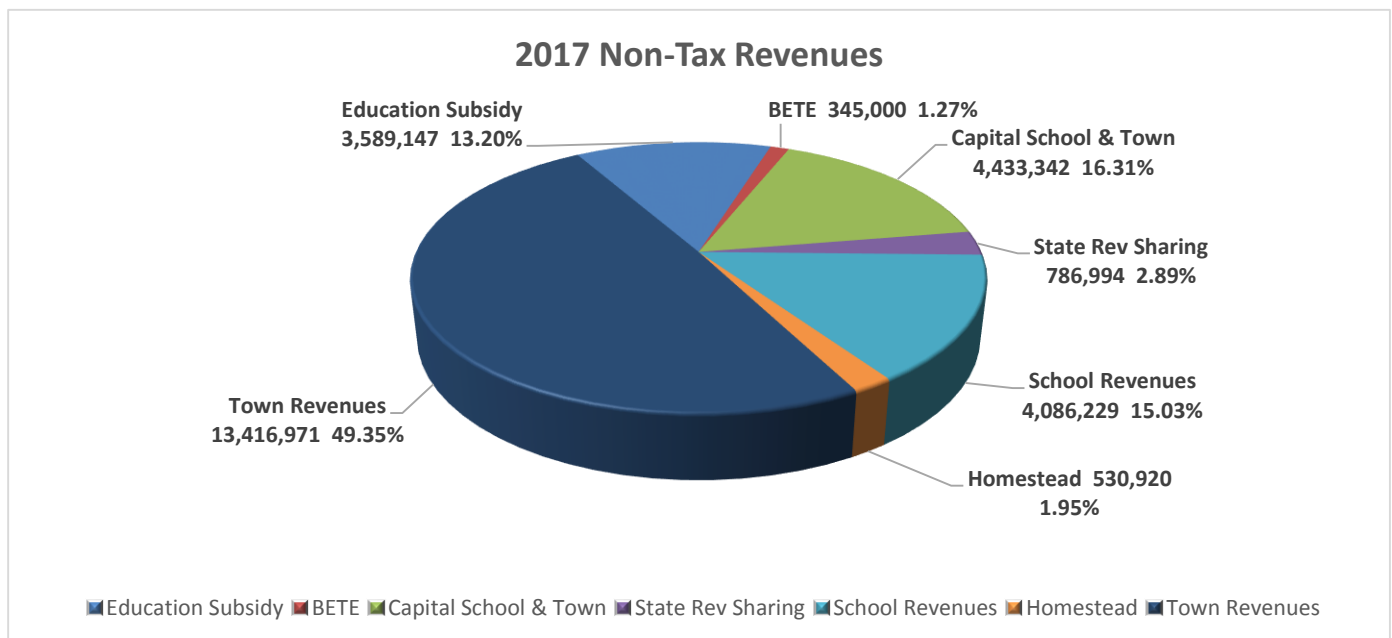
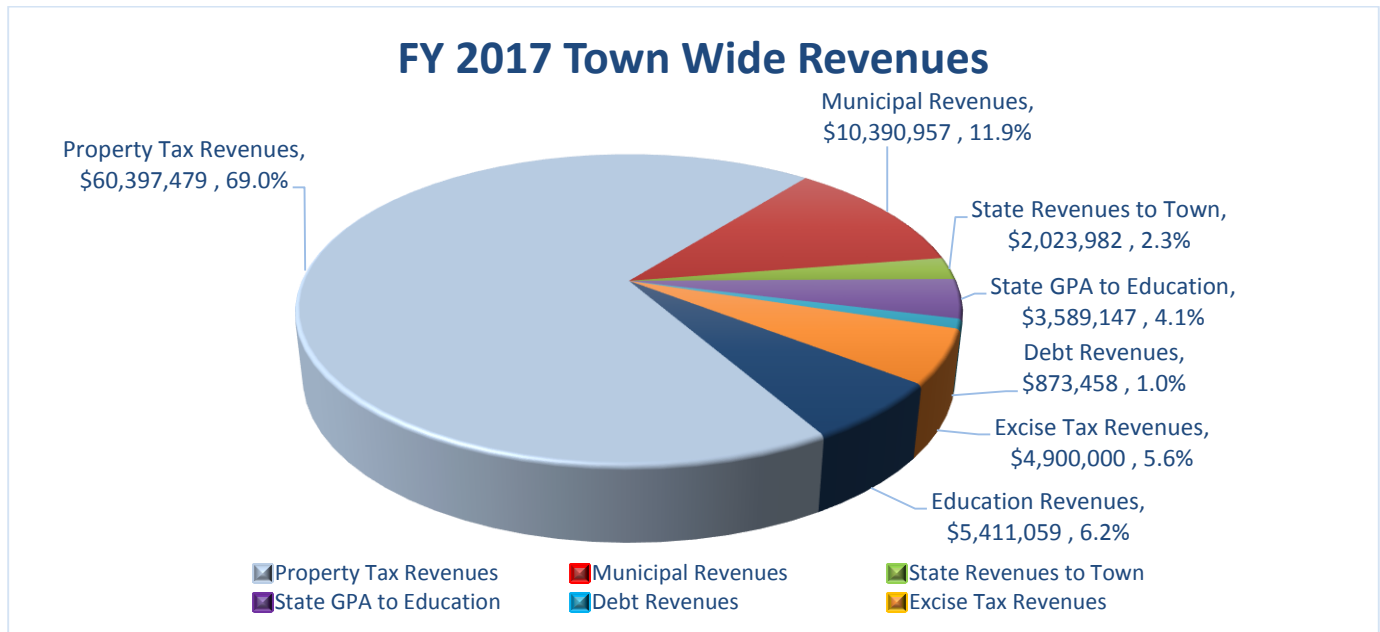
ACTIONS:

- *Metrics to measure budget performance-Benchmarking and Best Practices*
- *Strive for tax impact to be consistently around or below 3%*
- *Focus on 'trends' via metrics/dashboards*
- *Budget presentation: Combine revenues and accurate projection of valuation*
- *Continue community budget forum with measurable response and feedback*

This is the second year of the new budget format and I have strived to provide additional information and a deeper understanding regarding the organization and function of each department as well as enhanced summary and analysis. Although the line item detail is provided, the appropriation categories in the new format are aggregated to encourage the reader to focus on a macro-level perspective. Further, each department reports “cost drivers” and “activity indicators”, again to encourage broader consideration. I am pleased to present the Education budget in the revised format as well - I appreciate the efforts of my colleagues from the School Department. This “one budget” approach is a key element in considering our needs and priorities as one community.

TOWNWIDE REVENUE

This budget reflects a number of significant changes in general non-property tax revenue. The single biggest change in this budget relates to a sizeable use of remaining funds (\$1,569,553) from the Wentworth School project to cover related debt service expenses (see Exhibit 1, Tab 9). The trend of increased excise tax revenues continue to hold strong, although I have not projected additional revenue over last year. Unfortunately, we are a victim of our own success in growing the tax base. The allocation formula for General Purpose Aid to Education (GPA) projects Scarborough to lose \$1,056,031 in funding, a 22.7% decrease from last year (see Education section for trend analysis).



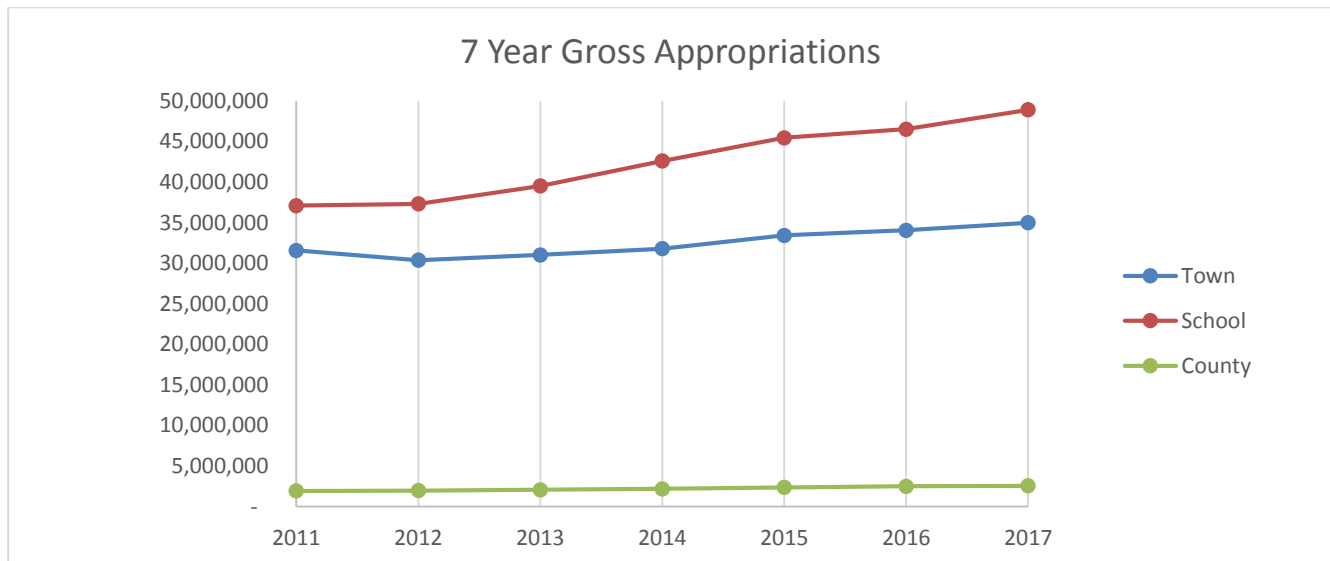
The trend of declining GPA funding is projected to continue, based on an expectation of increased total valuation, declining student enrollment (at least in the near term) and the elimination of school debt reimbursement. The only good news is that the annual volatility in this funding will stop once we reach “minimum receiver status”, which is likely within two years. We must manage this transition carefully so as to minimize the local tax impact of this tax shift. I will be recommending a judicious use of the remaining Wentworth project funds and undesignated fund balance to ease this transition.

TOWNWIDE APPROPRIATIONS

In the aggregate, the proposed gross budget requires a combined total increase in appropriations for “All Areas” of 4.41% above the current year. The breakdown of appropriations by function is as follows:

GROSS APPROPRIATIONS

	<u>2016 Budget</u>	<u>2017 Proposed</u>	<u>\$ Change</u>	<u>% Change</u>
TOWN	30,505,367	31,593,460	1,088,093	3.57%
SCHOOL	45,220,876	47,508,938	2,288,062	5.06%
COUNTY	<u>2,493,342</u>	<u>2,568,852</u>	<u>75,510</u>	<u>3.03%</u>
TOTAL	<u>78,219,585</u>	<u>81,671,250</u>	<u>3,451,665</u>	<u>4.41%</u>



*See County section for expanded view

TOWN

A budget is a reflection of priorities and given the fiscal constraints created by external budget pressure and increasing property tax rate, town appropriations focus solely on preservation of staff and programs. Although not included in this budget proposal there is clear and convincing justification for eight (8) new positions. These are not new proposals, rather they are either well-documented in the Public Safety staffing plans or have been previously discussed. This decision was made to ensure we concentrate financial resources on core functions first and foremost. This is not to say that personnel and program expansions are not needed and I sincerely hope there can be open and honest dialogue regarding the needs of a growing municipal operation. Please refer to Exhibit 2 (Tab 9) for a thorough overview of each proposed position. Due to the fact that there is off-setting revenue, the only new position in the proposed budget is a Vehicle Maintenance Technician in Public Works to accommodate the addition work from contracted services from other municipalities (see Exhibit 9B, Tab9).

The increase in municipal gross expenditures of \$ 1,088,093 (3.57%) is driven by non-discretionary, what I would characterize as essential items to maintain current service levels. Further, it is somewhat misleading in that it reflects the full annualized cost of the additional two (2) Fire personnel and the hire of a new Vehicle Maintenance Technician that is supported by off-setting revenue.

BUDGET DRIVERS:

- Wages - Increased related to the Employment Cost Index and merit system for non-union employees as well as union contractual obligations;
- Health/Dental Insurance - 5% increase in premiums are provided;
- Full annualized cost of the two new Firefighters hired as of April 1, 2016;
- Cost of a new Vehicle Maintenance Technician to cover expected workload of contracted services - off-setting revenue;
- Fuel Savings from better contract price;
- Loss of COPS (\$40,000) and EMPG (\$23,000) grant funding.

This budget does not negatively affect the level of service delivery to the residents, and in fact expands it slightly with the additional Fire personnel and an extra weekly cleaning of Pine Point Beach. Many of the operational changes and energy efficiency efforts from prior years are producing savings, which allow for no reductions in service levels and the investment in existing personnel. As our employees are our greatest asset, in addition to funding all contractual obligations, I have made a priority to implement the classification and pay systems. Increases for non-union personnel are based on the Employment Cost Index for State and Local Government Workers and the proposal includes merit pay for selected employees based on the performance evaluation process.

The following table displays spending in broad municipal expenditure categories. Total municipal expenditures over the last five years have increased by 10.2%.

FISCAL YEAR	2013		2014		2015		2016		2017	
	\$	%	\$	%	\$	%	\$	%	\$	%
General Government	4,649,920	1.2%	4,905,259	5.5%	4,839,154	-1.3%	4,879,043	0.8%	5,021,288	2.9%
Public Service	3,862,588	0.5%	4,080,010	5.6%	3,772,646	-7.5%	3,894,014	3.2%	4,077,932	4.7%
Public Safety	8,856,983	3.8%	9,200,409	3.9%	9,688,379	5.3%	10,107,752	4.3%	10,870,207	7.5%
Public Works	6,553,011	-1.2%	6,341,926	-3.2%	6,359,496	0.3%	6,718,059	5.6%	6,748,940	0.5%
Debt	4,732,060	-3.6%	4,508,353	-4.7%	4,641,657	3.0%	4,906,499	5.7%	4,875,093	-0.6%
Totals	28,654,562	0.5%	29,035,957	1.3%	29,301,332	0.9%	30,505,367	4.1%	31,593,460	3.6%

EDUCATION

Total education expenditures are proposed to increase by \$ 2,311,310 (5.3%), based on a series of priorities recommended by the Leadership Council. The single largest area of increase of \$1,078,114 relates to “Level Services”, which includes salaries and benefits. Debt Services expenses require an additional \$643,196. New funding is proposed in the amount of \$590,000 for investment in the “Educational Improvement Plan”. The table below illustrates the basic overview of the components of the increased spending.

General Fund Operating	2016 APPROVED BUDGET	FY2017 LEVEL SERVICES	\$ CHANGE	% CHANGE	FY2017 MISSION CRITICAL	\$ CHANGE	% CHANGE
Level Services	38,425,319	39,503,433	1,078,114	2.8%	39,503,433	1,078,114	2.8%
Ed Improvement Plan Investment					590,000	590,000	
Debt Service	5,118,437	5,761,633	643,196	12.6%	5,761,633	643,196	12.6%
Mission Critical Budget	43,543,756	45,265,066	1,721,310	4.0%	45,855,066	2,311,310	5.3%
Non-tax Revenues	5,884,269	6,121,057	236,788	4.0%	6,121,057	236,788	4.0%
Tax Request	37,659,487	39,144,010	1,484,522	3.9%	39,734,010	2,074,522	5.5%

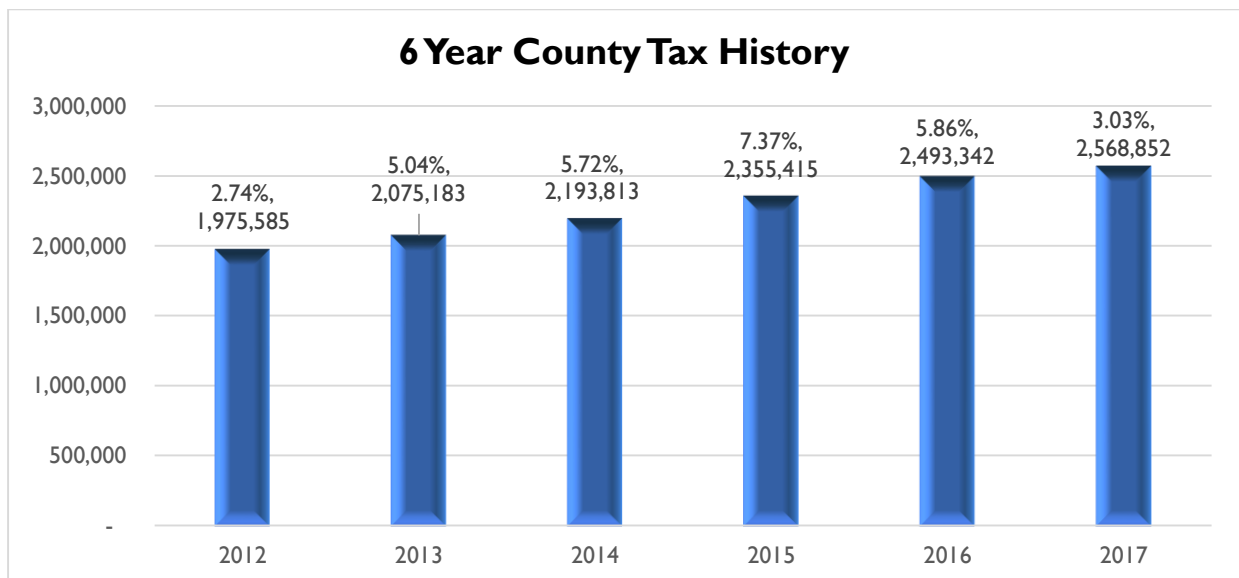
I would encourage the Town Council to meet with the School Department to review these initiatives, including the “Education Improvement Plan”. Unfortunately, the trend of reduced General Purpose Aid (GPA) for the state has returned, a projected reduction of \$1,056,031. The following table reviews non-property tax funding (predominantly GPA and excluding fund balance) for education over the last eight years (2009-2017) identifying a 49.2% reduction, translating to approximately a \$3,480,654 reduction from the high point in 2009.

GPA, ARRA, Education Jobs Fund	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Total State/Federal Revenue	7,069,801	5,913,102	5,680,518	5,859,050	4,738,941	4,259,291	4,778,384	4,645,178	3,589,147
\$ change from prior year		(1,156,699)	(232,584)	178,532	(1,120,109)	(479,650)	519,093	(133,206)	(1,056,031)
% change from prior year		-16.4%	-3.9%	3.1%	-19.1%	-10.1%	12.2%	-2.8%	-22.7%

Given the current GPA funding level, over 86.7% of the Education Budget is funded through local property taxes. Total net education budget (excluding Adult Ed. And Food Services) reflects a 5.51% increase (\$2,074,522) in the amount to be raised by property taxes.

COUNTY

Comparatively speaking, the County assessment represents a small portion of the budget. However, the trend of sizeable increases in the County assessments should be carefully monitored. Certainly increased expenditures to support County operations affect the assessment, but growth in our tax base (particularly as it relates to other towns) has an effect as well. The table below illustrates the County assessment over the last five years. I am pleased that Councilor Babine served on the County Budget Committee to ensure future increase are held to a minimum.



CAPITAL IMPROVEMENTS

I am pleased to provide a complete five-year Capital Improvement Plan (CIP) for projects and equipment, including the School Department for the first time. The cornerstone of the CIP is our equipment replacement program. In an effort to ease the debt service burden in prior years, many of the scheduled equipment replacements were deferred. This CIP request places us back on track with the equipment replacement program as this program has proven to reduce maintenance expenses and maintain residual value of vehicles and equipment. We have thoroughly evaluated each of the items and the vehicles and equipment proposed for replacement have reached the end of life and need to be replaced.

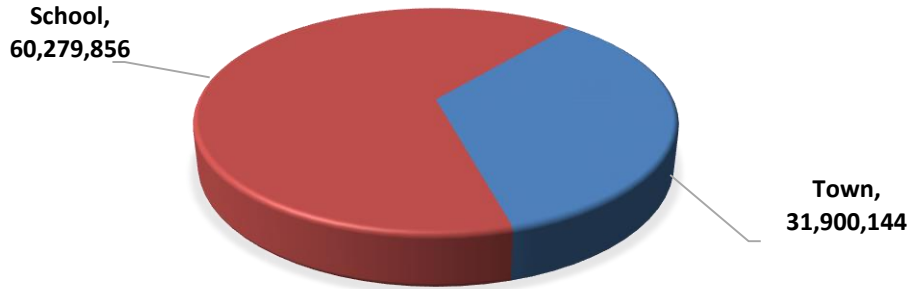
In addition to capital equipment, I propose a number of important capital projects, including transportation improvements, facility maintenance and technology upgrades. Most of the projects proposed leverage other monies. The most notable project that should be given the highest priority relates to our local match leveraging approximately \$3.6M in other funding that will complete the Eastern Trail in Scarborough. Given the type of capital project, I have identified alternative funding sources, including allocation of tax dollars and reserve monies, while other items are appropriate for long-term financing (general obligation bonds) due to their cost and/or longevity. Using the draft Capital Budgeting Policy as a guideline, we have continued the effort to transition some of the reoccurring items into the operating budget. In accordance with the Fund Balance Policy, I am proposing to fund \$541,627 of the CIP with undesignated fund balance (the amount over 10%) - See Exhibit 4B, Tab 9.

DEBT SERVICE

Town's bond rating remains excellent with an **Aa3** from Moody's and an **AA** from Standard & Poor's, although we anticipate a rating review in April 2016. The Town has excess bond capacity and interest rates continue to be attractive. I am particularly proud of the debt management efforts related to refunding prior debt and financing the Wentworth Intermediate School and continue this year that ensure a predictable level of annual debt service- see the chart below. This consistency and predictability will serve us well in future years and provides a clear expectation when the Town can reasonably consider taking on significant additional debt in the future; however we must be prudent with taking on new debt. The Long Range Facilities Plan will inform this discussion.

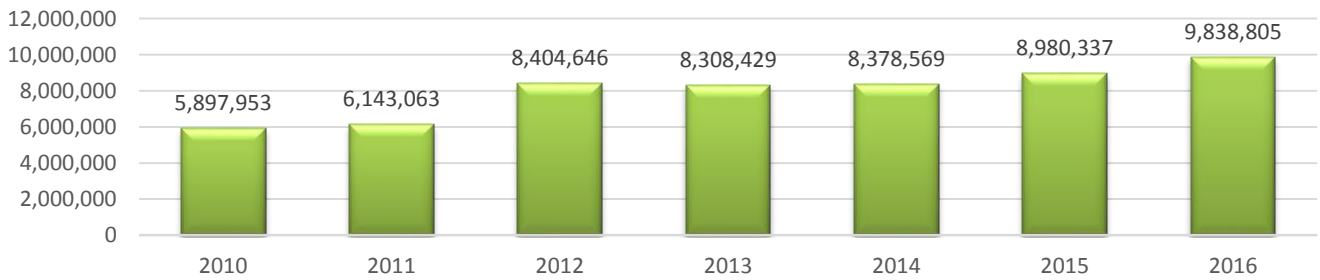
Staff is sensitive to the duration of financing and related interest expense; therefore, we secure financing on staggered terms to reflect the longevity of the items. The Debt Management and Fiscal Policy (Exhibit 3, Tab 9) has undoubtedly contributed in a positive way to maintaining our bond ratings the commitment to restoring fund balance and reserve accounts to fund expected capital needs.

2016 OUTSTANDING DEBT FOR SCHOOL AND TOWN



Below is a chart showing the principal and interest payments over the last seven years.

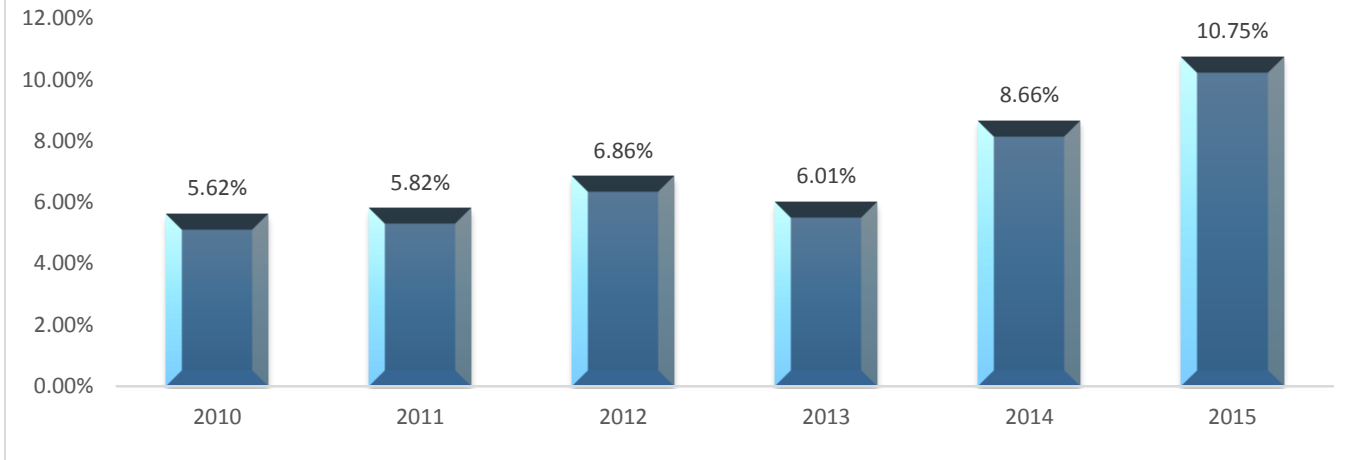
7 Year Debt Payment Principal & Interest (excluding refunded)



FUND BALANCE

In the past four fiscal years there has been a conscious effort to reduce the reliance on reserves in the budget, a trend that had not been repeated in prior years, producing an uncomfortably low fund balance. As the following table indicates, this prudence resulted in the unrestricted fund balance growing from 5.62% in 2010 to 10.75% in 2015, as compared to the target of 8.3% in the Fund Balance Policy (Exhibit 4A, Tab 9).

Unrestricted Fund Balance as a Percent of the Total Operating Budget



To advance this trend and further build fund balance, like the current year, I recommend no use of undesignated fund balance as a strategy to reduce the impact on the tax rate. However, since the fund balance is calculated taking the School Department into account, it should be noted that the School anticipates using \$425,000 in their proposed budget (see Exhibit 4C, Tab 9). As a cautionary note, in addition to affecting our bond rating, use of fund balance has a detrimental effect on cash flow which may require the Town to secure tax anticipation notes.

Budgeted Use of Fund Balance

<u>F/Y</u>	<u>Town</u>	<u>School</u>
2010	850,000	850,000
2011	400,000	750,000
2012	400,000	200,000
2013	-	200,000
2014	-	200,000
2015	-	800,000
2016	-	425,000
2017	-	425,000

The use of remaining funds from the Wentworth project to cover already budgeted debt service costs for the project in FY2016 will produce a year end surplus of \$1,042,176, that will become undesignated surplus and available for future use (see Exhibit 1, Tab 9). We must be mindful that these monies will appear in the fund balance, they must be used only for the authorized purpose of Wentworth related debt. If used judiciously, these monies will be instrumental in managing the expected reduction in General Purpose Aid to Education. The exact amount and timing for the use of these funds will be a central discussion in next year’s budget when we know more about state funding for education.



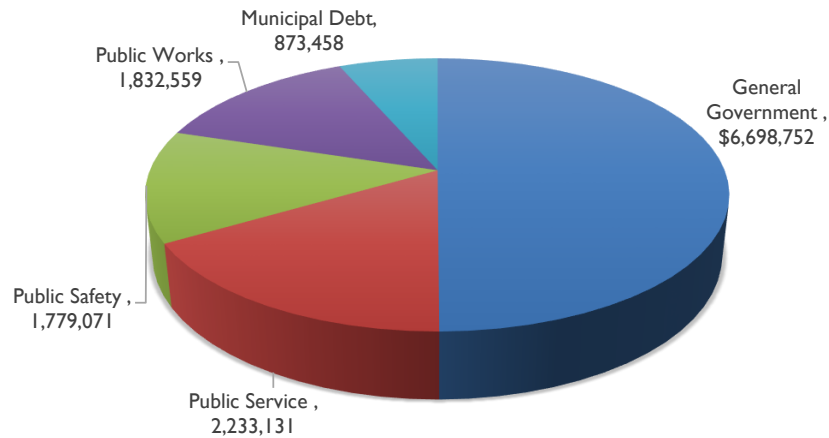
Summary & Analysis

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

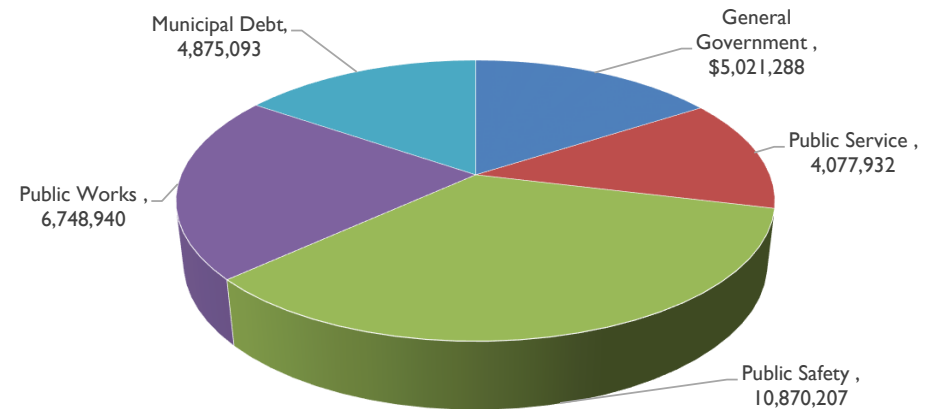
FY 2017 TOWN APPROPRIATION

ACCOUNTS FOR:	2016 Revenues	2017 Revenues	Increase Decrease	Rev (+/-)	2016 Budget	2017 Proposed	Proposed Incr/Decr	Proposed Expend (+/-)	Proposed Net Change
General Government	\$ 6,650,611	\$ 6,698,752	48,141	0.7%	\$ 4,879,043	\$ 5,021,288	\$ 142,245	2.9%	\$ 94,104
Public Service	2,118,435	2,233,131	114,696	5.4%	3,894,014	4,077,932	183,918	4.7%	69,222
Public Safety	1,666,874	1,779,071	112,197	6.7%	10,107,752	10,870,207	762,455	7.5%	650,258
Public Works	1,840,906	1,832,559	(8,347)	-0.5%	6,718,059	6,748,940	30,881	0.5%	39,228
Municipal Debt	837,091	873,458	36,367	4.3%	4,906,499	4,875,093	(31,406)	-0.6%	(67,773)
Total Municipal	\$ 13,113,917	\$ 13,416,971	\$ 303,054	2.3%	\$ 30,505,367.00	\$ 31,593,460.00	\$ 1,088,093	3.6%	\$ 785,039

2017 Estimated Municipal Revenues



2017 Municipal Appropriations



TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2017 SCHOOL APPROPRIATION

ACCOUNTS FOR:	2016 Revenues	2017 Revenues	Increase Decrease	Rev (+/-)	2016 Budget	2017 Proposed	Proposed Incr/Decr	Proposed Expend (+/-)	Proposed Net Change
Education (includes School Debt)	\$ 5,884,268	\$ 6,121,057	\$ 236,789	4.0%	\$ 43,543,756	\$ 45,855,067	\$ 2,311,311	5.3%	\$ 2,074,522
Adult Learning	82,000	83,253	1,253	1.5%	181,552	182,805	1,253	0.7%	-
Food Service	1,533,002	1,471,066	(61,936)	-4.0%	1,495,568	1,471,066	(24,502)	-1.6%	37,434
Education Grand Totals	\$ 7,499,270	\$ 7,675,376	\$ 176,106	2.3%	\$ 45,220,876	\$ 47,508,938	\$ 2,288,062	5.1%	\$ 2,111,956

FY 2017 COUNTY APPROPRIATION

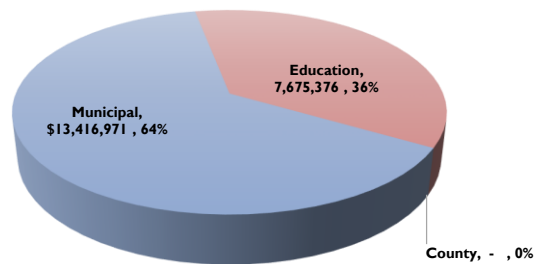
ACCOUNTS FOR:	2016 Revenues	2017 Revenues	Increase Decrease	Rev (+/-)	2016 Budget	2017 Proposed	Proposed Incr/Decr	0.00% Expend (+/-)	Proposed Net Change
County	\$ -	\$ -	\$ -	0.0%	\$ 2,493,342	\$ 2,568,852	\$ 75,510	3.0%	\$ 75,510
County Grand Totals	\$ -	\$ -	\$ -	0.0%	\$ 2,493,342	\$ 2,568,852	\$ 75,510	3.0%	\$ 75,510

FY 2017 TOTAL APPROPRIATION

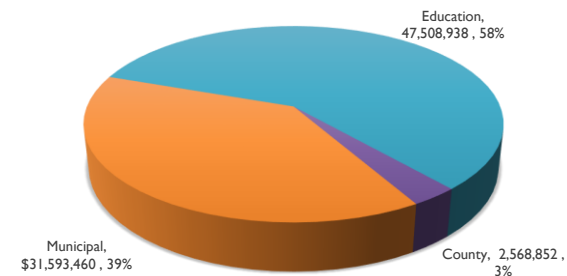
ACCOUNTS FOR:	2016 Revenues	2017 Revenues	Increase Decrease	Rev (+/-)	2016 Budget	2017 Proposed	Proposed Incr/Decr	0.00% Expend (+/-)	Proposed Net Change
Municipal	\$ 13,113,917	\$ 13,416,971	\$ 303,054	2.3%	\$ 30,505,367	\$ 31,593,460	\$ 1,088,093	3.6%	\$ 785,039
Education	7,499,270	7,675,376	176,106	2.3%	45,220,876	47,508,938	2,288,062	5.1%	2,111,956
County	-	-	-	0.0%	2,493,342	2,568,852	75,510	3.0%	75,510
Grand Totals	\$ 20,613,187	\$ 21,092,347	\$ 479,160	2.3%	\$ 78,219,585	\$ 81,671,250	\$ 3,451,665	4.4%	\$ 2,972,505

* Total Municipal - Excludes Capital, Overlay, Tax Increment Financing Districts, Credit Enhancement Agreements and the Resident Senior Property Tax Relief.

2017 Total Estimated Revenues



2017 Total Appropriations



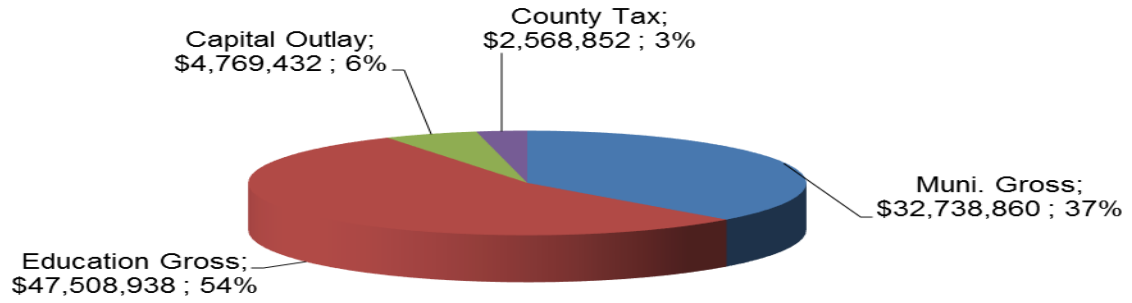
TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2017 TOWN APPROPRIATION

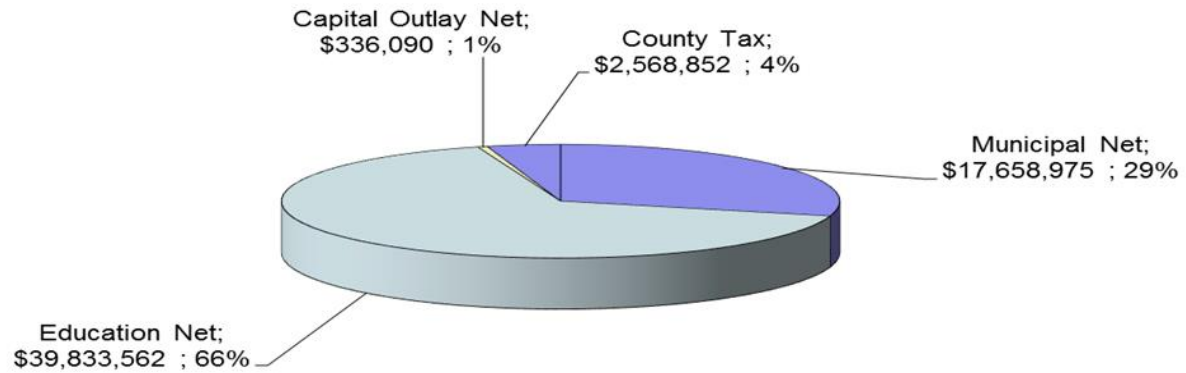
ACCOUNTS FOR:	2016 BUDGET	2016 PROJECTION	2017 DEPARTMENT	2017 PROPOSED	INC. DEC.	PCT CHANGE
MUNICIPAL ALL AREAS *	\$ 32,028,653	\$ 32,078,849	\$ 33,295,968	\$ 32,738,860	\$ 710,207	2.2%
EDUCATION ALL AREAS	45,220,876	45,220,876	47,508,938	47,508,938	2,288,062	5.1%
COUNTY TAX	2,493,342	2,493,342	2,568,852	2,568,852	75,510	3.0%
CAPITAL - SCHOOL & TOWN	4,847,231	4,847,231	4,769,432	4,769,432	(77,799)	-1.6%
COMBINED TOTALS ALL AREAS	\$ 84,590,102	\$ 84,640,298	\$ 88,143,190	\$ 87,586,082	\$ 2,995,980	3.5%

* Total Municipal-All Areas **includes** Overlay, Tax Increment Financing Districts, Credit Enhancement Agreements and the Resident Senior Property Tax Relief.

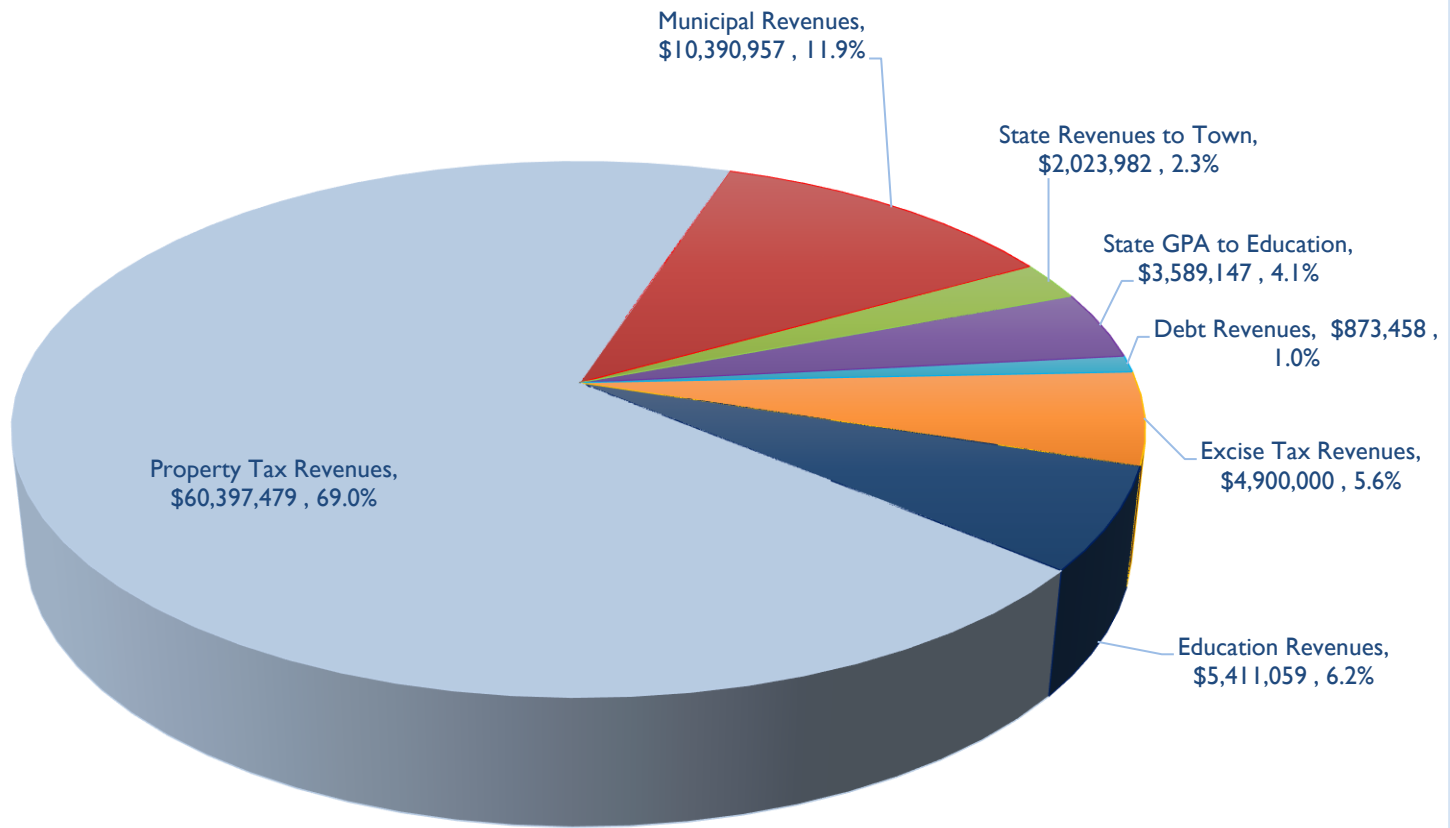
FY2017 GROSS BUDGET



FY2017 NET BUDGET



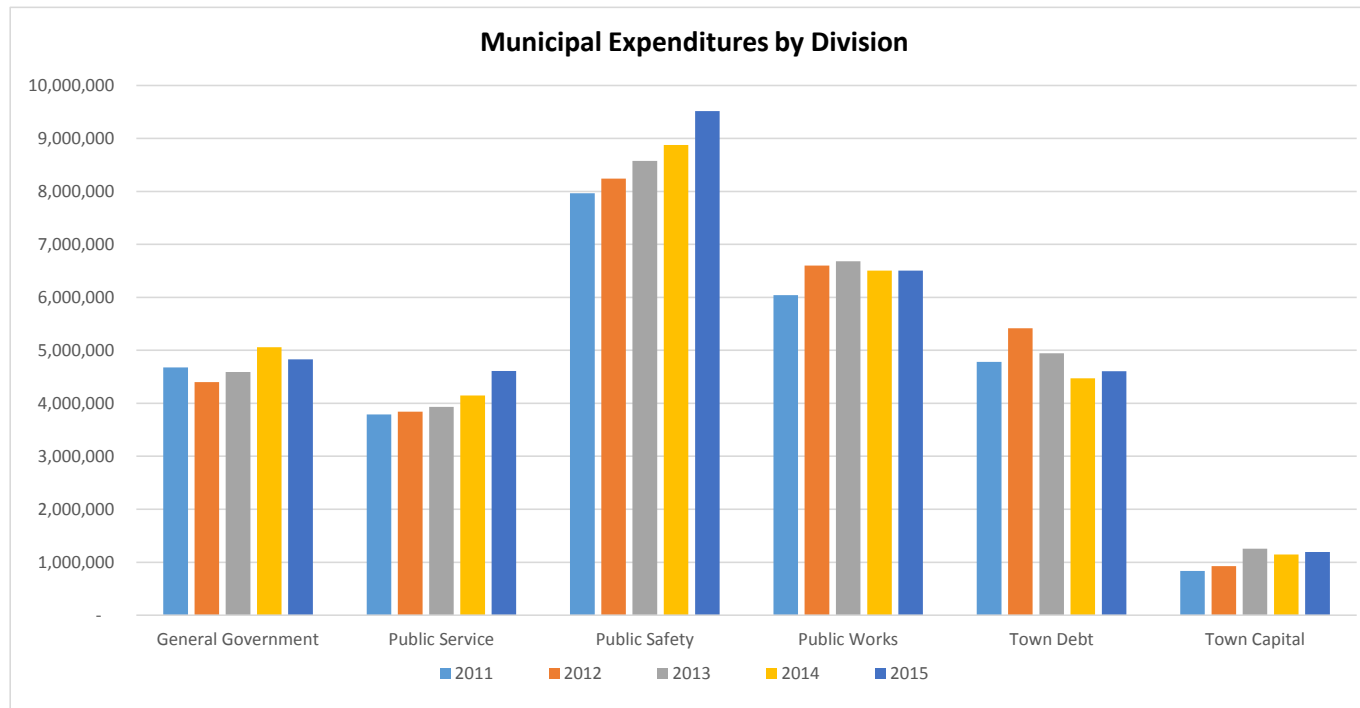
FY 2017 Town Wide Revenues



■ Property Tax Revenues ■ Municipal Revenues ■ State Revenues to Town ■ State GPA to Education
■ Debt Revenues ■ Excise Tax Revenues ■ Education Revenues

Town Expenditures by Division - (Audited)

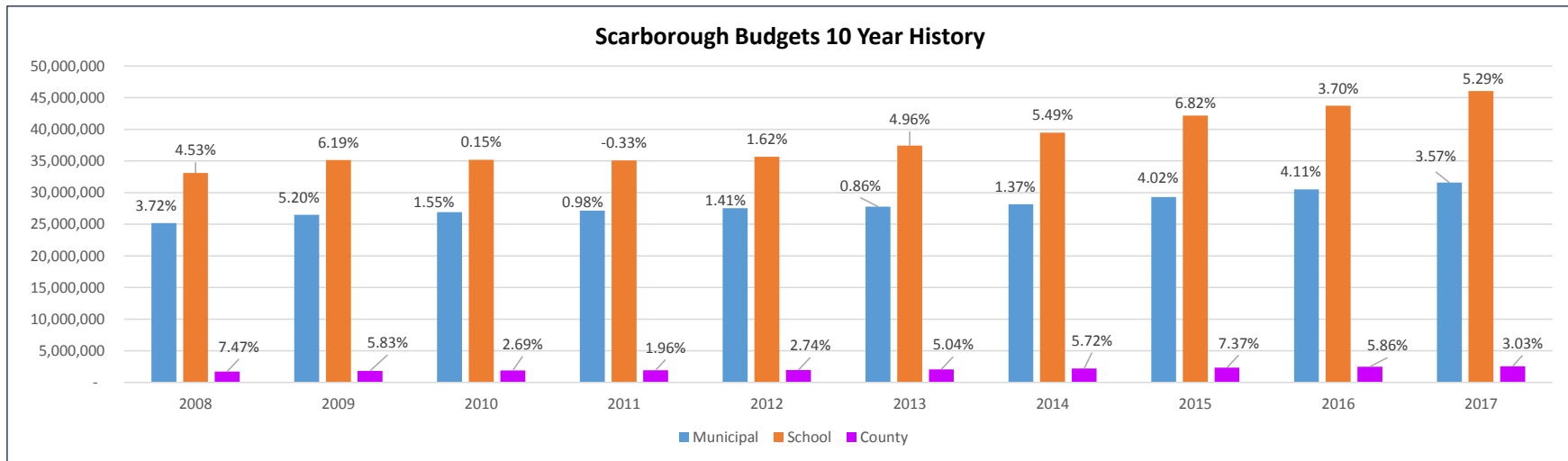
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
General Government	4,677,260	4,401,899	4,591,897	5,059,198	4,829,444
Public Service	3,787,489	3,841,168	3,931,386	4,146,541	4,612,240
Public Safety	7,967,270	8,241,916	8,577,811	8,879,022	9,514,108
Public Works	6,040,273	6,598,823	6,681,399	6,502,618	6,506,439
Town Debt	4,782,598	5,416,558	4,942,403	4,470,950	4,605,500
Town Capital	833,353	924,372	1,257,490	1,146,088	1,192,358
	28,090,254	29,426,748	29,984,399	30,206,431	31,262,104



Expenditures - Town

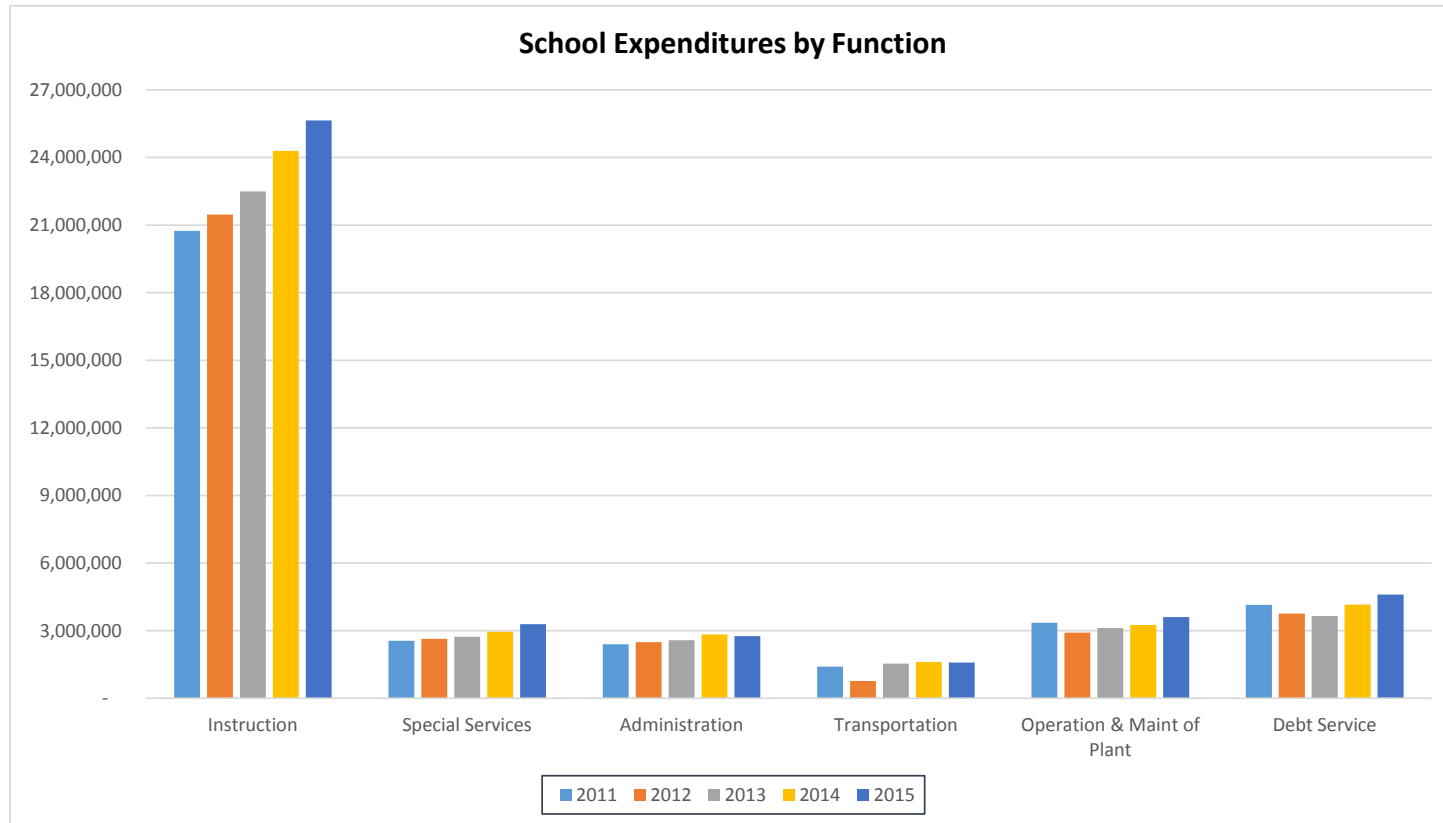
Townwide Budget Totals - Last 10 Years

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Municipal	25,183,862	26,492,964	26,904,165	27,168,797	27,550,652	27,788,293	28,169,851	29,301,332	30,505,367	31,593,460
School	33,096,615	35,145,994	35,199,614	35,084,868	35,652,462	37,420,562	39,474,516	42,165,315	43,725,308	46,037,871
County	1,735,302	1,836,509	1,885,984	1,922,952	1,975,585	2,075,183	2,193,813	2,355,415	2,493,342	2,568,852
Municipal % Change	3.72%	5.20%	1.55%	0.98%	1.41%	0.86%	1.37%	4.02%	4.11%	3.57%
School % Change	4.53%	6.19%	0.15%	-0.33%	1.62%	4.96%	5.49%	6.82%	3.70%	5.29%
County % Change	7.47%	5.83%	2.69%	1.96%	2.74%	5.04%	5.72%	7.37%	5.86%	3.03%



School Expenditures by Function - (Audited)

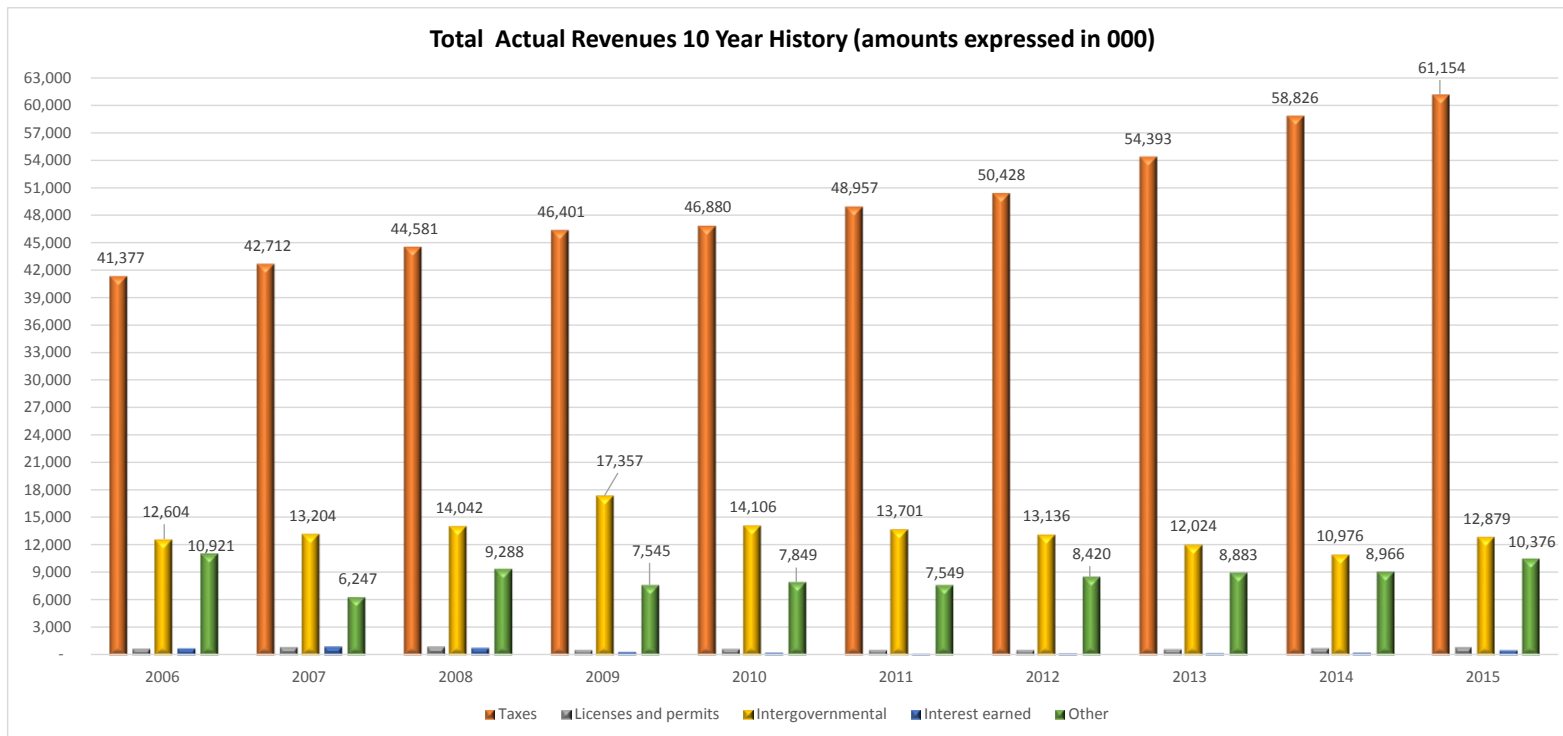
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Instruction	20,740,181	21,464,291	22,496,772	24,294,212	25,648,205
Special Services	2,553,786	2,631,615	2,736,437	2,951,150	3,292,229
Administration	2,398,514	2,487,397	2,577,160	2,828,006	2,760,870
Transportation	1,403,748	768,256	1,531,004	1,606,252	1,586,199
Operation & Maint of Plant	3,349,818	2,909,679	3,116,574	3,248,830	3,602,868
Debt Service	4,142,273	3,757,737	3,653,026	4,150,113	4,605,947
	<u>34,588,320</u>	<u>34,018,975</u>	<u>36,110,973</u>	<u>39,078,563</u>	<u>41,496,318</u>



Expenditures - School

Total Actual Revenues - 10 Year History (in 000)

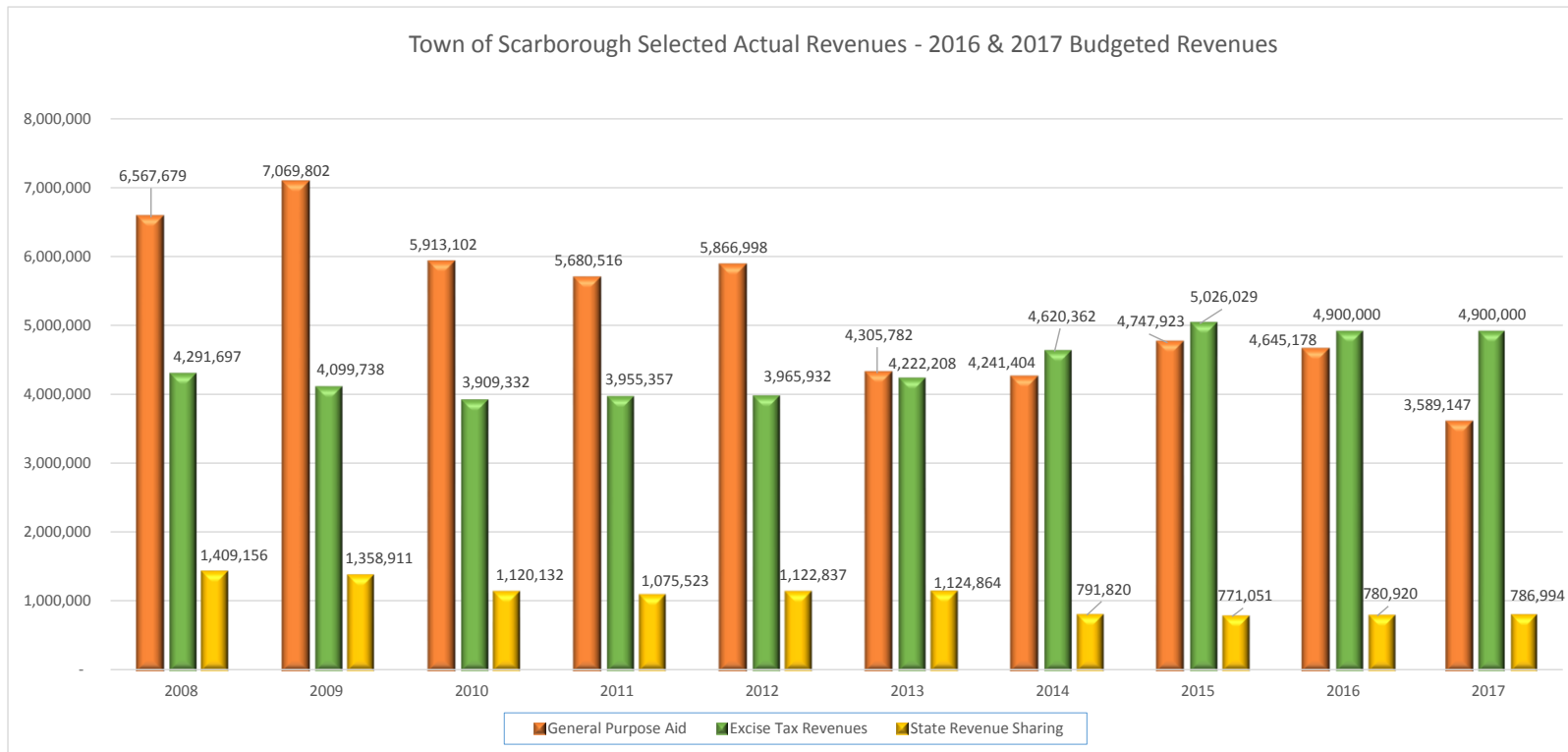
Revenues	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Taxes	41,377	42,712	44,581	46,401	46,880	48,957	50,428	54,393	58,826	61,154
Licenses and permits	611	753	818	482	573	480	494	554	662	756
Intergovernmental	12,604	13,204	14,042	17,357	14,106	13,701	13,136	12,024	10,976	12,879
Interest earned	644	805	684	324	242	125	153	178	230	449
Other	10,921	6,247	9,288	7,545	7,849	7,549	8,420	8,883	8,966	10,376
Total revenues	66,157	63,721	69,413	72,109	69,650	70,812	72,631	76,032	79,660	85,614



Revenues

Selected Actual Revenues - 8 Year Actual Revenue History (2016 & 2017 Estimated)

Selected Revenues	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
General Purpose Aid	6,567,679	7,069,802	5,913,102	5,680,516	5,866,998	4,305,782	4,241,404	4,747,923	4,645,178	3,589,147
Excise Tax Revenues	4,291,697	4,099,738	3,909,332	3,955,357	3,965,932	4,222,208	4,620,362	5,026,029	4,900,000	4,900,000
State Revenue Sharing	1,409,156	1,358,911	1,120,132	1,075,523	1,122,837	1,124,864	791,820	771,051	780,920	786,994

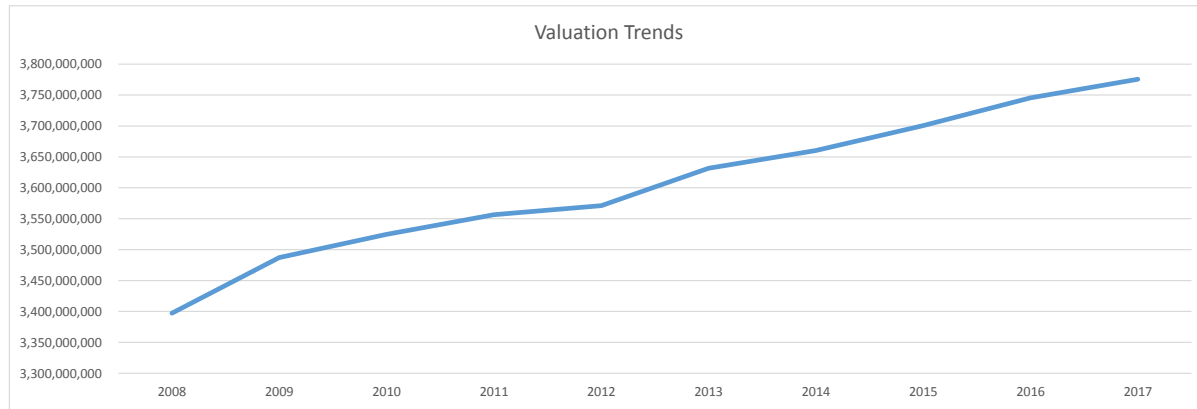
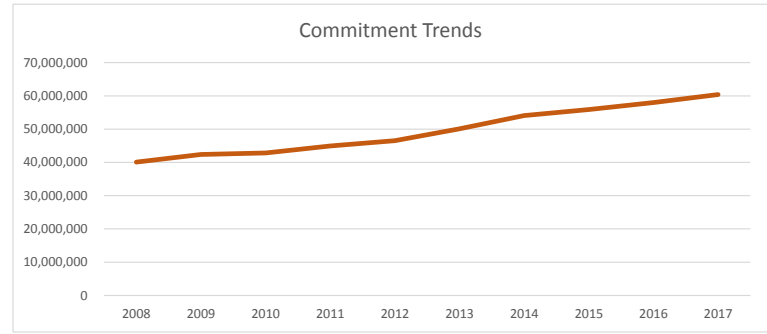
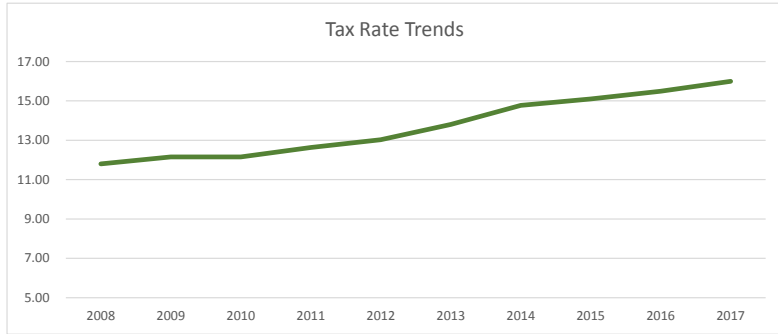


2016 and 2017 Amounts are Budgeted Revenues not Actuals

Selected Revenues

Valuation, Commitment & Tax Rate Comparisons By Year - Last 10 Years

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Valuation	3,397,230,200	3,487,005,500	3,524,771,600	3,556,551,900	3,571,196,300	3,631,675,300	3,660,305,700	3,700,489,700	3,745,548,100	3,775,548,100
Commitmen	40,087,316	42,367,139	42,825,994	44,919,255	46,532,692	50,117,119	54,062,720	55,877,372	58,018,545	60,392,978
Tax Rate	11.80	12.15	12.15	12.63	13.03	13.80	14.77	15.10	15.49	16.00



Tax Rate, Commitment and Valuation Trends

Estimated Tax Rate Computation F/Y 2017

	<u>2016</u>		<u>2017</u>	
	<u>Budget</u>		<u>Budget</u>	
Municipal Gross	\$ 30,505,367		\$ 31,593,460	3.57%
Education Gross	\$ 45,220,876		\$ 47,508,938	5.06%
County Assessment	<u>\$ 2,493,342</u>		<u>\$ 2,568,852</u>	3.03%
Total Operating Appropriations	\$ 78,219,585		\$ 81,671,250	4.41%
Total Operating - Revenues	<u>\$ (20,613,187)</u>		<u>\$ (21,092,347)</u>	2.32%
Operating (Net Appropriation)	\$ 57,606,398		\$ 60,578,903	5.16%
Capital Projects - Gross	\$ 4,847,231		\$ 4,769,432	-1.61%
Capital Revenues	<u>\$ (4,489,523)</u>		<u>\$ (4,433,342)</u>	-1.25%
Capital (Net Appropriation)	\$ 357,708		\$ 336,090	-6.04%
Other (TIFs, CEAs, Overlay)	\$ 1,523,286		\$ 1,145,400	-24.81%
Other Revenues (BETE, Rev Shar, Homestead)	<u>\$ (1,468,847)</u>		<u>\$ (1,662,914)</u>	13.21%
TOTAL NET BUDGET	<u>\$ 58,018,545</u>		<u>\$ 60,397,479</u>	4.10%

2017 Estimated Valuation	\$3,775,548,100	\$60,397,479	\$16.00	\$0.51	3.27%
--------------------------	-----------------	--------------	---------	--------	-------

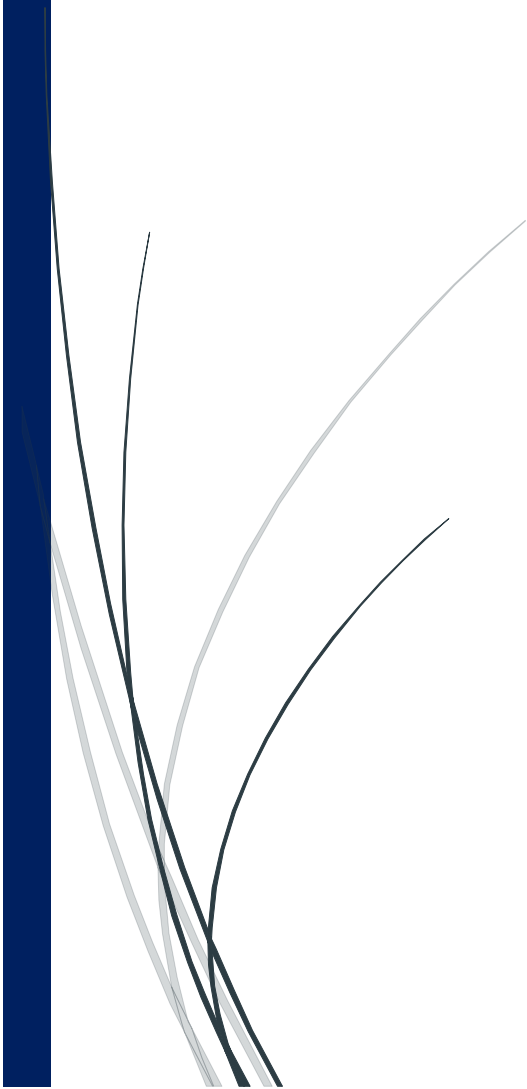
As of April 6, 2016

3.27% Tax Rate Increase
16.00 Tax Rate
\$300,000 Home
4,800 2017 taxes
4,647 2016 taxes
153 Increase
2.94 per week

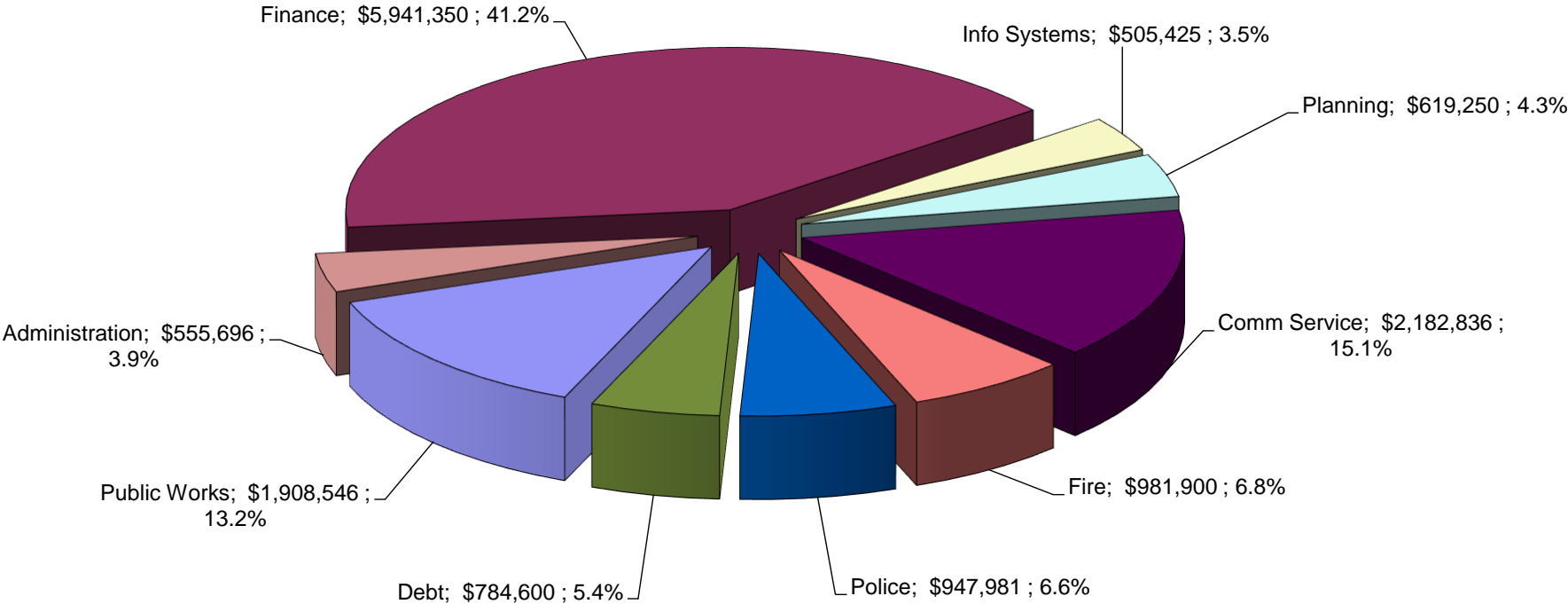
A thick dark blue vertical bar runs down the left side of the page. A light green arrow-shaped bar points to the right from the blue bar, containing the year 2017.

2017

Municipal Revenues



2018 Municipal Operating Non-Property Tax Revenues



TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2018 TOWN ESTIMATED REVENUES

		2017 BUDGET	2018 DEPT	2018 PROPOSED	FINANCE COMM.	FY2018 ADOPTED	TC Incr Decr	TC Pct Change
EXECUTIVE REVENUES ALL DIVISIONS								
05659200 032100	COMMERCIAL CLAM LICENSES	8,200	8,200	8,200	9,200	9,200	1,000	12.2%
05659200 032120	BUSINESS MOORING FEES	2,500	2,500	2,500	2,500	2,500	-	0.0%
05659200 032131	SPECIAL AMUSEMENT LICENSES	900	900	900	900	900	-	0.0%
05659200 032132	JUNKYARD LICENSES	530	530	530	530	530	-	0.0%
05659200 032133	MOBIL HOME PARK LICENSES	300	300	300	300	300	-	0.0%
05659200 032134	MASSAGE LICENSES	900	900	900	900	900	-	0.0%
05659200 032135	COIN OPERATED GAMES LICENSES	4,000	4,000	4,000	4,000	4,000	-	0.0%
05659200 032136	WASTE HAULERS LICENSES	3,500	4,000	4,000	4,000	4,000	500	14.3%
05659200 032137	INNKEEPERS LICENSES	3,500	3,500	3,500	3,500	3,500	-	0.0%
05659200 032138	FOOD HANDLERS LICENSE	28,000	30,000	30,000	30,000	30,000	2,000	7.1%
05659210 032100	RECREATIONAL CLAM LICENSES	7,000	8,500	8,500	8,500	8,500	1,500	21.4%
05659210 032101	DOG LICENSES	12,000	12,500	12,500	14,000	14,000	2,000	16.7%
05659210 032103	HORSE BEACH PERMIT FEE	1,500	1,500	1,500	1,500	1,500	-	0.0%
05659210 032105	MARRIAGE LICENSES	4,400	4,400	4,400	4,400	4,400	-	0.0%
05659210 032110	BURIAL PERMIT FEES	9,000	11,000	11,000	11,500	11,500	2,500	27.8%
05659210 032111	GRAVE OPENING PERMITS	1,500	2,000	2,000	2,000	2,000	500	33.3%
05659210 032120	RECREATIONAL MOORING PERMIT	10,000	10,000	10,000	10,000	10,000	-	0.0%
05659210 032199	CLERK MISC. PERMITS / FEES	4,700	4,700	4,700	4,700	4,700	-	0.0%
05659300 034141	CLERK VOTER REPORTS	300	300	300	300	300	-	0.0%
05659300 034143	CERTIFIED COPY FEES	37,000	40,000	40,000	40,000	40,000	3,000	8.1%
05659300 034144	NOTARY FEES	1,500	1,500	1,500	1,500	1,500	-	0.0%
05659300 034370	SALARY REIMBURSE (CS, PL, PW)	-	51,846	51,846	51,846	51,846	51,846	100.0%
05659300 036000	MISCELLANEOUS REVENUES	-	-	-	-	-	-	0.0%
05655500 039000	WORKER'S COMP INSURANCE REIMB	8,000	8,000	8,000	10,000	10,000	2,000	25.0%
05655500-039001	INSURANCE CLAIM REIMBURSEMENTS	25,000	25,000	25,000	25,000	25,000	-	0.0%
05659300 039003	ACCRUED VACATION REIMB	126,500	180,505	145,000	145,000	145,000	18,500	14.6%
05659300 039003	ACCRUED SICK REIMB	103,000	203,302	110,000	110,000	110,000	7,000	6.8%
05659380 034370	HR RECRUITMENT SERVICE REIMB	-	-	-	-	-	-	0.0%
05659600 036200	US CELLULAR LEASE REVENUES	47,437	48,860	48,860	48,860	48,860	1,423	3.0%
09193500 033510	STATE PARK FEE SHARING	900	1,000	1,000	1,000	1,000	100	11.1%
09193500 033550	STATE G.A. REIMBURSEMENT	1,500	3,000	9,760	9,760	9,760	8,260	550.7%
	TOTAL EXECUTIVE	453,567	672,743	550,696	555,696	555,696	102,129	22.5%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2018 TOWN ESTIMATED REVENUES

		2017 BUDGET	2018 DEPT	2018 PROPOSED	FINANCE COMM.	FY2018 ADOPTED	TC Incr Decr	TC Pct Change
FINANCE ALL DIVISIONS								
05756100 034370	SCHOOL SUPPLIES REIMBURSEMENT	2,300	1,500	1,500	1,500	1,500	(800)	-34.8%
05759020 031120	BOAT EXCISE TAX	27,000	28,000	28,000	29,500	29,500	2,500	9.3%
05759020 031130	EXCISE TAX	5,200,000	5,400,000	5,400,000	5,600,000	5,600,000	400,000	7.7%
05759050 031900	TAX INTERESTS AND COSTS	88,000	89,000	89,000	89,000	89,000	1,000	1.1%
05759200 032102	HUNTING & FISHING LICENSES	1,500	1,300	1,300	1,300	1,300	(200)	-13.3%
05759300 033560	SNOW MOBILE REFUND	3,400	2,600	2,600	2,600	2,600	(800)	-23.5%
05759300 034000	TOWN ATV FEE	325	325	325	325	325	-	0.0%
05759300 034010	TOWN BOAT REGISTRATION	1,100	1,100	1,100	1,100	1,100	-	0.0%
05759300 034020	TOWN LICENSE PLATE FEES	56,500	58,500	58,500	58,500	58,500	2,000	3.5%
05759300 034030	TOWN SNOW MOBILE REGISTRATIONS	600	600	600	600	600	-	0.0%
05759300 036000	MISCELLANEOUS REVENUES	3,000	3,000	3,000	3,000	3,000	-	0.0%
05759500 036100	INVESTMENT INTEREST	15,000	29,000	29,000	35,500	41,500	26,500	176.7%
05794010 033910	O.H. PROF BUILDING PILOT	6,400	6,575	6,575	6,575	6,575	175	2.7%
09194000 033900	eccomaine P.I.L.O.T.	71,450	71,450	71,450	71,450	71,450	-	0.0%
05759300 034140	ASSESSING REVENUES	2,000	1,400	1,400	1,400	1,400	(600)	-30.0%
09193500 033520	STATE VETERANS EXEMPTIONS	13,000	13,000	13,000	13,000	13,000	-	0.0%
09193500 033570	MAINE TREE GROWTH TAX	20,000	20,000	20,000	20,000	20,000	-	0.0%
	TOTAL FINANCE	5,511,575	5,727,350	5,727,350	5,935,350	5,941,350	429,775	7.8%

MANAGEMENT INFORMATION SYSTEMS

05859300 034370	SALARY REIMBURSEMENT	475,860	505,425	505,425	505,425	505,425	29,565	6.2%
	TOTAL MANAGEMENT INFORMATION SYSTEM	475,860	505,425	505,425	505,425	505,425	29,565	6.2%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2018 TOWN ESTIMATED REVENUES

		2017 BUDGET	2018 DEPT	2018 PROPOSED	FINANCE COMM.	FY2018 ADOPTED	TC Incr Decr	TC Pct Change
PLANNING DEPARTMENT								
05959200 032151	PLUMBING PERMIT FEES	41,000	41,000	41,000	41,000	41,000	-	0.0%
05959200 032152	BUILDING PERMIT FEES	385,000	425,000	425,000	425,000	425,000	40,000	10.4%
05959200 032153	ELECTRICAL PERMIT FEES	57,000	57,000	57,000	57,000	57,000	-	0.0%
05659200 032154	CONTRACT ZONING APPLICATN FEE	-	-	-	-	-	-	0.0%
05959210 032121	CAMPGROUND FEES	1,750	1,750	1,750	1,750	1,750	-	0.0%
05959210 032150	FLOOD HAZARD FEE	200	200	200	200	200	-	0.0%
05959300 034120	ORDINANCE FEES	1,000	1,000	1,000	1,000	1,000	-	0.0%
05959300 034130	ZONING BOARD OF APPEALS FEES	7,000	7,000	7,000	7,000	7,000	-	0.0%
05959300 034150	SUBDIVISION FEES	25,000	25,000	25,000	25,000	25,000	-	0.0%
05959300 034170	SITE PLAN REVIEW	20,000	20,000	20,000	20,000	20,000	-	0.0%
05959300 034171	PRIVATE ROAD REVIEW FEE	300	300	300	300	300	-	0.0%
05959300 034172	PLANNING BOARD ADVERTISING REIMB	1,000	1,000	1,000	1,000	1,000	-	0.0%
05959300 034180	PERFORMANCE BOND INSPECTION FEES	30,000	30,000	30,000	30,000	30,000	-	0.0%
05975100 035400	ORDINANCE FINES	8,500	10,000	10,000	10,000	10,000	1,500	17.6%
05959300 036000	MISCELLANEOUS REVENUES	-	-	-	-	-	-	0.0%
05995500 033701	CMP PLANNING GRANT	-	-	-	-	-	-	0.0%
05959300 039210	SALE OF TOWN PROPERTY	-	-	-	-	-	-	0.0%
	TOTAL PLANNING	577,750	619,250	619,250	619,250	619,250	41,500	7.2%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2018 TOWN ESTIMATED REVENUES

	2017 BUDGET	2018 DEPT	2018 PROPOSED	FINANCE COMM.	FY2018 ADOPTED	TC Incr Decr	TC Pct Change
COMMUNITY SERVICES ALL DIVISIONS							
SENIOR PROGRAMS	3,780	3,156	17,000	8,000	17,000	-	0.0%
SENIOR FIELD TRIPS	29,027	17,478	16,000	16,000	16,000	-	0.0%
SENIOR LUNCHEON REVNUES	540	624	-	300	-	-	0.0%
MUNICIPAL BUILDING USE / BLDG REBATES	3,670	83	400	400	400	-	0.0%
FRANCHISE FEE	191,317	190,592	191,317	200,984	200,984	9,667	5.1%
OH BUILD/LIBRARY GROUNDS MAINT.	9,900	10,200	11,900	11,900	11,900	-	0.0%
PASSPORT PROCESSING	16,349	17,185	16,300	16,300	16,300	-	0.0%
OAK HILL BUILDING UTILITY REIMB	21,895	19,361	26,000	20,000	26,000	-	0.0%
DRAGON FLIES	-	1,950	1,500	2,000	1,600	100	6.7%
TICKET SALES	22,030	21,049	26,000	22,050	24,000	(2,000)	-7.7%
SKI PROGRAMS	39,374	39,663	32,000	24,074	28,000	(4,000)	-12.5%
BASKETBALL PROGRAMS	21,823	22,600	23,000	28,000	23,000	-	0.0%
SOCCER PROGRAMS	52,894	54,565	56,000	56,000	56,000	-	0.0%
VACATION EXPERIENCE	7,014	7,240	7,000	7,000	7,000	-	0.0%
YOUTH PROGRAM	16,515	21,935	25,000	23,265	25,000	-	0.0%
CHILD CARE	760,101	684,576	830,000	753,000	775,000	(55,000)	-6.6%
CABLE TV	20	165	500	100	500	-	0.0%
BOAT LAUNCHING FEES	9,195	9,195	9,195	9,195	9,195	-	0.0%
FERRY/HURD/HIGGINS BEACH PARKING REV.	246,271	325,000	330,000	330,000	330,000	-	0.0%
PROUTS NECK BEACH MONITORING SHARE	972	-	-	-	-	-	100.0%
MISCELLANEOUS REVENUES/PROPERTY SALE	75	641	-	289	-	-	0.0%
SPECIAL EVENTS DONATIONS/REV	8,500	8,500	8,500	8,500	8,500	-	0.0%
CONCESSION, HS/MEM PARK	5,125	5,000	5,100	5,100	5,100	-	0.0%
OAK HILL FIELD USE FEES	18,536	28,047	15,000	16,750	16,500	1,500	10.0%
OAK HILL LIGHT USE FEES	3,069	3,344	2,500	2,500	2,500	-	0.0%
HURD PARK CONCESSION REV.	4,500	5,600	5,500	5,500	5,500	-	0.0%
ADULT REC	4,543	6,704	8,000	4,500	6,000	(2,000)	-25.0%
SUMMER PROGRAM	504,913	480,187	500,000	500,000	500,000	-	0.0%
CONCESSION, ICE RINK	4,642	2,833	3,500	3,900	3,820	320	9.1%
OAK HILL BLDG. RENTAL INCOME	53,748	54,823	55,919	55,919	57,037	1,118	2.0%
HIGGINS BEACH LEASE	5,000	5,000	5,000	5,000	5,000	-	0.0%
PINE POINT COOP LEASE	5,000	5,000	5,000	5,000	5,000	-	0.0%
TOTAL COMMUNITY SERVICES REVENUES	2,070,337	2,052,295	2,233,131	2,141,526	2,182,836.00	(50,295)	-2.3%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2018 TOWN ESTIMATED REVENUES

		2017 BUDGET	2018 DEPT	2018 PROPOSED	FINANCE COMM.	FY2018 ADOPTED	TC Incr Decr	TC Pct Change
FIRE ALL DIVISIONS								
07159300 034181	INSPECTION FEES	32,500	52,000	52,000	52,000	52,000	19,500	60.0%
07159300 034220	RESCUE SERVICES FEES	800,000	850,000	850,000	900,000	900,000	100,000	12.5%
07159300 034260	MISCELLANEOUS FEES - RUN REPORTS	1,000	1,000	1,000	1,000	1,000	-	0.0%
07159300 034373	ENG 5 GORHAM FUEL REIMB	2,500	2,500	2,500	2,500	2,500	-	0.0%
07159300 039002	HAZMAT REVENUES	10,000	10,000	10,000	10,000	10,000	-	0.0%
07159300 039210	SALE OF TOWN PROPERTY	-	-	-	-	-	-	100.0%
07159390 034210	SPECIAL DUTY REVENUES	2,000	2,000	2,000	2,000	2,000	-	0.0%
07159600 036200	SACO ST RENTAL INCOME	10,800	14,400	14,400	14,400	14,400	3,600	33.3%
09193500 033545	STATE EMPG/MEMA FIRE	21,000	-	-	-	-	(21,000)	-100.0%
	TOTAL FIRE SERVICES	879,800	931,900	931,900	981,900	981,900	102,100	11.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2018 TOWN ESTIMATED REVENUES

		2017 BUDGET	2018 DEPT	2018 PROPOSED	FINANCE COMM.	FY2018 ADOPTED	TC Incr Decr	TC Pct Change
POLICE ALL DIVISIONS								
07259200 032160	WEAPON PERMITS	1,000	500	500	500	500	(500)	-50.0%
07259300 034210	SPECIAL POLICE	75,000	80,000	80,000	80,000	80,000	5,000	6.7%
07259300 034214	PROUTS NECK	500	1,000	1,000	1,000	1,000	500	100.0%
07259300 034215	PSAP BILLING	21,515	22,160	22,160	22,160	22,160	645	3.0%
07259300 034230	POLICE COURT TIME	1,500	2,000	2,000	2,000	2,000	500	33.3%
07259300 034233	POLYGRAPH TESTING FEES	2,000	2,000	2,000	2,000	2,000	-	0.0%
07259300 034240	MRO PIER FEES	11,000	11,000	11,000	11,000	11,000	-	0.0%
07259300 034370	SALARY REIMBURSEMENT	89,636	-	-	-	-	(89,636)	-100.0%
07259300 034370 72020	MDEA TF SALARY REIMB	-	99,399	99,399	99,399	99,399	99,399	100.0%
07259300 034370 77095	CAPE ELIZABETH MRO SALARY REIMB	5,500	5,616	5,616	5,616	5,616	116	2.1%
07259300 034374	HIDTA SECRETARIAL REIMBURSEMENT	27,500	31,055	31,055	31,055	31,055	3,555	12.9%
07259300 034376	PROUTS NECK REIMB	60,623	63,171	63,171	63,171	63,171	2,548	4.2%
07259300 034377	OOB PERSONNEL REIMB	324,611	334,349	334,349	334,349	334,349	9,738	3.0%
07259300-034730	HIGGINS BEACH PARKING REVENUES	-	-	-	8,000	8,000	8,000	100.0%
07259300 036000	MISCELLANEOUS REVENUES	10,000	10,000	10,000	10,000	10,000	-	0.0%
07259300 036000 85025	ASSET FORFEITURE REVENUES	33,000	25,000	25,000	25,000	25,000	(8,000)	-24.2%
07259300 039210	SALE TOWN PROPERTY	30,000	25,000	25,000	25,000	25,000	(5,000)	-16.7%
07259330 034370	HIDTA OVERTIME REIMBURSEMENT	15,836	16,231	16,231	16,231	16,231	395	2.5%
07275100 035100	PARKING VIOLATIONS	25,000	30,000	30,000	30,000	30,000	5,000	20.0%
07275100 035101	FALSE ALARM VIOLATIONS	30,000	30,000	30,000	30,000	30,000	-	0.0%
07275100 035102	DOG AT LARGE FINE	1,200	1,200	1,200	1,200	1,200	-	0.0%
07275100 035103	BEACH INFRACTIONS	300	300	300	300	300	-	0.0%
07275100 035104	ANIMAL NOISE VIOLATIONS/FINES	100	-	-	-	-	(100)	-100.0%
07275100 035105	ANIMAL WASTE CONTROL	-	-	-	-	-	-	100.0%
07275100 035106	ANIMAL TRESPASS VIOLATION FINES	250	-	-	-	-	(250)	-100.0%
07275100 035107	PIPING PLOVER VIOLATION FINES	-	-	-	-	-	-	100.0%
07275100 035201	FIREWORKS VIOLATION FINES	200	-	-	-	-	(200)	-100.0%
07275100 035204	SURFING ORDINANCE FINES	-	-	-	-	-	-	100.0%
09193010 033190	FEDERAL HIDTA REVENUES	150,000	150,000	150,000	150,000	150,000	-	0.0%
12729350 033350	VARIOUS GRANT REVENUES	21,000	-	-	-	-	(21,000)	-100.0%
12729300 033110 79436	COPS FAST GRANT	-	-	-	-	-	-	100.0%
	TOTAL POLICE SERVICES	937,271	939,981	939,981	947,981	947,981	10,710	1.1%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2018 TOWN ESTIMATED REVENUES

		2017 BUDGET	2018 DEPT	2018 PROPOSED	FINANCE COMM.	FY2018 ADOPTED	TC Incr Decr	TC Pct Change
PUBLIC WORKS	REVENUES ALL DIVISIONS							
08159200 032170	EXCAVATING LICENSES	2,700	2,500	2,500	2,500	2,500	(200)	-7.4%
08159200 032171	STREET OPENING PERMITS	3,900	4,000	4,000	4,000	4,000	100	2.6%
08159300 034305	BUILDING COORDINATION FEES	3,000	2,800	2,800	2,800	2,800	(200)	-6.7%
08159300 034310	LONG TERM MAINTENANCE	9,000	10,000	10,000	10,000	10,000	1,000	11.1%
08159300 034365	SNOW PLOWING SERVICES REIMB.	9,200	4,600	4,600	4,600	4,600	(4,600)	-50.0%
08159300 034370:5 77090:91	SERVICE REPAIRS / Reimb (Prouts Neck/Sa	30,550	19,550	19,550	19,550	19,550	(11,000)	-36.0%
08159300 034370:5 77092:96	SERVICE REPAIRS / Reimburse (OOB/Westbro	90,000	161,000	161,000	161,000	161,000	71,000	78.9%
08159300 036000	MISCELLANEOUS REVENUES	6,000	6,000	6,000	6,000	6,000	-	0.0%
08159300 039210	SALE OF TOWN PROPERTY	25,000	65,000	65,000	65,000	65,000	40,000	160.0%
08159390 036000	MISCELLANEOUS RECYCLING REVENUES	2,400	2,400	2,400	2,400	2,400	-	0.0%
08159300 036005	PW Rebate Revenues	-	-	-	-	-	-	100.0%
08198000 034370:5	INTERGOVERNMENTAL Reimbursements	1,311,141	1,275,718	1,275,718	1,275,718	1,275,718	(35,423)	-2.7%
09193500 033400	MDOT URBAN/RURAL RD INITIATIVE	325,668	354,978	354,978	354,978	354,978	29,310	9.0%
09193500 033546	STATE EMPG/MEMA P. WORKS	14,000	-	-	-	-	(14,000)	-100.0%
	TOTAL PUBLIC WORKS	1,832,559	1,908,546	1,908,546	1,908,546	1,908,546	75,987	4.1%

GRAND TOTAL	MUNICIPAL REV (without DEBT)	12,901,513	13,478,364	13,365,984	13,636,984	13,642,984	741,471	5.7%
--------------------	-------------------------------------	-------------------	-------------------	-------------------	-------------------	-------------------	----------------	-------------

MUNICIPAL DEBT REVENUES

08559300 039320	LEASE REVENUES	-	-	-	-	-	-	0.0%
08559350 039310 87030	UNSPENT BOND PROCEEDS	60,070	-	-	-	-	(60,070)	-100.0%
08586000 039310	BOND PROCEEDS	-	-	-	-	-	-	0.0%
09798000 039100	TRANSFER FROM TOWN CTR TIF	-	-	-	-	-	-	0.0%
09798000 039104	SCHOOL DEV IMPACT FEE	325,097	414,600	414,600	414,600	414,600	89,503	27.5%
09798000 039105	HAIGIS PARKWAY ASSESSMENTS	370,000	170,000	370,000	370,000	370,000	-	0.0%
08586000 039310 87030	BOND PREMIUM	118,291	-	-	-	-	(118,291)	-100.0%
	TOTAL DEBT REVENUES	873,458	584,600	784,600	784,600	784,600	(88,858)	-10.2%

GRAND TOTAL ALL	MUNICIPAL REVENUES	13,774,971	14,062,964	14,150,584	14,421,584	14,427,584	652,613	4.7%
------------------------	---------------------------	-------------------	-------------------	-------------------	-------------------	-------------------	----------------	-------------



Schedule of Fees

**CHAPTER 311
TOWN OF SCARBOROUGH
SCHEDULE OF LICENSE, PERMIT AND APPLICATION FEES**



**Adopted September 6, 1995
Amended February 28, 1996
Amended March 21, 1996
Amended March 5, 1997
Amended June 18, 1997
Amended October 1, 1997
Amended March 18, 1998
Amended January 20, 1999
Amended May 16, 2001
Amended December 5, 2001
Amended May 1, 2002
Amended October 2, 2002
Amended November 20, 2002
Amended February 5, 2003
Amended May 7, 2003
Amended June 18, 2003
Amended November 5, 2003
Amended May 5, 2004
Amended June 2, 2004
Amended September 2, 2004
Amended October 6, 2004
Amended November 3, 2004
Amended February 2, 2005
Amended April 6, 2005
Amended May 3, 2005
Amended June 15, 2005
Amended February 1, 2006
Amended February 16, 2006
Amended March 15, 2006
Amended May 3, 2006
Amended June 21, 2006**

**Amended September 6, 2006
Amended March 7, 2007
Amended May 2, 2007
Amended July 18, 2007
Amended May 21, 2008
Amended August 20, 2008
Amended May 6, 2009
Amended September 16, 2009
Amended February 17, 2010
Amended May 5, 2010
Amended May 19, 2010
Amended February 16, 2011
Amended May 4, 2011
Amended May 18, 2011
Amended December 7, 2011
Amended January 18, 2012
Amended May 2, 2012
Amended June 6, 2012
Amended February 20, 2013
Amended May 1, 2013
Amended November 6, 2013
Amended May 7, 2014
Amended May 20, 2015
Amended May 18, 2016
Amended March 15, 2017
Amended May 17, 2017**

Chapter 402a – Electrical Permit Fees	Fee
Administrative Fee [for each application] (adopted 05/06/09)	\$30.00
<u>RESIDENTIAL</u>	
Minimum Fee (amended 05/06/09)	\$30.00
Square footage of any structure (adopted 05/06/09)	\$0.05
Service Inspection (adopted 05/06/09)	\$30.00
Each Garage – Under, Attached, Unattached (amended 05/06/09)	\$30.00
<u>RENOVATIONS</u>	
Rewiring Complete Existing Home – Same as New	
Each Room (amended 05/05/04)	\$15.00
Meter and Panel Upgrade (amended 05/06/09)	\$30.00
Alarm/Low Voltage (adopted 05/06/09)	\$30.00
Pools, In-Ground or Above (amended 05/06/09)	\$30.00
Storage or Utility Buildings (amended 05/06/09)	\$30.00
<u>COMMERCIAL</u>	
Minimum Fee	\$30.00
Square Footage of Any Structure (adopted 05/06/09)	\$0.05
All Signs – Each (amended 05/05/04) (amended 05/06/09)	\$30.00
Yard Lights – Up to 6 (amended 05/05/04) (amended 05/06/09)	\$40.00
Each Additional over 6 Yard Lights (amended 05/06/09)	\$10.00

Chapter 404a – Local Plumbing Permit Fees Internal Permit Fee Schedule	Fee
Administrative Fee [for internal permit applications](adopted 05/07/2014)	\$20.00
1. The minimum permit fee is: (amended 05/06/09)(amended 02/16/2011)	\$40.00
2. The fixture fee for all fixtures is per fixture and is: The fixture fees are no longer on a sliding scale. (amended 05/06/09)(amended 02/16/2011)	\$10.00 ea.
<u>EXTERNAL PERMIT FEE SCHEDULE COMPLETE SYSTEM</u>	
Non-engineered System (amended 05/06/09)(amended 02/16/2011)	\$250.00
Primitive Disposal System (includes alternative toilet) (amended 05/06/09)	\$130.00
Engineered System (amended 05/06/09)	\$250.00
<u>SYSTEM COMPONENTS (INSTALLED SEPARATELY)</u>	
Treatment Tank (amended 05/06/09)(amended 02/16/2011)	\$150.00
Holding Tank (amended 05/06/09)	\$130.00
Alternative Toilet (amended 05/06/09)	\$65.00
Disposal Area (amended 05/06/09)(amended 02/16/2011)	\$150.00
Engineered Disposal Area (amended 05/06/09)	\$200.00
Separated Laundry Disposal Area (amended 05/06/09)	\$50.00
<u>OTHER</u>	
External Permit Amendments (adopted 05/07/2014)	\$75.00
Seasonal Conversion Permit (amended 05/06/09)	\$65.00

Chapter 405 – Zoning	Fee
Requests for Zoning Amendments (Not from Planning Board or Town Council)	\$250.00
Contract Zoning – Non-Refundable Application Fee (11/20/02)(amended 05/05/04)	\$500.00

Zoning Determination Letter (adopted 05/07/2014)	\$35.00
Planning Administrative Review Fee (adopted 05/07/2014)	\$75.00
Review Fee for Private Way Registration (amended 06/02/04)	\$100.00
One (1) Dwelling Unit Credit (<i>as per Section VIID(E)I, Development Transfer Provisions</i>) (July 18, 2007)	
Affordable Housing In-Lieu Fee Per Dwelling Unit [Adopted 11/06/2013]	\$20,000
CODE ENFORCEMENT -	
Building Permit Fees [-a minimum of] (amended 05/06/09)	\$35.00
Residential / Commercial Unfinished, per square foot (amended 05/05/04) (amended 05/03/06)	\$0.20
Residential / Commercial Finished, per square foot (amended 05/05/04) (amended 05/03/06)	\$0.40
Renovations/Remodels/Alterations/Minor Additions, Residential/Commercial (adopted 05/07/2014)	\$10.00 per \$1,000 of est. cost of construction
Sheds less than 250 SF(adopted 05/07/2014)	\$35.00
Minimum Application Fee - Will be applied toward the building permit when issued. Applies to new construction and renovations over 1,000 square feet.	\$110.00
First Offense Double the Permit Fee	
Each Offense Thereafter Triple the Permit Fee	
Demolition Permit Fees (amended 05/05/04) (amended 05/06/09)(amended 05/02/2012)	\$50.00
Zoning Board Of Appeals - Per Appeal (amended 05/05/04)	\$250.00
Certificate of Occupancy/Change of Use Fee [no charge if in conjunction with other active permits] (adopted 05/06/09) (amended 05/07/2014)	\$50.00
Sign Permit Fees	
Permanent Signs – each (amended 05/05/04) (amended 05/06/09)	\$35.00
Temporary Signs – each (amended 05/05/04) (amended 05/06/09)	\$35.00
Plus Deposit Required (refundable deposit for removal of sign) (10/02/02)	\$300.00
Temporary Storage Containers - Per Application (10/01/97) (amended 05/05/04)	\$25.00
Heating Appliance Permit (adopted 05/07/2014)	\$35.00
The fees for electrical permits, plumbing permits and building permits shall include one inspection of the work covered by each permit. Typically permits include the following inspections: A) Foundation; B) Bed bottom for leech fields; C) Leech bed; D) Electrical; E) Plumbing; F) Framing; and, G) Certificate of Occupancy. For each re-inspection thereafter, per-permit, a fee of \$50 shall be charged. If a re-inspection is required because the permit holder called for an inspection before the work was ready for inspection, such re-inspection shall not occur for at least two (2) weeks, unless the permit holder pays a surcharge of \$200 in addition to the \$50 re-inspection fee. For after the fact Certification of Occupancy/Change of Use Permits and Inspections, the fee is doubled (amended 10/06/04) (amended 05/07/2014)	
Chapter 405A - Floodplain Management	Fee
Non-Refundable Permit Application Fee	\$50.00
Chapter 405B - Site Plan Review	Fee
Site Plan Application Fee (plus fee per Square Feet)(adopted 05/07/2014)	\$500.00

Site Plan Amendment Fee (plus fee per Square Feet)(adopted 05/07/2014)	\$250.00
Under 1,000 Square Feet (amended 05/07/2014)	\$0.00
1,000 to 2,000 Square Feet (amended 05/07/2014)	\$250.00
>2,000 to 5,000 Square Feet (amended 05/07/2014)	\$500.00
>5,000 to 10,000 Square Feet (amended 05/07/2014)	\$1,000.00
>10,000 Square feet and over, plus \$25.00 per 1,000 above 10,000 square feet (amended 05/07/2014)	\$1,000.00

<u>Chapter 405C – Shoreland Zoning</u>	<u>Fee</u>
Planning Board Review (adopted 05/07/2014)	\$250.00

<u>Chapter 406 - Subdivision Review</u>	<u>Fee</u>
Subdivision Application Fee (plus fee per lot) (adopted 05/07/2014)	\$750.00
Subdivision Amendment Application Fee (plus fee per lot) (adopted 05/07/2014)	\$250.00
Charge Per Lot (amended 05/05/04)	\$175.00

<u>Chapter 407 - Septic Tank Sludge Disposal Fees</u>	<u>Fee</u>
Field Spread - per gal. (amended 05/05/04)	\$0.04
Holding Tank - per gal. (amended 05/05/04)	\$0.08
Disposal Of Treatment Plant Sludge S.S.D. Only - per gal. (amended 05/05/04)	\$0.08
Disposal Of Industrial Sludge & Wastes - per gal. (amended 05/05/04)	\$0.08
Grey Water 2,000 Gallons, Maximum Load - per load (amended 05/05/04)	\$4.00

<u>Chapter 408 - Extractive Industry, Waste Control, Landfill, And Land Reclamation</u>	<u>Fee</u>
Plan Review Fee - Minimum fee (amended 05/05/04) (amended 05/07/2014)	\$250.00
Additional Fee Per Acre In Excess Of 10 Acres - Per additional acre over 10 acres (amended 05/05/04)	\$15.00

<u>Chapter 410 - Road Impact Fee Ordinance And Designating Approved Projects</u>			
The following fees and charges are established for development and the following projects are designated as eligible for funding from the Highway Impact Fee Trust Fund:			
Fees	Peak Hour Trips		Cost of Trip
A. District 1	N	X	\$149.43
B. District 2	N	X	\$292.42
C. District 3	N	X	\$499.05
D. District 5	N	X	\$1,024.52
Where N = Estimated number of peak hour trips. Total trips generated during the p.m. peak hour for a development can typically be determined by trip rates presented in the 1987 Institute of Transportation Engineers (ITE) “ <u>Trip Generation</u> ” handbook, or estimated by field measurements collected at similar type developments. If, however, the ITE handbook does not have applicable rates, then the rates should be based on sufficient field data collected at a similar site. There are several types of development (i.e., fast food, shopping plazas, convenience stores, etc.) that simply redirect existing pass-by trips already on the existing roadway system; these trips should not be included in the assessment system. Only “new” trips to the system roadways should be assessed a development fee.			
The total Impact Fee for a project shall be the sum of the fees for each district affected.			

Projects eligible for funding from the Road Impact Fee Trust Funds are those projects depicted on the 100 scale aerial photographs titled “Long Range Transportation Improvement Program” (April 1989), prepared by Vanasse Hangen Brustling, Inc. as part of the 1988 Maine Mall/Jetport Area Traffic Study conducted for the Portland Area Comprehensive Transportation Study (PACTS) and the Maine Department of Transportation.

Chapter 413 – Growth Ordinance	Fee
Application Fee (amended 11/03/04)	\$1,500.00

Chapter 500 - Trailer & Trailer Camp	Fee
Application Fee, minimum	\$27.50
Each unit in excess of 10 (amended 05/21/2008)	\$3.75
Maximum Fee (amended 05/21/2008)	\$200.00

Chapter 501 - Tenting & Camping Ordinance	Fee
Annual Fee For Tenting/Camping Season License, per lot (amended 05/05/04; 05/21/2008)	\$2.25

Chapter 601 – Traffic Ordinance [amended 05/02/2012]	Fee
Section 26 – Penalties General (05/03-2006)	
Fine for any violation of this ordinance is:	\$80.00
If paid within 30-days of issuance of the ticket the fine is reduced to:	\$40.00
Section 27 – Illegally Parked Vehicles (05/03-2006)	
Fine for illegally parked vehicle, except handicapped parking violation is:	\$80.00
If paid within 30-days of issuance of the ticket parking fine is reduced to:	\$40.00
Fine for parked vehicle violating handicapped parking is:	\$120.00
If paid within 30-days of issuance of the ticket parking fine is reduced to:	\$60.00
Section 30 – Towing Rate Schedule -	
Service Call - Gas, Jumpstarts, lockouts, tire change, etc. Range	\$25.00 to \$40.00
Vehicle Storage, per day, INCLUDING non-business days (amended 05/07/2014)	\$40.00 per day
Call out fee, to come to shop during non-business hours (amended 05/07/2014)	\$40.00
Vehicle Tow	
Day (amended 05/07/2014)	\$80.00
Night (amended 05/07/2014)	\$90.00
Snow Tow – Range	
Day (amended 05/07/2014)	\$90.00
Night (amended 05/07/2014)	\$100.00
Vehicle Tow w/dollies – Range (amended 05/07/2014)	\$80 to \$100
Motorcycle Tow – Same as vehicle due to special equipment	
Pull out – Range	\$40 to \$85
Recovery – Same as tow, depending on time of day. After first hour \$70 per additional hour plus any special equipment, i.e., bulldozer, etc.	
Definition of Hours – Daytime Hours = 0700 to 1800 hours; Night Time Hours = 1800 to 0700 hours	

<u>Chapter 602A – Mass Gathering</u>	<u>Fee</u>
Application Fee, each event; 1,000 – 2,500 (Number of anticipate patrons) [amended 05/05/04; 05/21/2008; 06/06/2012]	\$175.00
Application Fee, each event; 2,501 – 5,000 (Number of anticipate patrons) [adopted 06/06/2012]	\$350.00
Application Fee, each event; >5,000 (Number of anticipate patrons) [adopted 06/06/2012]	\$500.00
<u>Chapter 607 - Alarm Systems</u>	<u>Fee</u>
False Alarm Fee - per occurrence after third false alarm within one year (amended 05/05/04)	\$250.00
<u>Chapter 608 – Fireworks Ordinance</u>	<u>Fee</u>
Non-Refundable Local Fireworks Display Permit Application Fee (amended 06/15/05)	\$50.00
<u>Chapter 612 – Rules & Regulations for Use of Parks & Recreation Facilities</u>	<u>Fee</u>
Application Fee	\$100.00
Application Fee for Non-Profit or Service Groups	\$50.00
<u>Chapter 702 - Street Opening, Fees</u>	<u>Fee</u>
Excavator License Fee Annual (amended 05/07/2014)	\$125.00
Excavation Permit Fee - Each Excavation (amended 05/05/04)	\$50.00
Renewal Of Excavation Permit (amended 05/05/04)	\$50.00
<u>Other Charges</u>	
1. Removing and replacing regulatory signs	\$50.00 each
2. Removing and replacing street name and stop signs	\$50.00 each
3. Reinstalling street and right of way granite monuments	\$800.00 each
4. Long-term maintenance reserve for bituminous street openings	\$25.00 per sq. yd.
<u>Chapter 901 – Refuse collection Fee</u>	<u>Fee</u>
1. Commercial Hauler	\$500.00 each
2. Residential Hauler	\$500.00 each
Applications for license renewal received after March 1 st shall pay a late fee in the amount of \$100.00 in addition to the regular application fee. (05/03/2006)	
<u>Chapter 1002 - Shellfish Ordinance, Fees</u>	<u>Fee</u>
Resident Commercial	\$200.00
Non-resident Non-reciprocating Commercial	\$400.00
Resident Student Commercial	\$100.00
Non-resident Student Commercial	\$200.00
Over - 60 Years Resident Commercial (Bushel)	\$100.00
Resident Recreational - (Over 65 Free)	\$25.00
All Day Licenses – Resident and Non-resident (amended 04/06/05)	\$10.00
<u>Chapter 1003 – Hawkers & Peddlers</u>	<u>Fee</u>

License Fee for Hawkers & Peddlers License (05/21/2008)	\$110.00
<u>Chapter 1004 - Taxicab Licenses</u>	<u>Fee</u>
Annual License - Each Taxicab (amended 05/05/04) (amended 05/06/09)	\$150.00
Annual License - Each Operator (amended 05/05/04) (amended 05/06/09)	\$50.00
<u>Chapter 1005 - Innkeepers Licenses (06/21/2006)</u>	<u>Fee</u>
Application Fee	\$50.00
Per Room Fee	\$3.00 per room
Maximum Fee Not to Exceed	\$350.00
<u>Chapter 1006 - Ferry Beach/Hurd Park Fees Season Passes</u>	<u>Fee</u>
Resident And/Or Taxpayer Season Pass - (includes Ferry Beach, Higgins Beach and Hurd Park) (amended 05/05/04; 05/18/11)(amended 05/02/2012) (amended 05/07/2014)	\$40.00
Resident - Additional Vehicle Registered to the Same Address	\$5.00
Non-Resident Season Beach Pass - (includes Ferry Beach Higgins Beach and Hurd Park) (amended 05/05/04) (amended 05/02/2012) (amended 05/07/2014)	\$75.00
Higgins Beach – Metered parking spaces on Bayview Avenue Fee [adopted 05/17/17]	\$1.00 Hourly
Resident Commercial Fisherman Season Beach Pass - (Ferry Beach <u>only</u> , <i>must</i> show State Commercial Fisherman License)	FREE
Resident Senior Citizen Season Pass - (includes both Ferry Beach, Higgins Beach and Hurd Park)	FREE
Resident Veteran Lifetime Season Pass – Applications must be filed and applicant must meet the following criteria: must be a resident of the Town of Scarborough and must have received an honorable discharge or general discharge under honorable conditions [copy of DD214 must accompany application]. This pass will not expire and is valid for the lifetime of the holder. (Please note that any Scarborough Veteran age 60 years or older will not be issued a Resident Veteran Season Pass as they are automatically entitled to a free Resident Senior Citizen Season Pass.) (Adopted 05/19/2010)	FREE
<u>DAILY PARKING RATES (WITHOUT PASS)</u>	
Daily Parking: Ferry Beach, Higgins Beach And Hurd Park (amended 05/05/04) [amended 05/02/2012]	\$10.00
End of Day Parking Fee (e.g. Passenger Vehicles, Motor Bikes) – 3 PM to 5 PM (amended 05/03/05)	\$5.00
Larger Vehicle Daily Parking Fee - (R.V.'s, Campers and Buses) (amended 05/05/04)	\$35.00
<u>BOAT LAUNCHING FEE</u>	
Launching from any town facility, includes Ferry Beach Boat Launch and Co-op Boat Launch (Note – Ferry Beach – parking is not included)	
Resident – Daily Boat Launching Fee (amended 05/05/04)	\$10.00
Resident – Seasonal Boat Launching Fee	\$25.00
Resident – Additional Boat Launching Fee Registered to the Same Address [Amended 05/18/16]	\$5.00
Resident Commercial Fisherman Seasonal Boat Launch Pass	Free

Non-Resident – Daily Boat Launching Fee (amended 05/05/04)	\$20.00
Non-Resident – Seasonal Boat Launching Fee	\$50.00
<u>Chapter 1007 - C.A.T.V. (Cable T.V.) Operators Fees</u>	<u>Fee</u>
Franchise Filing Fee (Amended 05/04/2011)	\$1,000.00
<u>Chapter 1008 - Special Amusement Operator License Fees</u>	<u>Fee</u>
Annual License Fee	\$110.00
<u>Chapter 1009 – Coin Operated Game License Fees</u>	<u>Fee</u>
Annual License Fee - Per Machine (B-2 Zone)	\$110.00
Annual Video Arcade License Campgrounds (R-F Zone) Maximum of 25 machines (amended 05/03/06)	\$1,500.00
<u>Chapter 1010 - Massage Establishment Annual License Fees</u>	<u>Fee</u>
Massage Establishment	\$55.00
Combined Massage Establishment/Massage Therapist	\$35.00
Massage Therapist	\$30.00
<u>Chapter 1011 - Para-Massage Establishment Annual License Fees</u>	<u>Fee</u>
Para-Massage Establishment License	\$55.00
Para-Massager License	\$30.00
Combined Para-Massager Est./Para-Massager License	\$35.00
<u>Chapter 1012 - Adult Business - Viewing Booth Annual License Fees</u>	<u>Fee</u>
Annual License For Each Viewing Booth	\$110.00
<u>Chapter 1013 - Ice Cream Trucks (06/18/97)</u>	<u>Fee</u>
Application Fee	\$110.00
Each Additional Truck	\$30.00
<u>Chapter 1017 – Pawnbroker Fees/Secondhand Dealer Fees (02/17/2010; amended 05/18/16)</u>	<u>Fee</u>
Application Fee	\$100.00
SBI Check	\$25.00
<u>Chapter 1201 - Cemetery Fees</u>	<u>Fee</u>
Sale Of Lots -	
Scarborough Memorial Cemetery Per Grave (amended 05/05/04)	\$400.00
Scarborough Memorial Cemetery – Section D, Lots for Cremations Only (adopted 02/16/2011)	\$220.00
Grave Opening Charges	
Regular Burial (amended 05/05/04 – 05/04/2011)	\$450.00
Cremations/Other (Weekends) (amended 05/05/04 – 05/04/2011)	\$125.00
<u>Chapter 1401 – Coastal Water and Harbor Fees [amended 02-20-13]</u>	<u>Fee</u>
Annual Mooring Fee	

Resident And/Or Taxpayer (amended 05/05/04)	\$50.00
Non-Resident (amended 05/05/04)	\$100.00
Annual Pier Maintenance Fee	
Commercial User	\$100.00
Non-Commercial User	\$50.00

Assessing Office Charges	Fee
<u>Printouts</u>	
Name/Location/Map & Lot	\$25.00
Name/Address/Location/Map & Lot	\$50.00
Name/Location/Map & Lot/Assessment	\$75.00
Name/Address/Location/Map/Lot/Assess	\$75.00
Name/Address/Location/Map/Lot/Assess/Ref.	\$100.00
Valuation Report – Printout per page	\$2.00
Mailing Labels – Each [amended 05-17-17]	\$.10
Copy of Property Card	\$2.00
Large Map	\$5.00
Reduced Map	\$2.50
Reduced Set of Maps	\$200.00

Fire Department Fees	
Fire Department Construction Permit & Plans Review Fees	Fee
A Fire Department construction permit is required for any new construction, or remodeling of existing commercial space, or erection of any temporary structures for commercial purposes. The permit allows us to review important information concerning life safety issues, the buildings alarm & suppression systems, utility connections, heating system information, water supply, hazardous materials, fire lanes, and a variety of other items prior to the start of construction. (amended 11/05/03)	
Minimum Construction Permit Fee [amended 05/18/16]	\$35.00
Construction permit fees for all commercial buildings shall be [amended 05/17/17]	\$0.15 per sq. ft.
Commercial structures include any building that is non-residential, or any residential complex that has three or more living units.	
Construction permit fees cover the following services:	
Initial conference and fact finding discussion	
Concept plans review for compliance with local ordinances	
Site Plan review	
Construction plans review	
Follow-up meetings with contractors, architects, and building owners	
Structural building inspections as necessary during construction	
One (1) comprehensive alarm system and fire suppression system test to be scheduled after coordination of reporting information with the Fire Department, and after all components have been installed to the applicable codes and pre-tested through to the monitoring company.	
One (1) final Certificate of Occupancy inspection to be scheduled when all Federal State and Local codes have been met and the building is ready for	

occupancy.	
Additional Fire Dept. Construction Permits & Plans Review Fees	
Commercial Renovations/Remodels/Alterations/Minor Additions [amended 05/17/17]	\$5.00 per \$1,000 of estimated cost of construction
Re-inspection of alarm & fire suppression system testing required due to improper pre-testing, installation, or lack of coordination with the Fire Department concerning appropriate reporting requirements. (amended 05/05/04) (amended 05/06/09)	\$100.00 first occurrence and \$200.00 for second and any subsequent occurrence
Re-inspection fee for Certificate of Occupancy (amended 05/05/04) (amended 05/06/09)	\$100.00 first occurrence and \$200.00 for second and any subsequent occurrence
Commercial Fire Alarm Plan Review & Permit Fees (adopted 05/06/09; amended 05/18/16)	
Minimum Permit [amended 05/18/16]	\$35.00
New Fire Alarm Control panel [amended 05/18/16]	\$100.00
Replacement of Fire Alarm panel with Exiting Devices [amended 05/18/16]	\$100.00
New Initiation or Notification Devices [amended 05/18/16]	\$50.00
Commercial Sprinkler System Plan Review & Permit Fees (adopted 05/06/09; amended 05/18/16)	
Minimum Permit Fee [amended 05/18/16]	\$35.00
New Sprinkler Heads [amended 05/18/16]	\$1.00/Head
Relocation of Sprinkler Head [amended 05/18/16]	\$0.50/Head
Fire Pump Installations [amended 05/18/16]	\$100.00 Each
Fuel Canopy Installation [amended 05/18/16]	\$100.00 Each
Kitchen Suppression System Installation [amended 05/18/16]	\$100.00 Each
Blasting Permit Fee (adopted 05/06/09)	\$50.00
<u>Fire Department Fees</u>	<u>Fee Per Hour</u>
Aerial / Ladder Truck	\$150.00
Pumper Truck	\$125.00
Squad Truck	\$125.00
Command Van	\$100.00
Rescue Unit	\$100.00
Tank Truck 4 x 4/Marine Rescue Boat (amended 05/07/2014)	\$75.00
Utility Truck/Chief or Duty Officers SUV (amended 05/07/2014)	\$50.00
All-Terrain Vehicles (amended 05/07/2014)	\$25.00
Personnel Labor [amended 05/01/2013]	\$45.00
<u>Fire Department Rescue Charges</u>	<u>Fee</u>
Base Rescue Charges:	
Based on bundled rate plan adopted May 1, 2013, these rates shall automatically adjust when and by the same % as those established and approved by the Centers for Medicare & Medicaid Services (CMS).	
Basic Life Support Non-Emergency (adopted 05/01/2013) (amended 05/07/2014)(05/20/15; amended 05/18/16; amended 03/15/17; amended 05/17/17)	\$589.04

Basic Life Support Emergency (adopted 05/01/2013)(amended 05/07/2014) (05/20/15; amended 05/18/16; amended 03/15/17; amended 05/17/17)	\$589.04
Advance Life Support Level 1 Emergency (adopted 05/01/2013) (amended 05/07/2014) (05/20/15; amended 05/18/16; amended 03/15/17; amended 05/17/17)	\$908.74
Advance Life Support Level 2 Emergency (adopted 05/01/2013) (amended 05/07/2014) (05/20/15; amended 05/18/16; amended 03/15/17; amended 05/17/17)	\$1,289.37
Additional Rescue Charges:	
Mileage (adopted 05/07/2014) (05/20/1; amended 05/18/165; amended 05/17/17)	\$12.50
No Transport (amended 05/05/04)(amended 05/06/09)(amended 01/18/12)	\$125.00
Paramedic Intercept Fee (05/21/2008)	\$300.00
Fees are set by State Statutes – pursuant to Title 22, Health and Welfare, subtitle 2,§1711, pertaining to <i>Fees charges</i> , and as amended from time to time. (adopted 05/07/2014)	
<u>Chapter 1015 -Food Handlers Registration Fee</u>	
<u>(adopted 05/03/06)(amended 05/21/08)(amended 05/05/2010)</u>	
Food handlers Registration Fee – Year Round Business	\$220.00
Seasonal, catering and in-home food handlers [Seasonal - 6 months or less]	\$110.00
<u>Chapter 1016 - Garage/Yard Sale (adopted 03/07/2007)</u>	
	<u>Fee</u>
Garage/Yard Sale Permit	\$5.00 per sale
<u>Horse Beach Permit (per rider) (adopted 10/02/02)</u>	
	<u>Fee</u>
All Permits (amended 05/06/09; amended 09/16/09)	\$20.00
<u>Interest Penalties (adopted 05/02/2007)</u>	
	<u>Penalty</u>
Interest on fees, charges or payments owed to the Town which are more than 30-days past due	1.5% per month
<u>Miscellaneous Fees (adopted 05/03/05) (amended 02/15/06)</u>	
	<u>Fee</u>
Marriage Ceremonies Performed (amended 02/15/06)	\$50.00
Miscellaneous Administrative Fees – Town Clerk’s Office (amended 05/06/09)	\$15.00
Replacement Fee for all Applications and Licenses/Permits (adopted 05/04/2011)	\$5.00
Genealogy / Research – \$3.00 per name, whether or not a record is found, this includes a photocopy. For an attested copy, the fee is as set by the State of Maine Office of Vital Records.	
Dog License Late Fee – Upon receipt of the rabies certificate(s) from the State of Maine the Town Clerk’s Office will notify owner(s) they need to register their dog(s) within 10-days. If a resident fails to license their dog(s) within 10-days of notification from the Town Clerk’s Office a late fee will be charged for each dog. (05/21/2008) (amended 05/07/2014)	\$25.00 per dog
Non-sufficient Funds (adopted 05/07/2014)	\$30.00
<u>Notary Fee (amended 3/6/96; 05/05/04; 05/21/2008)</u>	
	<u>Fee</u>
First 3-pages	\$10.00

Any Documents more than 3-pages	15.00
<u>Photocopies</u>	<u>Fee</u>
Single Sheets - Their Original	
8 ½ x 11 Regular, each copy	\$0.25
8 ½ x 14 Legal, each copy	\$1.00
11 x 17 Ledger, each copy	\$1.50
<u>Photocopies (amended 3/6/96)</u>	<u>Fee</u>
Single Sheets - Our Document	
8 ½ x 11 or 14 or 17, first page	\$2.00
Each Additional Page	\$0.50
Maps, each copy	\$5.00
Meeting DVD [Copying]	\$25.00
Electronic Responses to Requests (adopted 05/07/2014)	\$15.00 per hour [or any part thereof]

<u>Police Department Charges</u>	<u>Fee</u>
Special Police Charge, Per Hour (amended 05/05/04; 05/02/07; 05/21/2008; 05/04/2011)	\$43.90
Police Cruiser Charge (adopted 05/07/2014)	\$46.35 per every four hours
Notice of minimum charge if event is canceled without proper notice	
Police Reports	
First Page (amended 05/05/04)	\$12.00
Each Additional Page (amended 05/05/04)	\$1.50
Fingerprinting	
For Civilians' Personal Use (not criminal), each set	\$3.00
Copy Of Video Tape	
Blank Tape Provided (amended 05/05/04)	\$12.00
No Tape Provided (amended 05/05/04)	\$15.00

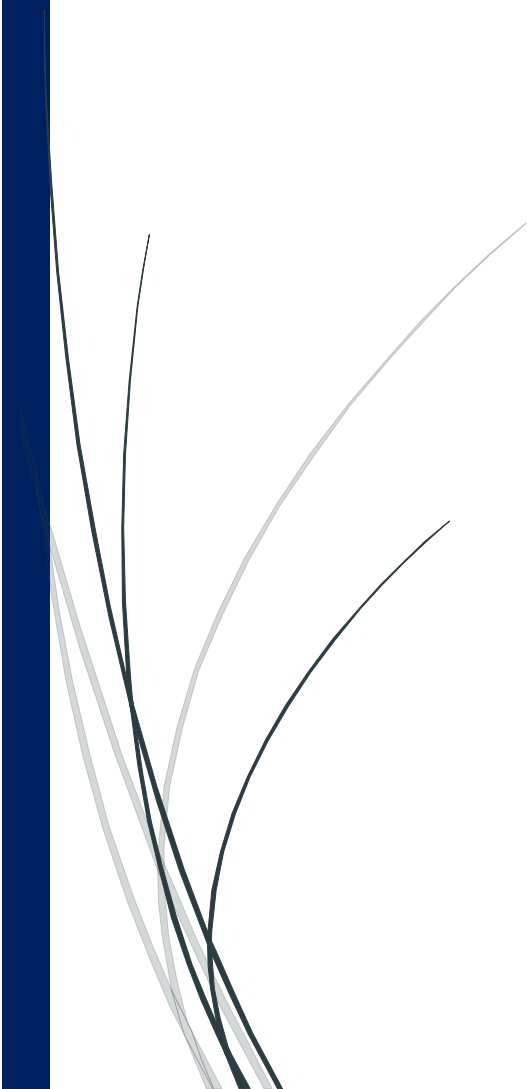
<u>Public Works Department Charges</u>	<u>Fee</u>
Fee for Building Coordination Form (05/05/04)	\$25.00

<u>Voter Registration Fees (amended 09/06/2006)</u>	<u>Fee</u>
Fees are as set by the Secretary of State's Office pursuant to Title 21-A, Section 2, §4, <i>Fees</i> , and as amended from time to time.	

<u>Vehicle Registration Fee</u>	<u>Fee</u>
Fees are set by the Secretary of State's Office, Department of Motor Vehicles pursuant to Title 29-A, Subchapter 2 §, <i>Fees</i> , and as amended from time to time. [amended 05/02/2012]	



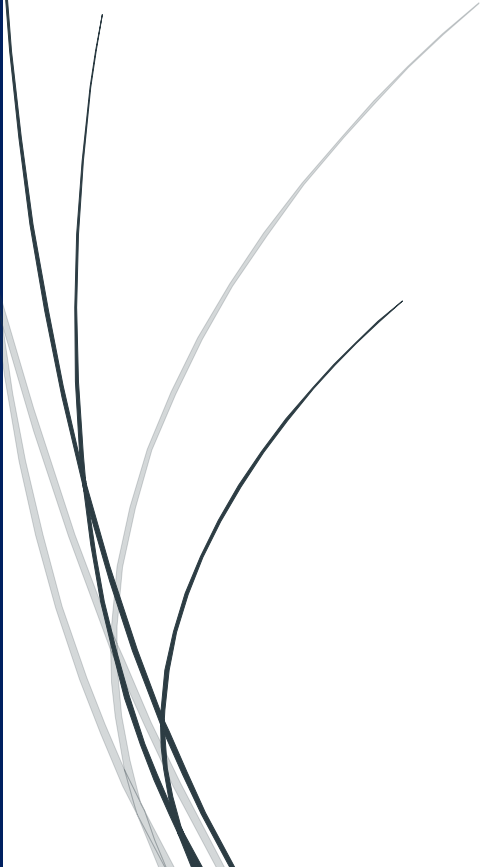
Budget



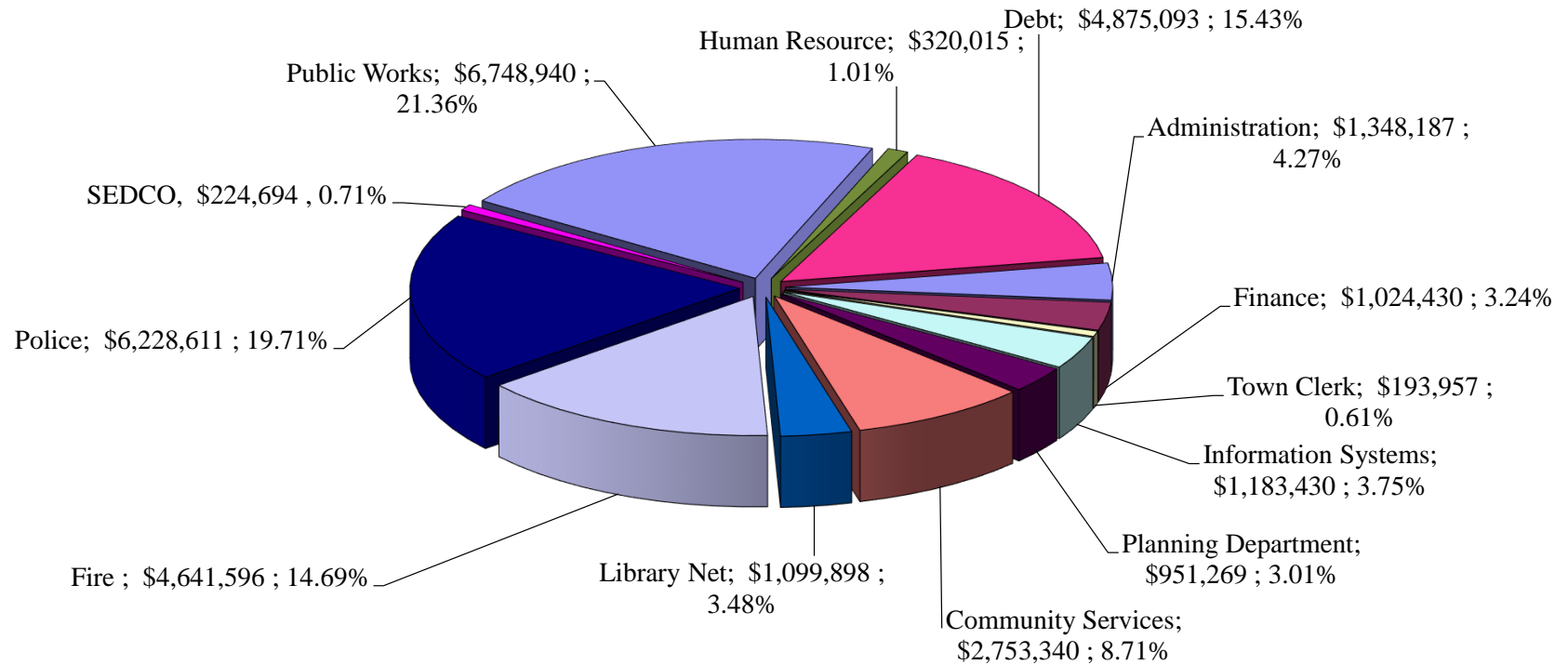


Budget Narrative - Index

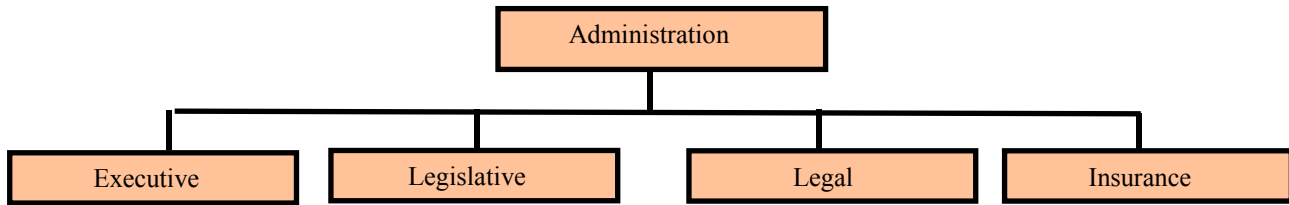
Administration	1-6
Town Clerk	7-11
Human Resources	12-16
Finance	17-26
MIS	27-32
Planning & Codes	33-37
Community Services	38-50
Library	50-52
SEDCO	53-55
Fire/EMS	56-62
Police	63-69
Public Works	70-80



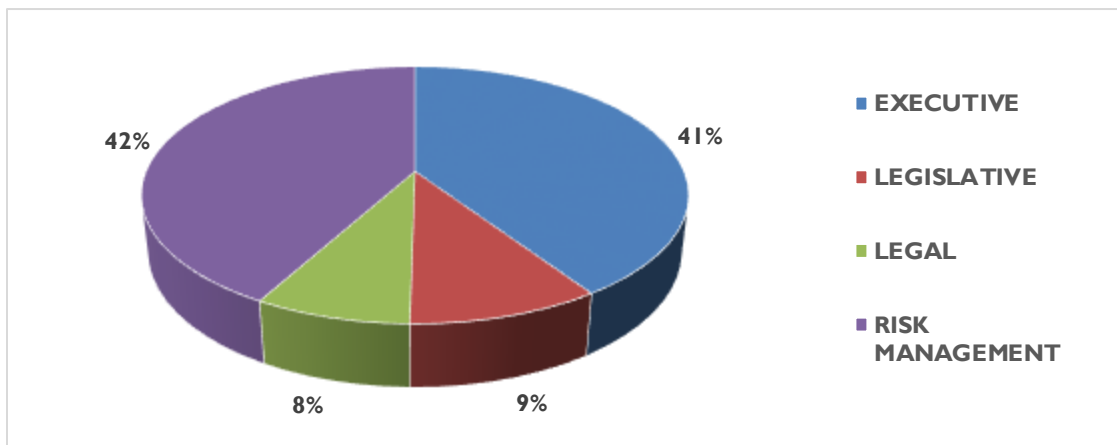
2017 Municipal Gross Operating Budget Proposed



Administration



Total Staffing	
Full Time	Part Time
2	7



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	859,395	868,348	833,380	906,344	72,964	8.8%
Contracted Services	562,814	488,914	384,588	397,643	13,055	3.4%
Services and Charges	32,220	34,318	22,000	24,000	2,000	9.1%
Supplies	2,868	2,410	3,000	3,000	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	64,902	63,891	64,350	17,200	(47,150)	-73.3%
Total Expenditures	1,522,200	1,457,882	1,307,318	1,348,187	40,869	3.1%

Administration

Department Activities, Functions and Responsibilities

The Administrative Division includes the Executive and Legislative component of the Town operation as well as Legal and Insurance.

The Town Council is the Charter designated legislative body of the Town. The seven members of the Town Council are elected at large and serve staggered three-year terms. The primary responsibilities of the Town Council are:

- Appointing the Town Manager, Assessor and Town Attorney as well as various boards and committees;
- Adopting the annual Operating and Capital budgets;
- Enact, amend and repeal ordinances, resolutions and orders;
- Establishes policies and measures necessary for the general welfare of Town and the general health and well-being of its citizens; and,
- Represents the Town at official functions.
- Appoint all officers and employees of the Town other than the Assessor and Town Attorney;
- Prepare an annual budget for review and adoption by the Town Council;
- Prepare and submit complete Annual Report on the financial and administrative activities of the Town;
- Attend all meetings of the Town Council and serve as advisor on matters of policy; and,
- Ensure that all laws and ordinances governing the Town are faithfully administered.

SUCSESSES & ACCOMPLISHMENTS - 2015-2016

GOALS & PRIORITIES 2016

New budget format

- Town Council/School Board relations and cooperation—the turmoil of needing three votes to approve the school budget resulting in the elected officials working better together
- Development Rebound - Residential development rounded this year and a concentration of commercial development in Oak Hill.
- Land Use Changes - modernization of zoning in the Haigis Parkway District. Transmission (cell) Tower Ordinance.
- Inter-local partnerships with OOB for dispatch and Cape Elizabeth for Assessing.
- Implementation of the Performance Evaluation process and related merit pay
- Affordable Housing - Partnership with Habitat for Humanity for 13 homes and assistance for Avesta and Griffin Road for a total of 86 rental units.
- Historic Preservation - Designation of historic structures and sites. Incentive-based system for preservation.
- Completed the Tri-Gen at Town Hall
- Prepared a Strategic Plan
- Prepared a Long Range Facility Plan
- Enhanced transparency in all Town operations

Town Council Goals:• **Communication:**

- A. Internal: Increase trust among Councilors
- B. External: transparency improvements; less controversy around decisions; increase public ownership and support of Council decisions; connectivity between Committees

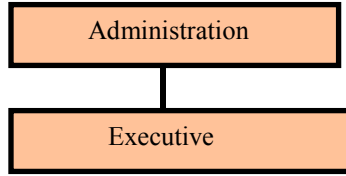
• **Budge Process/Financial Management:**

- Responsible/Realistic budgets; sustainable tax rates; metrics for budget performance; comparative analysis.

Town Manager Goals:

- Assist Town Council in achieving its goals;
- Prepare Operating and Capital budgets and implement and manage accordingly;
- Manage capital program to effectively complete projects on time and within budget;
- Continue to identify and implement efficiency and effectiveness initiatives in operations;
- Pursue proper disposition of tax-acquired properties;
- Increase the use of social media to enhance communications;
- STAR Communities program—warm-up to Comp Plan
- Continued improvements to budget document and process
- Add new position of Assistant Town Manager, with a budget and procurement focus
(See Exhibit: 2-A, Tab 9)

Executive



Activities, Functions and Responsibilities

The primary activities and functions of the Executive Division relate to the Office of the Town Manager and pertain to the administrative component of Town operations. This division is comprised of two full-time staff members including the Town Manager and an Executive Assistant. For reporting purposes, this budget includes appropriation of resources under the general heading of employee benefits and provides for such things as compliance with the Affordable Care Act, employee raises.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	491,002	515,845	481,174	536,368	55,194	11.5%
Contracted Services	8,387	7,627	8,550	8,550	-	0.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	2,868	2,410	3,000	3,000	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	502,258	525,883	492,724	547,918	55,194	11.2%

BUDGET DRIVERS

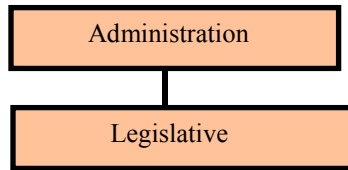
- 1.8% adjustment (based on Employment Cost Index) for FT and PT non-union staff
- Implement Merit system-monetary recognition for (25) high-performing employees
- Due to the anticipated retirements of long time employees a 5% increase in payouts for sick time and vacation has increased by 5% (\$11,500).

- Meetings Attended

ACTIVITY INDICATORS

Town Council	22
Town Council Workshops	14
Finance Committee	15 meetings— 8 workshops
Ordinance Committee	9
Rules and Policies	3
Affordable Housing	12
Energy	12

Legislative



Activities, Functions and Responsibilities

This division includes the Legislative component of Town government (compensation of \$1500 for each Town Councilor) and provides resources in support of general government operations, predominantly dues to professional organizations and affiliated groups. Dues, memberships and contributions to the following organizations are provided for:

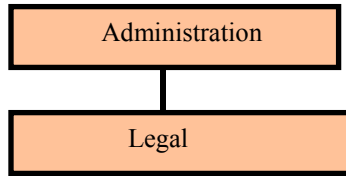
- Greater Portland Council of Governments
- National League of Cities
- Maine Municipal Association
- Eastern Trail Management District
- Portland Area Comprehensive Transportation (PACTS)
- ShuttleBus/Zoom
- Project Grace
- Scarborough Conservation Land Trust
- Aid to Outside Agencies will be included here, funding for such outside requests to be received by the Finance Committee. **See Exhibit: 5 (Tab 9)**

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	12,486	11,778	11,573	11,573	-	0.0%
Contracted Services	74,163	75,288	74,138	76,719	2,581	3.5%
Services and Charges	32,220	34,318	22,000	24,000	2,000	9.1%
Supplies	-	-	-	-	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	64,902	63,891	64,350	17,200	(47,150)	-73.3%
Total Expenditures	183,771	185,275	172,061	129,492	(42,569)	-24.7%

ACTIVITY INDICATORS

- Aid to Outside Agencies
- Pacts Funding

Legal



Activities, Functions and Responsibilities

The Town Council appoints the Town Attorney to provide legal advice regarding Town affairs and to represent the Town’s interests in legal matters. The legal firm of Bernstien, Shur, Sawyer and Nelson currently serves in this general capacity; however, from time to time, additional outside counsel is appointed to represent the Town’s interests in particular matters. There is a monthly retainer that is paid to cover small, incidental legal needs, however most work for ordinance development and litigation is billed on an hourly basis.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	-	-	-	-	-	0.0%
Contracted Services	239,347	182,205	100,000	105,000	5,000	5.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	-	-	-	-	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	239,347	182,205	100,000	105,000	5,000	5.0%

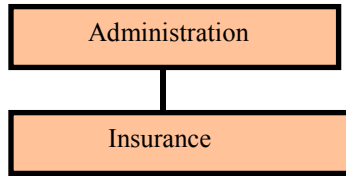
BUDGET DRIVERS

- Tax Appeal Litigation – Separate Counsel for Town and BOAR
- Land Conservation efforts– legal fees associated with ensuring Town’s interests are protected
- Compliance for Code Violations–Court action and Consent Decrees

ACTIVITY INDICATORS

- Ordinance Development
 - Tax Abatements
 - Ordinance Development
 - FOIA Requests- Processed 29 separate requests and 30 from one individual
 - FOIA Requests- Processed 29 separate requests and 30 from one individual
 - Litigation Defense

Insurance



Activities, Functions and Responsibilities

This division provides for the insurance and risk management needs of the Town. It covers the cost of premiums for following insurance policies:

- Unemployment Compensation
- Worker's Compensation
- Property, Casualty and Liability

The cost of payment of applicable deductibles are also provided for here. Health insurance costs are reflected in individual department appropriations.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	355,907	340,725	340,633	358,403	17,770	5.2%
Contracted Services	240,917	223,794	201,900	207,374	5,474	2.7%
Services and Charges	-	-	-	-	-	0.0%
Supplies	-	-	-	-	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	596,824	564,519	542,533	565,777	23,244	4.3%

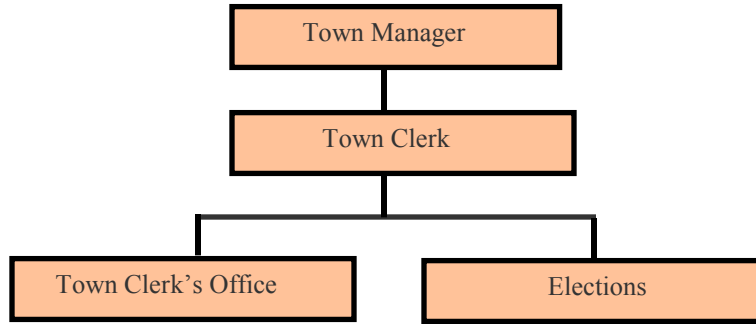
BUDGET DRIVERS

- Worker's Comp - Total Increase of \$17570 (5.3%) - Due to increase in payroll costs; increase in experience modification factor and 1.5% increase in rates.
- Property & Casualty - \$5474 increase projected (2.9% increase)

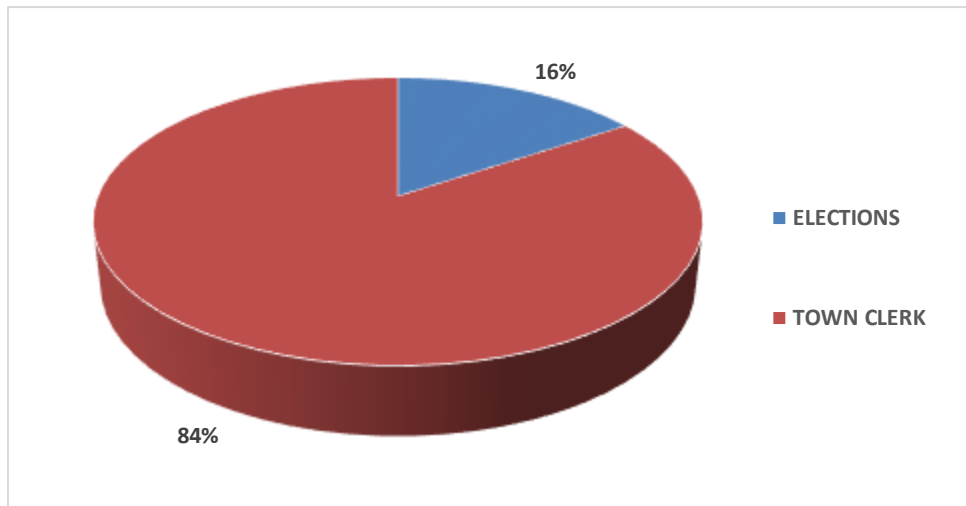
ACTIVITY INDICATORS

	2012	2013	2014	2015	2016
Worker's Comp -Experience Mod Rate	1.21	1.07	1.03	.86	.94
Worker's Comp -Premiums Paid	\$360,998	\$353,373	\$348,907	\$304,214	\$334,633
Property & Casualty -Premiums Paid	\$211,078	\$170,485	\$169,768	\$178,412	\$187,400

Town Clerk



Total Staffing All Divisions		
Full Time	Part Time	Volunteers
2	52	10



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	152,092	158,011	160,977	164,328	6,317	4.0%
Contracted Services	12,481	18,250	18,250	14,850	(3,400)	-18.6%
Services and Charges	1,767	1,800	1,800	1,800	-	0.0%
Supplies	4,636	4,200	4,200	4,200	-	0.0%
Property	-	500	500	500	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	170,975	182,761	185,727	185,678	2,917	1.6%

Town Clerk's Office

Activities, Functions and Responsibilities

Work responsibilities include the preparation and maintenance of all Council records and other official municipal documents, issuance of various licenses and permits, recording various documents and vital statistics, organization and supervision of cemeteries. Duties also include handling genealogy requests; all incoming calls for the Municipal Building and directing them to the correct department. Handles Freedom of Access Requests. Prepares agendas, mails notifications, advertises, prepares and distributes minutes for Town Council meetings as well as for of the Board of Appeals and arranges for a clerk for all municipal boards and committee meetings.

Work involves extensive public contact in collecting various files and providing information and in issuance of licenses. Work is performed in accordance with the charter, ordinances and general law, and requires initiative, judgment, and ability to work effectively and independently with the public and other officials.

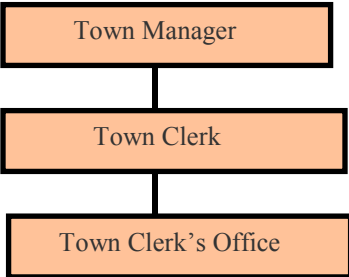
SUCSESSES & ACCOMPLISHMENTS - 2015

GOALS & PRIORITIES 2016-2017

- We successful process over 5,500 certified copies of vital records and issued over 8,000 various licenses and permits - e.g.: dog licenses, Food Handlers, yard sale permits, horse beach permits, boat launch permits, beach parking pass as well as many others.
- With the Law change requiring Municipalities to have a Public Assess Officer the Town Clerk's Office has been assigned this task. We receive FOAA's almost on a daily if not weekly basis.
- Accomplished updating our D/B/A/ list.
- E -newsletter go out on a monthly basis.
- We successful process over 5,500 certified copies of vital records and issued over 8,000 various licenses and permits - e.g.: dog licenses, Food Handlers, yard sale permits, horse beach permits, boat launch permits, beach parking pass as well as many others.
- With the Law change requiring Municipalities to have a Public Assess Officer the Town Clerk's Office has been assigned this task. We receive FOAA's almost on a daily if not weekly basis.

- Continue to maintain a high level of customer service to the public.
- Planning to merge with SEDCO on the monthly newsletter
- Review Ordinances to ensure that they are compliant with state law and references the correct state Statutes as well as in the same format/style.
- Update Misc. Book of Town Information.
- Better communications with staff on changes in meetings - e.g. cancellations, room change, Time changes.
- Increase frequency of and content for E-newsletter

Town Clerk’s Office



Total Staffing	
Full Time	Part Time
2	0

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	135,369	142,095	147,552	152,323	4,771	3.2%
Contracted Services	5,552	5,241	6,550	6,950	400	6.1%
Services and Charges	-	-	-	-	-	0.0%
Supplies	2,473	2,449	2,500	2,500	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	143,394	149,785	156,602	161,773	5,171	3.3%

BUDGET DRIVERS

- Number of Licenses/Permits and Certified Copies
- Number of FOAA Requests - 58

ACTIVITY INDICATORS

- Number of Certified Copies that are processed vary on a daily basis
- FOAA Requests have increased

Elections

Activities, Functions and Responsibilities

In summary - Conducts all State and Local Elections within the Town with duties that include planning and supervising all elections; prepares polls, ballot boxes, voting machines and ballots; instructs election officials as to election laws and procedures; issues absentee ballots; verifying signatures on petitions; processes all election ballots and reports results to the Secretary of State; supervises Board of Voter Registration and all voter registration functions as maintaining the Central Voter Registration Date Base. Handles local Campaign Finances for the Ethics Commission.

With the many law changes to the Elections process, it has become a year round process - daily maintenance of the Central Voter Registration Program and gearing up for upcoming Elections. With each Elections there are certain deadlines that are set by the Secretary of State as well as the Campaign Finance from the Ethics Commission.

SUCCESSES & ACCOMPLISHMENTS 2015-2016

GOALS & PRIORITIES 2016

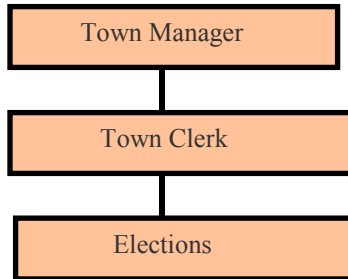
In FY2014/2015 we conducted the following elections:

- Tuesday, November 4, 2014, the Municipal Elections to elect members to the Town Council, Board of Education, and Trustees to the Sanitary District; as well as the State Gubernatorial Election were held. Budget vote carried over into the FY 2015/2016.
- Tuesday, June 9, 2015 - Second School Budget Validation Referendum - failed.
- With the second School Budget Validation Referendum failing—the vote carried over to FY2015/2016.

Conduct all State and Local Election.

- Attend training on new law changes.
- Maintain the Central Voter Registration System and voter cards in compliance with State Law.
- Work with the School Department on potential issues related to the Elections.
- Proper training of Election staff.

Elections



Total Staffing		
Full Time	Part-Time	Volunteers
2	52 Elections Only	10

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	16,723	12,784	16,776	16,884	108	0.6%
Contracted Services	6,929	5,889	8,300	11,300	3,000	36.1%
Services and Charges	1,767	1,767	1,800	1,800	-	0.0%
Supplies	2,162	1,252	1,700	1,700	-	0.0%
Property	-	228	500	500	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	27,582	21,921	29,076	32,184	3,108	10.7%

BUDGET DRIVERS

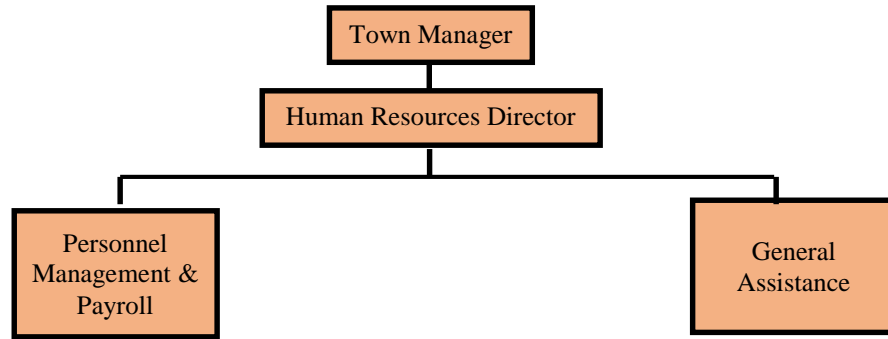
- Number of Elections held in Fiscal Year
- Size of Elections in Fiscal Year
- Election Staff Needed per size of Election

ACTIVITY INDICATORS

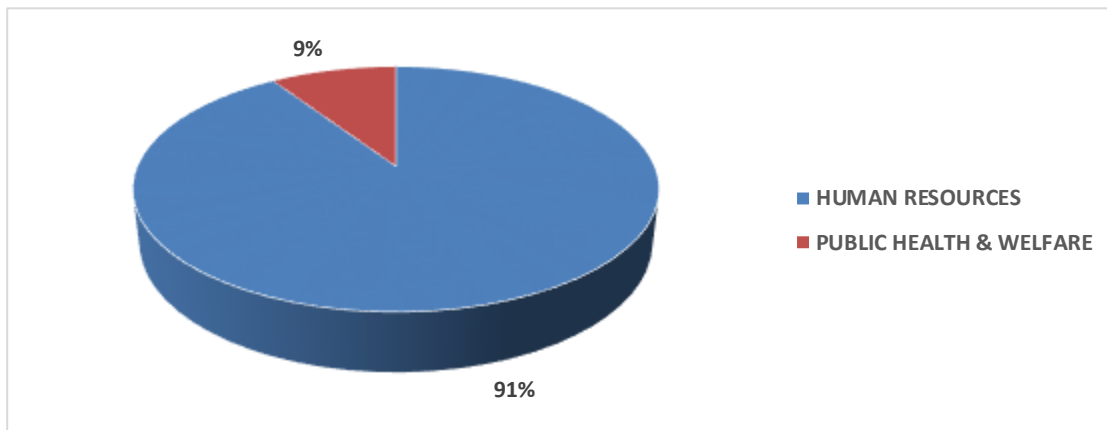
- Each Election varies depending on the number and type Elections that are held (Primary Elections– even numbered years versus General Elections - odd number years).
- The larger the Election the increase in the number of Election Staff is needed

Human Resources

Human Resources



Total Staffing All Divisions	
Full Time	Part Time
3	1



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	265,368	271,695	286,100	293,199	7,099	2.5%
Contracted Services	11,326	8,406	8,709	10,099	1,390	16.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	2,937	4,080	3,450	3,300	(150)	-4.3%
Property	-	-	-	-	-	0.0%
Other Costs	7,745	9,316	13,197	13,417	220	1.7%
Total Expenditures	287,376	293,497	311,456	320,015	8,559	2.7%

Human Resources

Personnel Management & Payroll

Activities, Functions and Responsibilities

The Human Resources Department consists of the Director and two full-time Human Resources Coordinators. The Human Resources Department is responsible for supporting a qualified workforce to provide Scarborough's residents, business community, and others with service that is courteous, dependable, efficient, and economical. The Human Resources team delivers services to all full-time, part-time, and seasonal municipal employees and provides leadership and direction in the areas of recruitment, employee relations, labor relations, payroll, compensation, benefits, retirement, risk management, employee assistance, wellness, and safety.

Ongoing activities, functions, and responsibilities include:

- Developing and maintaining the Town's personnel policies and procedures. Ensuring compliance with applicable State and Federal regulations.
- Building and sustaining effective employee relations. Providing guidance in the area of performance management. Implementing relevant training and professional development opportunities. Coordinating the Town's Employee Recognition Program.
- Administering payroll processes accurately and fairly as well as complying with all federal, state, and contractual obligations.
Strategically managing employee benefits programs. Overseeing the Town's Employee Assistance Program. Managing and maintaining all employee personnel records and files.
- Recruiting, selecting, hiring, and retaining a diverse, quality workforce in compliance with all laws, regulations, and contractual requirements.
- Coordinating with Maine Municipal Association and Town Safety Committees to manage the Workers' Compensation program. Administering the Department of Transportation Drug and Alcohol Testing Program for employees who hold a Commercial Driver's License and perform safety-sensitive work.

SUCCESSES & ACCOMPLISHMENTS - 2015

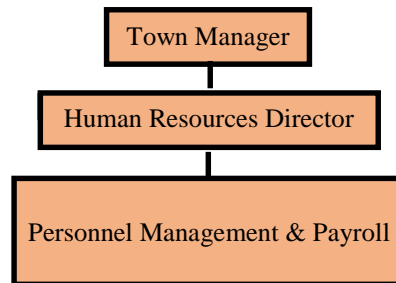
- Workplace Safety: Supported Safety Committees' efforts to keep our employees safe. Safety programs and effective claims management yielded a 9% credit of \$32,226 applied to the Town's Workers' Compensation contribution and a \$24,480 dividend in 2015. The total value of benefits has increased from \$21,601 in 2012 to \$64,721 in 2015.
- Talent Development: Supported the professional development of our employees through job training and skills improvement. Coordinated training opportunities on: project management, supervising and coaching, Freedom of Information Act, and workplace safety.
- Strategic Planning: Partnered with an external facilitator to develop a strategic plan for Department Heads. Identified two key issues: communication and staff development. Developed action items and tactics for individual departments to support the initiatives.
- Diversity in the Workplace: Joined the Diversity Hiring Coalition, recognized by the State's Hire-a-Vet Campaign as the first municipality to sign on and hire a veteran, attended job fairs with partner organizations, posted Town jobs in new recruiting venues.
- Recruiting and Onboarding: Administered hiring processes for the full-time positions of Public Safety Dispatcher, Town Engineer, Firefighter/EMT, Technical Support Specialist, Paramedic Lieutenant, Fleet Maintenance Technician, Marine Resources Officer and Harbormaster, Patrol Officer, and Seniors and Youth Programs Coordinator. Collaborated with Cape Elizabeth in a shared Tax Assessor partnership.

GOALS & PRIORITIES 2016-2017

- Talent Development and Succession Planning: Continue to support the professional development of our employees through job training and skills improvement. Identify opportunities for growth and advancement. Partner with local training specialists on professional development programs, develop online learning resources, and utilize the performance evaluation process as a tool for career growth.
- Collaborative and Productive Labor Relations: The Fire/EMS contract expires in mid-2017. Upcoming goals include interest-based negotiations, responsible and strategic management of the terms and conditions of employment, promoting positive labor/management relations, fostering healthy, safe, and productive work environments, and fair and consistent treatment of employees.
- Continue to explore shared services and partnership opportunities with other municipalities and nonprofit organizations, specifically in the areas of full-time positions and recruitment services.
Successfully complete the renewal application process for the Safety & Health Award for Public Employees (SHAPE). Originally awarded to the Town in 2014, the SHAPE award recognizes public sector employers who maintain an exemplary safety and health management system and distinguishes the Town as a model for workplace safety and health. Upon receiving SHAPE recognition, our worksites are exempt from programmed inspections.

Human Resources

Personnel Management & Payroll



Total Staffing All Divisions
Full Time
3

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	250,228	256,578	270,141	276,960	6,819	2.5%
Contracted Services	11,326	8,406	8,709	10,099	1,390	16.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	2,937	4,080	3,450	3,300	(150)	-4.3%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	264,491	269,064	282,300	290,359	8,059	2.9%

BUDGET DRIVERS

- The implementation of the Affordable Care Act, as well as general increases in benefits costs.
- Minimum wage increases in competitive markets (Portland \$10.10 hourly as of July 1, 2016).

ACTIVITY INDICATORS

52	Weekly Payrolls
22	Specialty Payrolls: Separations, Retirements, Adjustments
172	Full-Time Employees
382	Seasonal/Part-Time Employees
170	Applicants Hired: Full-time, Seasonal/Part-time Employees
12	Average Number of New Applicants per Week
64	Average Days to Fill Vacancy
12	Total Number of OSHA Recordable Work-Related Injuries and Illnesses

Human Resources

General Assistance

Activities, Functions and Responsibilities

The Human Resources Department also serves as the Town’s General Assistance (GA) office, providing residents support and welfare assistance for basic necessities by managing the application process and providing an ongoing review of aid.

The Town’s GA Program is a state-mandated, municipally administered financial assistance program. It was designed to be a program of “last resort” for residents who are unable to provide for their basic needs. Assistance is available for basic necessities, as defined by local ordinance and state statutes. Eligible applicants are assisted through payments made to specific vendors. Administrative costs of the program are paid for through tax dollars. The State reimburses the Town for 70% of the cost of GA benefits paid for residents.

Under GA, applicants must provide verification of their income and expenses, residence, and—if unable to work—medical documentation substantiating their work limitations. Applicants are required to seek work if they are physically able, and/or to apply for assistance through other state and federal programs that may be available to them. A determination of eligibility is made for a 30-day period based on anticipated earnings.

Our GA Coordinator is on call around the clock and holds regular office hours on Wednesdays.

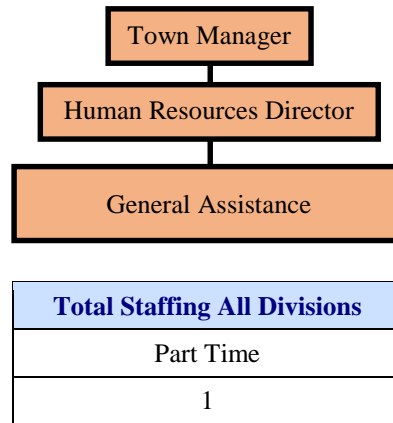
SUCCESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- | | |
|--|--|
| <ul style="list-style-type: none">• Administered the Town’s GA Program in accordance with local ordinance and state statutes. Referred individuals and families who did not qualify for financial assistance to local resources appropriate to their need(s), such as local food pantries, Project Grace, LIHEAP, Scarborough churches, Lions Club, Knights of Columbus, and DHHS.• Received a letter of acknowledgement and certification that Scarborough’s GA Program passed the DHHS audit and is in compliance with all state statutes and policy.• Zero appeals to the Fair Hearing Authority.• Successfully cross-trained with the Human Resources Coordinator to increase efficiency and provide additional coverage and flexibility. | <ul style="list-style-type: none">• Create a community resources directory/booklet to provide residents in need with relevant and up-to-date information on local organizations that may be able to help with basic needs. Improve the GA web site by adding relevant content and resources.• Continue to develop partnerships with outside agencies and organizations to deliver resources that can assist local residents in need without using tax dollars.• Prevent temporary financial difficulties from becoming devastating events for Scarborough residents. Strive to help residents get back on their feet as quickly as possible by assisting with basic needs. |
|--|--|

Human Resources

General Assistance



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	15,140	15,117	15,959	16,239	280	1.8%
Contracted Services	-	-	-	-	-	0.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	-	-	-	-	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	7,745	9,316	13,197	13,417	220	1.7%
Total Expenditures	22,885	24,433	29,156	29,656	500	1.7%

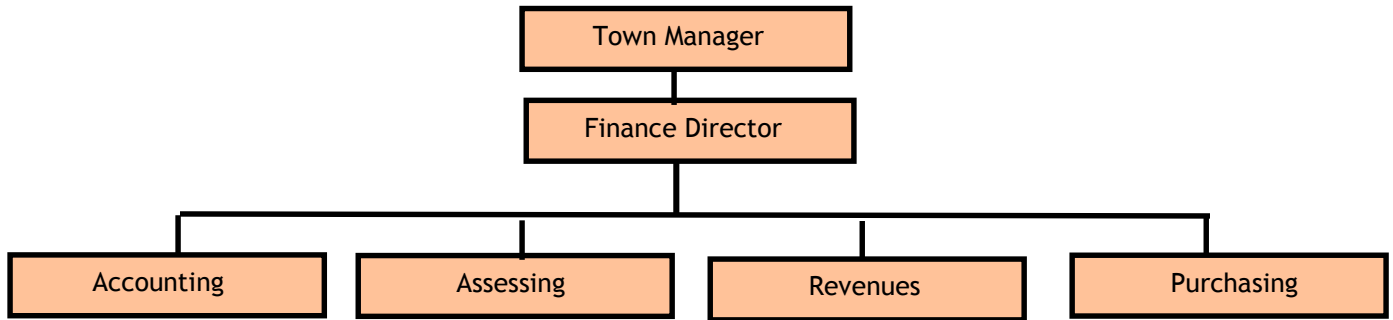
BUDGET DRIVERS

- Extreme weather conditions that impact GA costs.
- State directives regarding municipal reimbursements and eligibility.

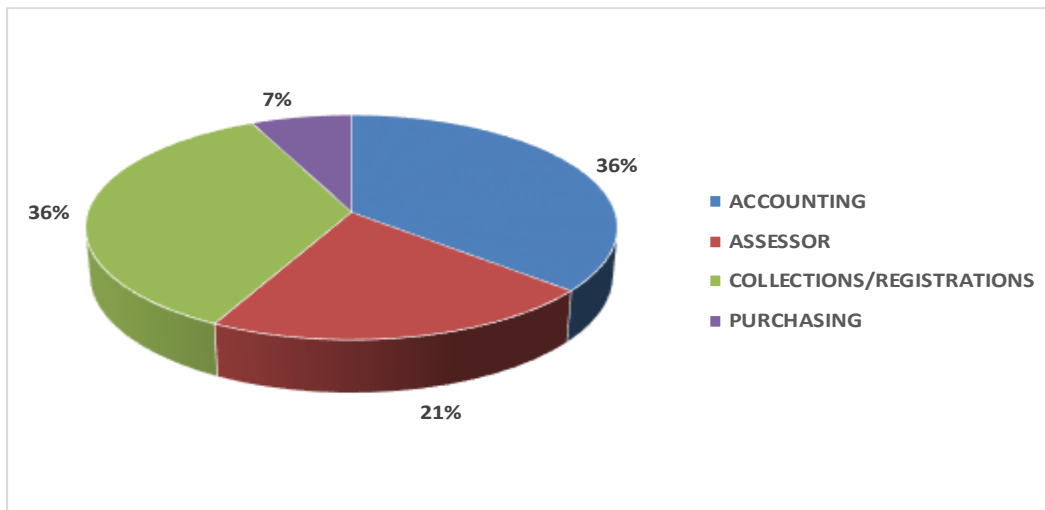
ACTIVITY INDICATORS

Type	Interviews	Cases	People	Outside Services	Benefit Provided
Housing	154	18	41	130	\$6,775.43
Emergency Housing	5	0	0	5	\$0.00
Heating	15	1	5	14	\$229.90
Electric (non-heating)	20	8	9	12	\$487.90
Propane (non-heating)	2	1	5	1	\$56.47
Food	12	2	9	10	\$56.48
Prescriptions	5	0	0	5	\$0.00
Medical Services	2	0	0	2	\$0.00
Dental Services	1	0	0	1	\$0.00
Burials & Cremation	13	2	2	10	\$1,650.00
Diapers & Baby Supplies	3	0	0	3	\$0.00
Household & Personal	13	0	0	13	\$0.00
All Other Needs	6	0	0	6	\$0.00
Total	251	32	71	212	\$9,256.18

Accounting, Assessing, Revenues, & Purchasing



Finance - Total Staffing	
Full Time	Part Time
11	0



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	862,203	842,533	822,824	853,110	30,286	3.7%
Contracted Services	84,210	78,940	143,161	145,130	1,969	1.4%
Services and Charges	-	-	-	-	-	0.0%
Supplies	9,889	9,363	10,600	11,000	400	3.8%
Property	2,608	-	2,100	1,300	(800)	-38.1%
Other Costs	17,612	8,176	14,225	13,890	(335)	-2.4%
Total Expenditures	976,522	939,012	992,910	1,024,430	31,520	3.2%

Accounting, Assessing, Revenues, & Purchasing

Activities, Functions and Responsibilities

The Finance Department is responsible for the accounting of all financial transactions for the Town of Scarborough, including the school department. Through the continued training of a highly skilled staff of professionals and technicians, the Finance Department provides the departments, Town Manager, Elected Officials and Citizens with valuable insight into the financial workings of the Town. The Finance Director leads the Finance Department and operates through four divisions: Accounting, Assessing, Revenues and Purchasing. The major programs, services and activities offered by the Finance Department include the:

- Accounting Division that oversees all financial transactions, invests town funds, issues bonds, maintains equipment used by staff, trains finance personnel and ensures compliance with federal, state, local and accounting regulations and provides overall management of the department.
- Assessing Division who are responsible for the annual valuation of all taxable and exempt real estate and personal property and is regulated by the State of Maine.
- Revenue Division whose responsibilities include processing and collecting all municipal and school revenues including revenues collected by the town for the State of Maine and required reporting to the various State agencies.
- Purchasing Division responsibilities of which include the purchase of and contract for all supplies, materials, equipment, facilities, infrastructure and contractual services as authorized in the Town’s Purchasing Ordinance.

SUCSESSES & ACCOMPLISHMENTS - 2015

GOALS & PRIORITIES 2016-2017

- Worked with the Town Manager and staff to create the new budget format.
- Created all of the graphs and budget data for the new budget format. Also developed audit trending data and related ratios and charts.
- Developed audit and budget trending data, ratios and charts.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting for the tenth-consecutive year.
- Issued Bonds totaling \$6,085,000.
- Adopted shared Assessor services with the Town of Cape Elizabeth.
- Assisted with updating the Property Tax Assistance Program qualifications and assisted with the related ordinance update.
- Continued the process of cross training staff within the Finance Department to better serve the citizens of Scarborough.
- Updated and reviewed financial policies. Two policies completed were the Accounts Payable Policy and the Procurement Card Policy.
- Hired a Finance Clerk to replace a retiring staff team member.

- Integration of the Assistant Town Manager requested position with the Purchasing Agent and Budget Analyst positions previously requested. This position will enhance administrative support for the Town Manager as well procurement activities and provide analytical data during the year and especially during the budget process. For a more detail description of this position, please visit the Exhibit Section of the budget document.
- This position would:
 - assist the Town Manager with administrative responsibilities;
 - oversee the Purchasing Agent functions in the procurement of bids, RFP/RFQ processes, establish and track purchase specifications as well as achieve savings through bulk purchases; and
 - assist with the budget process as Budget Analyst through computations for wages and benefits, graphic analyses, trending and benchmarking data.
- Maintain and improve excellent customer service.

Accounting

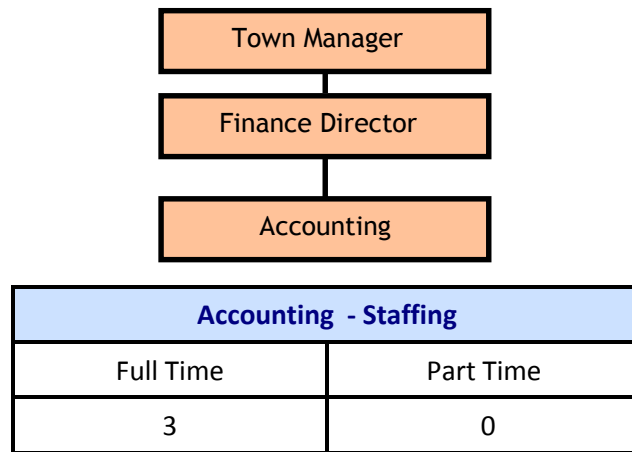
Activities, Functions and Responsibilities

The Finance Department Accounting Division is responsible for the overall administration of the Finance Department. This office includes the personnel and benefit costs for the Finance Director, Deputy Finance Director and Accountant. The Accounting Division is responsible for cash management and investment of town funds, issuing short and long term bonds, periodic and annual financial reports, budget preparation, annual audit preparation and the related costs associated with compliance with mandatory and regulatory requirements. Additionally, this division works closely with all school and town department and staff to ensure the accuracy and reporting for accounts payable, accounts receivable, risk assessment, infrastructure maintenance, finance software integrity maintenance and processing and printing school and town accounts payable checks and school payroll direct deposit forms.

SUCCESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- Successfully created and implemented the new budget format document for the Town.
- Prepared budget trending data, ratios and charts for the annual audit, annual budget and bond documents.
- Tenth-consecutive year to be awarded the Certificate of Achievement for Excellence in Financial Reporting for the annual audit (CAFR).
- The following Policies were created or updated: Purchasing, Cash Receipting, Rescue Billing, and ProCard.
- Prepared and issued \$6,085,000 in Bonds for capital improvement projects that included purchases of or improvements to: buildings, sidewalks, municipal equipment, roads and technology.
- Completed the 2014 Comprehensive Annual Financial Report with the firm of MacPage, LLC, also known as the Town's annual audit.
- Worked with Federal Auditors, from Washington DC, on the HIDTA audit. HIDTA is an acronym for High Intensity Drug Trafficking Area.
- Began understanding and learning the new Affordable Care Act requirements.
- Prepared and awarded a bid for checking and banking services.
- Hired a Finance Clerk to replace a retiring staff person.
- Processed 6,929 journal entries.
- Continue to update financial policy manuals. The goal is to update two per year.
- Establish finance procedural manuals.
- Receive the Certificate of Achievement for Fiscal years 2016 and 2017.
- Expand electronic green (paperless) services by reducing the number of accounts payable (A/P) checks issued. In FY2015 we issued 9,886 A/P checks. Our estimated FY 2016 A/P checks issued is 9,750.
- Reduce paper usage and expand green services by issuing 2016 W-2s electronically.
- Enhance budget analysis capabilities to assist both the Town Manager and Finance Director in the preparation of the annual budget, annual audit, trending data, graphs and other related requests for information. For a more detail description of this position, please visit the Exhibit Section of this budget document.
- Oversee the application of the Finance Department procedure manuals.
- Oversee the continued cross-training of staff in all finance divisions.
- Issue 2016 bonds



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	283,131	293,166	296,810	306,883	10,073	3.4%
Contracted Services	36,425	34,227	44,130	44,495	365	0.8%
Services and Charges	-	-	-	-	-	0.0%
Supplies	6,200	5,788	5,200	5,600	400	7.7%
Property	1,418	-	1,500	1,300	(200)	-13.3%
Other Costs	14,143	4,754	10,800	10,500	(300)	-2.8%
Total Expenditures	341,317	337,934	358,440	368,778	10,338	2.9%

BUDGET DRIVERS

- The increase in the Wage & Benefit lines cover the addition of one third of the Assistant Town Manager position that we are requesting to assist with the budget analysis and preparation. This position continues to be a need to assist with budget preparation, free up staff time to work on the annual audit and provide trending data and other financial requests from elected officials and citizens.
- Increased training costs for current and new employees to further enhance skills with the financial software packages and for training on new regulatory requirements.
- Office supplies - MICR toner for check printing costs have increased as well as the frequency that we are required to replace the toner.

ACTIVITY INDICATORS

For Town and School Department:

W-2s	1,388
Fixed Assets	6,648
Accounts	4,348
Journal Transfers	6,929
Bank Transfers	870
Vendor Electronic Transfers	580

Assessing

Activities, Functions and Responsibilities

The Town Assessor’s Office is responsible for discovering, listing, equalizing, and valuing all taxable and exempt property, real and personal, within the Town of Scarborough for the purpose of taxation. These duties and responsibilities are completed annually and must comply with Maine Taxation Statutes. Discovery is accomplished by reviewing deeds, surveys, subdivision plans, mailing of taxpayer list declaration forms, building permits, etc. Site inspections for building permits and verification of current data is important to the determination of value. Data entry of all property changes of ownership and /or value is required for the preparation of the tax roll. The tax roll is then committed to the Tax Collector for collection of taxes to raise funds for the Town and School budgets approved by the Town Council.

The Assessor’s Office is a clearinghouse of information for property owners, title companies, real estate brokers, attorneys and appraisers, as well as other Town Departments. It maintains historical and current data on each property, such as ownership, parcel boundaries, land and structure inventories, property characteristics and exemptions for institutions and individuals such as veterans, blind and homestead.

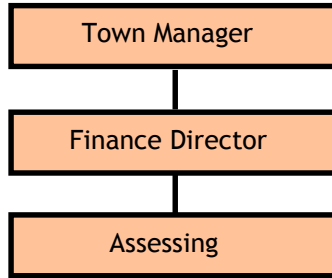
SUCSESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- Successfully adopted new shared assessing model with the Town of Cape Elizabeth.
- Inspected over 350 properties and completed all associated updates to assessments based on permits or reviews.
- Reviewed and updated assessments on approximately 900 personal property accounts.
- Continued the practice of annually updating property value to maintain equity.
- Created in excess of 50 new lots due to land divisions and continued development trends.
- Assisted in updating the Property Tax Assistance Program qualifications and assisted in the ordinance update.

- Continued successful shared services model with Cape Elizabeth for providing assessing services.
- Review of commercial assessments, specifically large scale multi-family housing and industrial flex space.
- Evaluate alternatives to current tax assessment software.
- Maintain and improve customer service.
- Successfully integrate new employee to office staff due to Sara Salisbury’s retirement.
- Assist in projections related to new Tax Increment Financing Districts.

Assessing



Assessing- Staffing	
Full Time	Part Time
2	1

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	238,699	207,150	147,546	152,829	5,283	3.6%
Contracted Services	13,349	8,947	62,266	63,220	954	1.5%
Services and Charges	-	-	-	-	-	0.0%
Supplies	1,101	1,059	2,500	2,500	-	0.0%
Property	950	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	254,100	217,156	212,312	218,549	6,237	2.9%

BUDGET DRIVERS

- Wage & benefit costs include increases due to a 1.8% Cost of Living Adjustment and 1.25% step increase for employees meeting expectations in accordance with the performance evaluation policy.
- Contracted services for Tax Assessor increased by 1.8% in step with the Cost of Living adjustment.
- All other expense elements remain flat funded.

ACTIVITY INDICATORS

- Permit Review & Inspection.
- Personal Property development goals.
- Creation of new lots due to lot divisions and new subdivisions.
- Administration of updated Property Tax Assistance Program.

Revenue Office

Activities, Functions and Responsibilities

The Finance Department Revenue Division is responsible for customer service for billing and payment processing for property taxes, special assessments and unpaid delinquent rescue invoices; other general invoices billed by town departments; as well as other miscellaneous accounts receivable processing. Additionally, this division receives payment for and issues vehicle registrations, hunting and fishing licenses, beach parking permits, boat launch permits and snowmobile, boat and ATV registrations.

The Town of Scarborough is also an agent for the State of Maine Bureau of Motor Vehicles and Inland Fisheries and Wildlife. As such, the Revenue team is responsible for reporting on the various State fees and permits, paid to and issued by the Town, and remitted to the State.

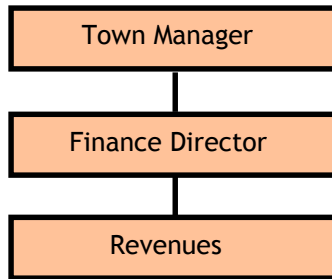
SUCSESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- 47,853 receipts processed.
- 78.8% of all receipts posted are processed in the revenue office.
- Issued 9,797 property tax bills.
- 99.01% property taxes collected through June 30, 2015.
- Processed 26,619 Excise Registrations, Hunting & Fishing Licenses and various other permits.
- Created a more efficient process for collecting unpaid rescue invoices.
- Effectively worked on a cross-training process for the Revenue office.
- Assisted in the process for seven residents to re-establish ownership of their property after automatic foreclosure by the town, per State statutes.

- Continue friendly, high quality customer services for residents, non-residents, staff and vendors.
- Establish an online payment processing for property taxes.
- Continue to create procedure manuals for all processes in the Revenue office.
- Continue cross-training process for all aspects of the Revenue office.

Revenue Office



Revenues - Staffing	
Full Time	Part Time
5	0

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	279,189	279,223	311,230	322,513	11,283	3.6%
Contracted Services	34,130	35,668	36,075	36,975	900	2.5%
Services and Charges	-	-	-	-	-	0.0%
Supplies	2,563	2,416	2,800	2,800	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	3,469	3,423	3,425	3,390	(35)	-1.0%
Total Expenditures	319,351	320,731	353,530	365,678	12,148	3.4%

BUDGET DRIVERS

- Personnel costs increased due to 1.8% COLA and 1.25% step increases and training for staff
- Increase in snowmobile club payment per Council action
- Increase in credit card fees not currently passed on to the customer in Community Services
- Increase in filing fees for the Registry of deeds for liens and discharges
- Increase in postage costs for mailing tax bills, required notices to delinquent tax payers and rescue billing.
- The Homestead exemption from \$10,000 to \$15,000, this will result in a decrease in the overall property taxes committed by the Assessor, however, the State is tasked with reimbursing municipalities for this lost revenue.

ACTIVITY INDICATORS

- 18,255 Excise registrations
- 949 Boat registrations
- 487 Snowmobile registrations
- 548 Hunting/Fishing licenses sold
- 212 ATV registrations
- 9,797 Tax bills issued
- 725 Beach passes sold
- 686 Senior Beach passes issued
- 61 Boat launch passes sold
- 75 Documented vessels billed
- 388 Delinquent rescue bills processed
- 14,788 Invoices processed

Purchasing Office

Activities, Functions and Responsibilities

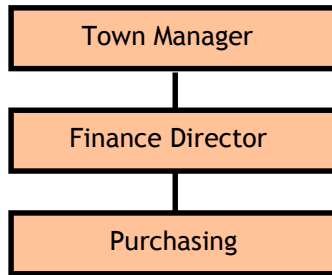
The Finance Department Purchasing Division is responsible for procuring goods and services for all departments. This includes directing, supervising and coordinating the preparation of technical specifications for all purchases and construction activities for the Town. Purchasing works closely with every department to ensure the town receives the most favorable cost for the goods and services received. Additionally, purchasing oversees the payment for goods and services for the town and works with the school department to process and print their checks.

SUCSESSES & ACCOMPLISHMENTS 2015

- Serviced over 5,600 vendors and oversaw the processing of 14,788 non-school invoices.
- For fiscal year 2015, Purchasing initiated and secured bids for 18 projects including: Mowing and grounds maintenance for the elementary schools and Public Library; Plow trucks with gear and sander; Four Wheel Drive Loader; Road reconstruction projects for Public Works; Police cruisers and SUV with canine unit; Ammunition for Public Safety; Masonry services; Pumper Fire Apparatus; Cardiac Monitor Defibrillator Equipment; Roof Repairs for Engine 6; Organic Turf Maintenance; Electric Car lease for Planning; as well as several 3/4 Ton Pick Up Trucks for the School Department.
- Tracked the savings for two solar powered buildings. Installed two electric car charging stations now available to Town residents and staff.
- Purchasing has taken an active role in monitoring all utility usage.
- Moved forward with our Tri-Generation Project. Worked with the school department and Central Maine Power to access their information as they are the biggest consumer of natural gas and electricity. This is an exciting new project which is envisioned to benefit the whole Town of Scarborough.
- Worked with Maine Power Options to secure heating oil pricing for the next two fiscal years.

GOALS & PRIORITIES 2016-2017

- Use the Tri-Generation facility to learn more about alternative utility options. Continue to track all utilities and use this information to move forward with other solar and alternative energy projects to save the Town money and help our environment.
- Work with our financial software vendor, Munis, to allow scanning of procurement card vendor statements and receipts.
- Cross-train staff to maximize staff potential.
- More fully utilize the Bid Management Module to its fullest potential. This will allow the vendors and departments the ability to track their bids online and be notified via workflow when bids become available and are awarded.
- Continue friendly, high quality customer services for residents, non-residents, staff and vendors.
- Promote greater transparency through the use of the Town’s Vendor Self-Service portal located on the Town website at: <http://www.scarboroughmaine.org/departments/finance/purchasing>.



Purchasing - Staffing	
Full Time	Part Time
1	0

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	61,184	62,993	67,238	70,885	3,647	5.4%
Contracted Services	306	98	690	440	(250)	-36.2%
Services and Charges	-	-	-	-	-	0.0%
Supplies	25	100	100	100	-	0.0%
Property	240	-	600	-	(600)	-100.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	61,755	63,191	68,628	71,425	2,797	4.1%

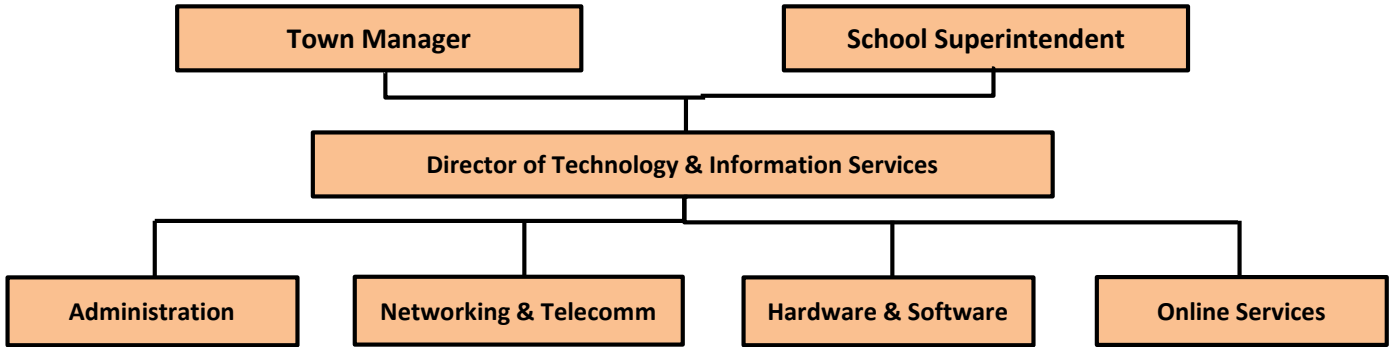
BUDGET DRIVERS

- The increase in Wage & Benefit lines cover the addition of one third of the Assistant Town Manager position that we are requesting to assist with procurement activities of the town. This position will help create efficiencies and reduce costs by streamlining and centralizing the purchasing functions for all departments.
- Working to negotiate a contract with Sprint to lower cell phone costs.

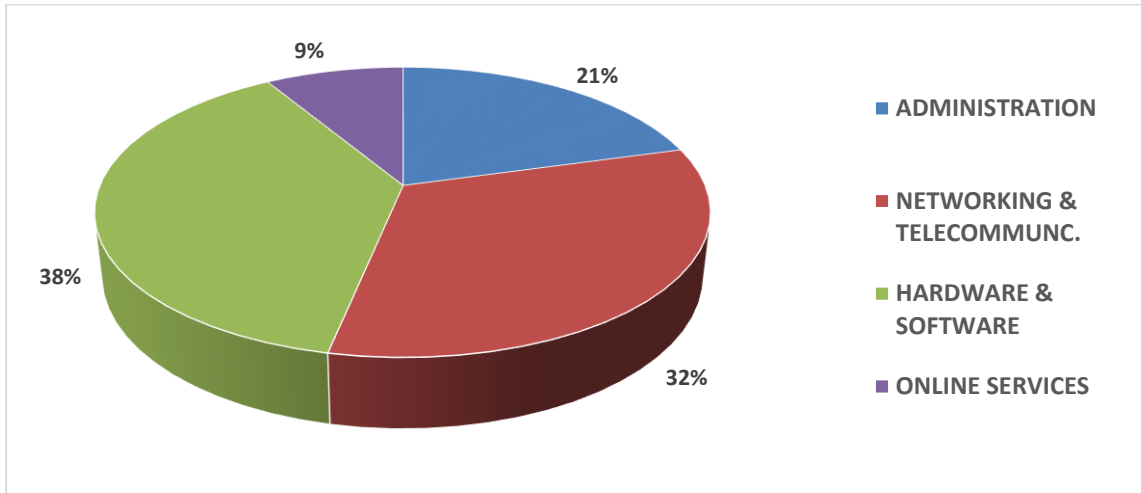
ACTIVITY INDICATORS

Bids	18
Procurement Card	4,481
Vendors	12,569
1099s	134
Checks	9,884
Invoices-Town	14,788
Invoices-School	8,328

Technology & Information Services



Technology & Information Services - Total Staffing	
Full Time	Summer Positions
8	4



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	571,518	665,263	721,687	730,758	9,071	1.3%
Contracted Services	20,702	18,268	20,300	22,300	2,000	9.9%
Services and Charges	315,710	402,252	415,659	424,372	8,713	2.1%
Supplies	3,406	6,054	6,000	6,000	-	0.0%
Property	11,380	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	922,716	1,091,837	1,163,646	1,183,430	19,784	1.7%

Technology & Information Services

Activities, Functions and Responsibilities

The Scarborough IT Department is a shared services model facilitating and maintaining the technology needs of both the Town and School District (**See Exhibit: 6 (Tab 9) for allocation of costs**). We currently have eight full-time employees who service 3,100 students and nearly 1,000 active employees throughout 17 locations. Town-wide, our team supports over 6,500 devices including 500 PCs, 200 mobile units, 4,100 laptops and several hundred projectors and interactive devices.

In addition to end-user technology, the IT Department also manages a complex infrastructure of fiber and wireless networks and the telecommunication system. Between the School and Town, our staff maintains at least 50 critical applications both internally hosted and cloud based, as well as the Town and School department public web sites and intranet and a variety of other social media outlets.

Routine department tasks include managing the shared services help desk, imaging and deploying devices, cyclical replacement and upgrading of hardware and software, implementation and maintenance of town-wide A/V systems and developing/coordinating the delivery of technical training and documentation. The department is also responsible for a volume of special projects as defined by both Town and School departments.

Outside of salaries, network and telecomm infrastructure and the acquisition and maintenance of hardware and software comprise the majority of the Technology and Information Services Department budget. These areas cover purchases of end-user laptops, desktops, printers and peripherals, infrastructure equipment including servers, switches, routers, and cabling, as well as software as a service (SaaS), online subscription and local client licensing and applications.

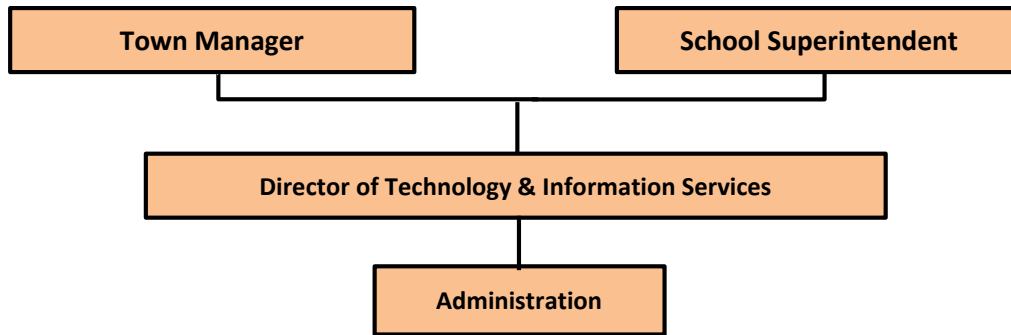
SUCSESSES & ACCOMPLISHMENTS - 2015

- Successfully deployed 1:1 technology at the high school, including device purchase, configuration, distribution, training and technical integration.
- Redeployed existing high school laptop and desktop devices to other phase levels as needed.
- Completed School district migration from internal drives to Google drive.
- Completed School district migration from Outlook to Gmail.
- Facilitated the implementation of a new Public Works core system, City Works.
- Conducted requirements definition sessions and initial scope for K2 technical refresh.
- Began scoping project for Town migration from Outlook to Gmail or Office 365.
- Completed re-configuration of central server room in Town Hall, including implementing a whole room UPS for Town Hall Server Room
- Migrated 90% of Servers to VMware cluster - improving reliability, performance and ease of backup restoration
- Replaced older Cisco firewall with Sophos Application firewall (Sophos UTM) which allows us to do SPAM filtering, application filtering, web filtering and firewall on one box.
- Completed Old Orchard Beach dispatch migration.
- Scoped solution for improving IMC speeds with OOB.
- Facilitated new online MEA testing
- Completed projector replacement at High School

GOALS & PRIORITIES 2016-2017

- Deploy Windows 10 district-wide.
- Complete K2 technical refresh.
- Complete migration from Huddle to Google.
- Facilitate implementation of HR online performance evaluation software.
- Facilitate online MEA testing.
- Complete deployment of Citrix solution for OOB IMC connectivity.
- Spec model for shared services with other municipalities and school districts.
- Continue scope of work for migrating the Town to Google or Office 365.
- Complete transition to SCCM for software deployment.
- Begin scope for MLTI and Middle School tech refresh.
- Continue Business Continuity and Disaster Recovery planning
- Upgrade core switch with (2) 10GB interface cards to eliminate single-point-of-failure and increase redundancy, speed and reliability.
- Complete cart replacement at Middle School.
- Complete physical reconfiguration of IT department.

Administration



Activities, Functions and Responsibilities

The Administrative Division is responsible for the overall management of the Technology & Information Services Department and staff. We oversee creation and distribution of the annual department budgets, the asset management program, and information security policies, procedure and training. On an as-needed basis, the group also participates in strategic, long-range infrastructure and policy planning.

Additionally, this team conducts project management protocols for major Town/School initiatives and manages vendor relationships from purchasing to ongoing maintenance and training programs.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	558,811	647,788	227,864	236,528	8,664	3.8%
Contracted Services	418	144	500	500	0	0.0%
Services and Charges	1,545	565	3,500	4,000	500	14.3%
Supplies	3,406	3,399	4,000	4,000	0	0.0%
Property	11,380	-	-	-	0	0.0%
Other Costs	-	-	-	-	0	0.0%
Total Expenditures	575,559	651,897	235,864	245,028	9,164	3.9%

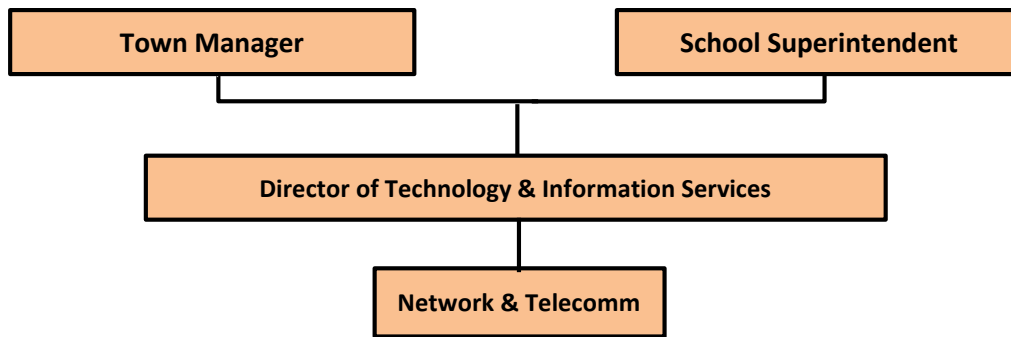
BUDGET DRIVERS

- Primary budget driver will include standard salary increases for department staff.
- Training programs for improved leadership and management skills, and continuing education for improved baseline skills.

ACTIVITY INDICATORS

- Eight full-time employees
- Four part-time summer employees
- Seven major projects in 2016/17
- Purchasing and inventory of all technical assets Town-wide
- Management oversight of operating and CIP tech budgets for both Town and School

Networking & Telecomm



Activities, Functions and Responsibilities

The Networking & Telecommunications Division provides maintenance and management of the Town’s network, including an extensive fiber backbone and wireless functionality, a complex telecommunication system, our mobile environment, a variety of centralized print solutions, internet connectivity and filtering, and backend hardware infrastructure.

The team is instrumental in behind-the-scenes implementation of major town-wide projects including the most recent initiatives to provide the High School with one-to-one devices and virtualizing much of our core hardware while consolidating applications and databases. Additionally, provides critical support for disaster recovery, business continuity, and information security projects.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Contracted Services	20,284	18,124	19,800	21,800	2,000	10.1%
Services and Charges	89,947	145,687	107,464	112,580	5,116	4.8%
Supplies	-	1,655	-	-	0	0.0%
Property	-	-	-	-	0	0.0%
Other Costs	-	-	-	-	0	0.0%
Total Expenditures	110,821	166,628	371,404	385,254	13,850	3.7%

BUDGET DRIVERS

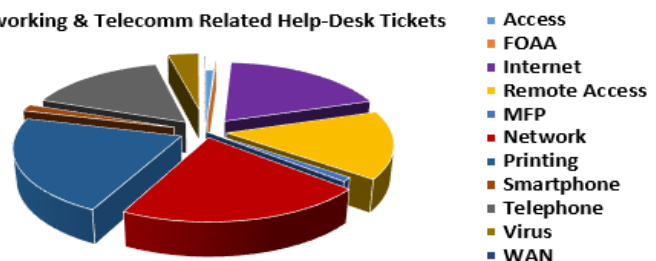
- Upgrade core switch with (2) 10GB interface cards to eliminate single-point-of-failure and increase redundancy, speed and reliability. (See CIP Budget)
- Ongoing maintenance costs of network infrastructure.

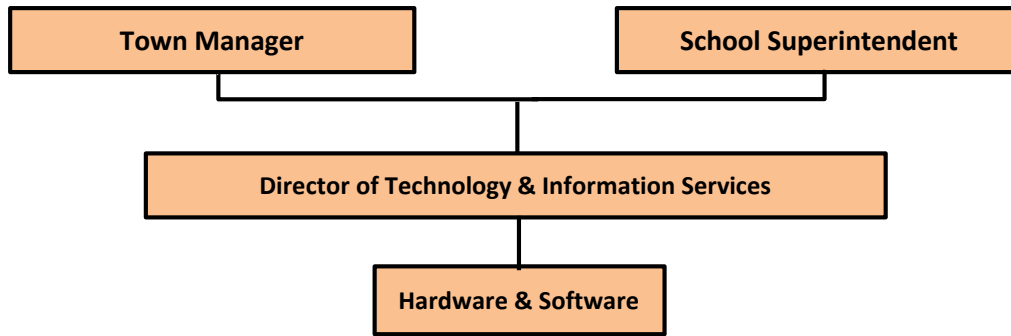
ACTIVITY INDICATORS

- 17 active locations
- 90 switches
- 62 servers
- 750 telephones
- 147 printers/multifunctional printers
- 135 WAPs

Hardware & Software

Networking & Telecomm Related Help-Desk Tickets





Activities, Functions and Responsibilities

The Hardware/Software Division is responsible for purchasing, configuration, imaging, testing and deploying new hardware and software Town-wide. Additionally, we find, develop and/or assist with training for both staff and students. This group researches new technologies and software solutions and deploys/oversees pilot programs for beta testing and reporting.

In most cases, our staff will assume administrative responsibilities for managing users, admin controls, data maintenance, report functionality, connectivity and security on hardware and within software applications. Often, the group will also negotiate the licensing contacts and monitor/maintain the licenses within the agreements.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	12,117	16,312	176,674	167,890	(8,784)	-5.0%
Contracted Services	-	-	-	-	0	0.0%
Services and Charges	207,365	235,990	278,695	282,792	4,097	1.5%
Supplies	-	-	-	-	0	0.0%
Property	-	-	-	-	0	0.0%
Other Costs	-	-	-	-	0	0.0%
Total Expenditures	219,482	252,303	455,369	450,682	(4,687)	-1.0%

BUDGET DRIVERS

Software

- Implementation and annual fees for new online employee performance evaluation package for HR
- Possible migration to cloud based solution, Office 365

Hardware

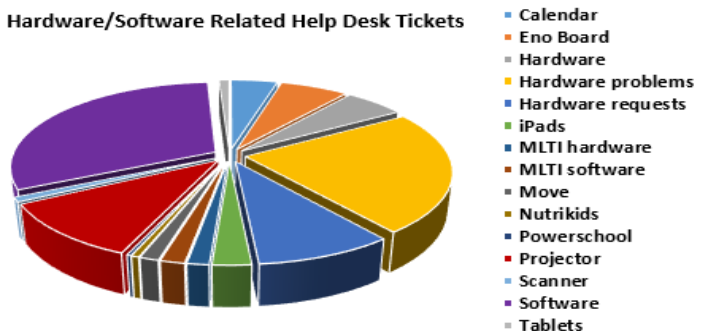
- Decrease in overall hardware costs, primarily due to recent hardware upgrades over past two years.

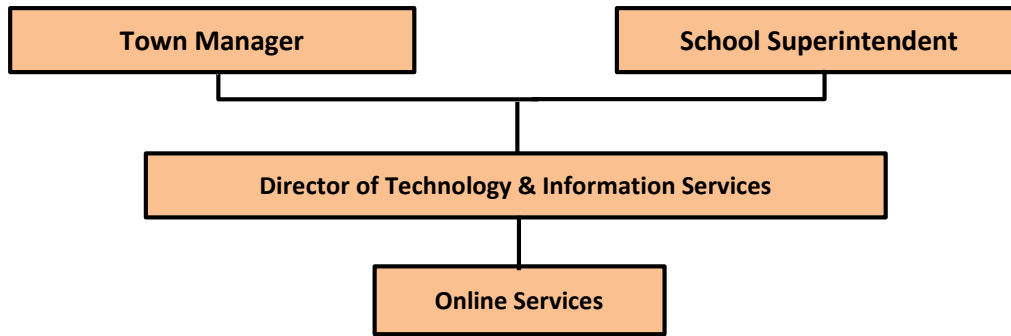
ACTIVITY INDICATORS

- 4,200 laptops
- 200 mobile units
- 375 desktop PCs
- 85 interactive boards, 270 projectors
- 125 document cameras
- 50 critical applications
- 16 major databases

Online Services

Hardware/Software Related Help Desk Tickets





Activities, Functions and Responsibilities

The Online Services Division provides staff and citizens access to information both internally and externally. They develop applications, build sites, maintain social media channels, assist with staff and department online communication, and facilitate special projects such as surveys, online marketing campaigns and information blasts.

When needed, the team provides support in deploying online payment functionality and administering online subscription services. Additionally, we build and maintain the Town-wide help-desk system.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	-	-	73,009	75,466	2,457	3.4%
Contracted Services	-	-	-	-	0	0.0%
Services and Charges	16,853	20,010	26,000	25,000	(1,000)	-3.8%
Supplies	-	1,000	2,000	2,000	0	0.0%
Property	-	-	-	-	0	0.0%
Other Costs	-	-	-	-	0	0.0%
Total Expenditures	16,853	21,010	101,009	102,466	1,457	1.4%

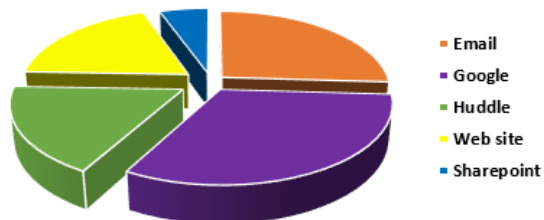
BUDGET DRIVERS

- Possible migration of RecTrac to cloud hosting

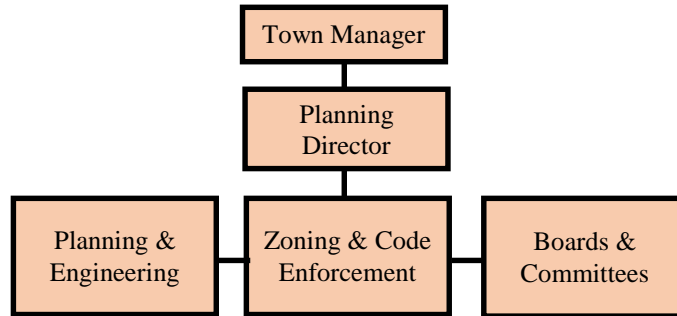
ACTIVITY INDICATORS

- www.scarboroughmaine.org
- www.scarboroughschools.org
- 3,000+ email accounts
- School intranet
- Town intranet
- 10+ interactive online applications
- Help desk ticketing system with nearly 5,000 active tickets
- New social media channels including Facebook And Twitter

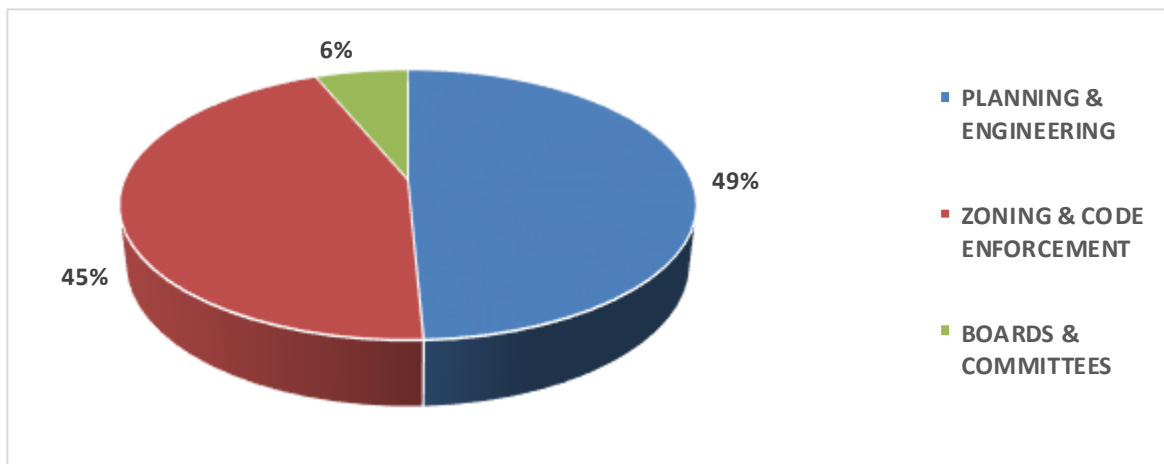
Online Services Related Help Desk Tickets



Planning and Code Enforcement Department



Total Staffing All Divisions	
Full Time	Shared Positions
8	1



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	709,660	659,589	756,310	788,644	32,334	4.3%
Contracted Services	199,134	231,641	150,900	150,900	-	0.0%
Services and Charges	4,368	5,249	3,250	3,250	-	0.0%
Supplies	8,843	9,276	7,000	7,900	900	12.9%
Property	-	158	-	-	-	0.0%
Other Costs	284	418	575	575	-	0.0%
Total Expenditures	922,289	906,330	918,035	951,269	33,234	3.6%

Planning and Code Enforcement Department

Department Activities, Functions and Responsibilities

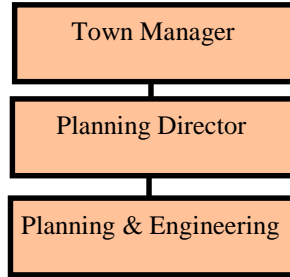
The Planning and Code Enforcement Department is responsible for guiding the growth and development of Scarborough through both long range planning as well as development review, building and construction inspection, and zoning, land use, engineering, and building code administration and enforcement. The Planning and Code Enforcement Department also provides staffing, guidance and funding to a range of boards and committees related to these activities and responsibilities. Our department strives to perform these responsibilities in a proactive, thoughtful, fair and consistent manner. For the purposes of this budget report we've categorized the department into three groups or divisions, the Planning and Engineering Division; Zoning and Code Enforcement Division; and Committees.

SUCCESSES & ACCOMPLISHMENTS - 2015

GOALS & PRIORITIES 2016-2017

- Led the public process for and adoption of a new “character-based” zoning code for the Higgins Beach area
- Crafted a Long Range Municipal Facilities Plan to provide a framework for addressing town facility needs
- Secured Federal Funding for a watershed planning initiative to guide the restoration of the Phillips Brook watershed
- Restored segments of Red Brook to improve the health of the stream and watershed in partnership with Public Works
- Guided the establishment of a Complete Streets Policy and a Crosswalk Policy in partnership with the Transportation Committee and Public Works
- Provided proactive zoning solutions for “small batch” processing; solar panels in residential common areas; and flexibilities for multi-family housing
- Enhanced our inspections and oversight of erosion control, stormwater management and related environmental best practices
- Initiated and managed key infrastructure projects, including the Holmes / Payne Rd intersection improvements and the Broadturn Rd sewer extension for the Habitat for Humanity project
- Worked to rid Town of “Dangerous Buildings”
- Guided significant development projects through permitting including the Avesta Housing Southgate project, Leighton Farms, Habitat for Humanity project, and Martins Point medical office
- Further our Stormwater Program and Initiatives to protect our marsh, beaches and waterways, including acquiring local stormwater permitting authority from the Maine DEP, implementing the Red Brook Watershed Plan, and leading the Phillips Brook Watershed Planning process
- Work with the State Community program and prepare for an update of the Town’s Comprehensive Plan, including assessing our land use and development ordinances, approaches, growth management measures and fiscal impacts
- Consider additional zoning improvements within our Beach Communities and track the effects of the Higgins Beach Character Code
- Help establish funding and enable construction of the remaining 1.6 miles of the Eastern Trail from South Portland to Scarborough
- Implement the Town’s Complete Streets Policy working with Public Works and the Transportation Committee on improvement projects such as Pine Point Rd, Gorham Rd and others
- Consider participating in the Community Rating System program to help reduce insurance premiums of flood policy homeowners
- Continue to implementation of the Oak Hill Pedestrian Plan, including pedestrian, bicycle and transit improvements in the Oak Hill area.
- Expand public relations and education on local codes, land use, transportation and other department initiatives
- Enhance and reorganize our Zoning Ordinance to make it more user-friendly, concise and consistent
- Continue to improve building inspection process, including electrical inspection safety/proficiency

Planning and Engineering Division



Planning and Engineering Total Staffing	
Full Time	Shared Position
4	1 & 1 Proposed

Activities, Functions and Responsibilities

The primary activities and functions of our Planning and Engineering Division include advising the Planning Board in the review and approval of development projects; assisting applicants and the public with the development review process; performing engineering review, inspections and services; guiding the design, permitting and construction of various transportation and town infrastructure projects; and conducting short and long-range planning studies and initiatives regarding land use, transportation, open space and natural resource conservation, housing, and infrastructure planning.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	349,372	332,608	375,671	386,347	10,676	2.8%
Contracted Services	119,698	160,542	77,000	77,000	-	0.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	4,378	5,646	3,650	5,450	1,800	49.3%
Property	-	158	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	473,448	498,955	456,321	468,797	12,476	2.7%

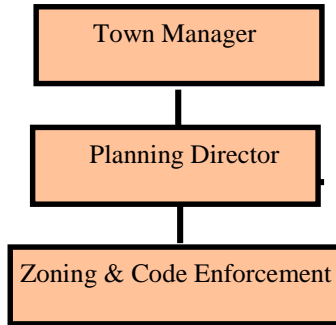
BUDGET DRIVERS

- Personnel costs include general cost of living and benefit adjustments
- Proposed Shared Sustainability Coordinator Position (1/2 of a position) contributes to an approximately \$32,000 increase in this Division of our Department’s budget (**Not in proposed budget, See Exhibit: 2-B - Tab 9**)
- A modest increase in funding for employee training based on the continuing educational needs of our staff and the increase in local review authority that we’ve consistently been taking on

ACTIVITY INDICATORS

2015	Quantity	Projected FY 2016 - 2017	Quantity Projected
Subdivisions Reviewed:	10 - (117 lots)	Subdivision and Site Plan Development Activity Projected to Sustain and Increase	
Multi-Family Developments:	2 - (82 units)		
Site Plans Reviewed:	4 - (23,071 S.F.)		
Site Plan Amendments:	10 - (50,614 S.F.)		
Contract Zones / Amend:	3	Zoning Initiatives:	4 to 6
Zoning Initiatives:	6	Revitalization Plans:	1
Transportation Projects:	6	Transportation Projects:	6 to 8
Stormwater Initiatives:	4	Stormwater Initiatives:	5

Zoning and Code Enforcement Division



Zoning and Code Enforcement - Total Staffing	
Full Time	Shared Positions
4	1

Activities, Functions and Responsibilities

The primary activities and functions of our Zoning and Code Enforcement Staff include enforcing local, state and federal regulations that apply to building construction and development, and inspecting the wide range of new development and redevelopment that occurs in Scarborough. Code Enforcement reviews and approves plans, and issue permits, and conduct inspections for construction, electrical, plumbing, heating and other land use activities to ensure building construction and development meet land use standards and life safety codes, sound building practices, and environmental protections. Code Enforcement staff play a key role in provide guidance to applicants and the public on our codes, zoning and the development process.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	357,912	325,056	377,069	398,644	21,575	5.7%
Contracted Services	25,794.41	22,607.85	19,000.00	19,000.00	-	0.0%
Services and Charges	4,368	5,249	3,250	3,250	-	0.0%
Supplies	4,465	3,452	3,250	2,350	(900)	-27.7%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	392,540	356,365	402,569	423,244	20,675	5.1%

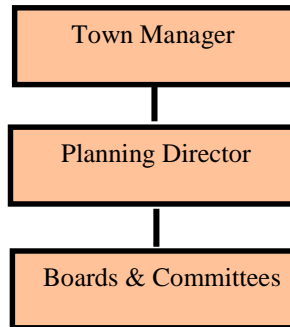
BUDGET DRIVERS

- Personnel costs include general cost of living and benefit adjustments
- A decrease in our vehicle fuel budget due to use of two all-electric inspection vehicle (EVs)
- A modest increase in funding for employee training based on the continuing educational needs of our staff and the increase in local review authority that we've consistently been taking on
- An increase in Books / Periodicals to fund purchase of new building code resources for State required code updates

ACTIVITY DRIVERS

Growth Permits:	111	Construction activity is projected to be sustained or increase in FY '17 as the economy improves and interest in development remains steady.
Plumbing Permits:	346	
Electrical Permits:	534	
Building Permits:	722	
Single-Family Dwellings:	91	
Condo Units:	6	Community Rating System - process initiation takes considerable staff time
Multi-family Units:	32	
Accessory Units:	7	Appeals to Zoning Board - likely reduced due to Higgins Beach Character Code administrative review process
Commercial add/renov:	82	
Retail buildings:	2	
Appeals to Zoning Board:	27	

Boards and Committees



Activities, Functions and Responsibilities

The Planning Board, Zoning Board of Appeals, Long Range Planning Committee, Conservation Commission, Transportation Committee and a variety of other planning-related committees (Historic and Affordable Housing) are provided staff time, guidance, and funding through the Planning and Code Enforcement Department for their activities and initiatives. These boards and committees are appointed by the Town Council and perform key roles in conducting review and approvals of new development and subdivisions; reviewing appeals, variances and other exceptions; and performing short and long range planning for the growth, development, transportation improvements and conservation for the Town of Scarborough.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	2,375.20	1,924.68	3,570.00	3,653.00	83	2.3%
Contracted Services	53,641.73	48,490.83	54,900.00	54,900.00	-	0.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	-	177	100	100	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	284	418	575	575	-	0.0%
Total Expenditures	56,301	51,010	59,145	59,228	83	0.1%

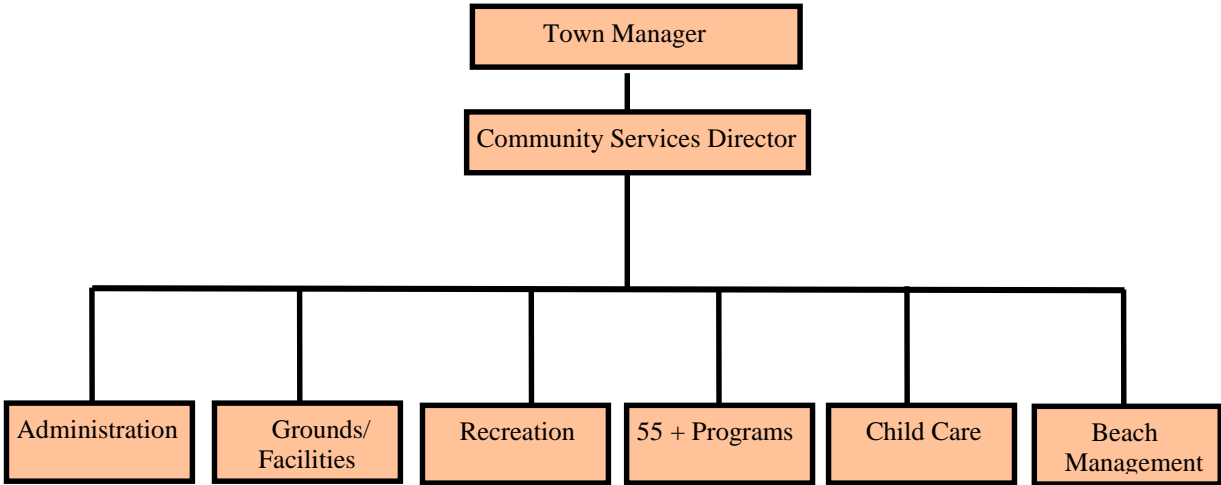
BUDGET DRIVERS

- Level funding to sustain initiatives and functions of boards and committees

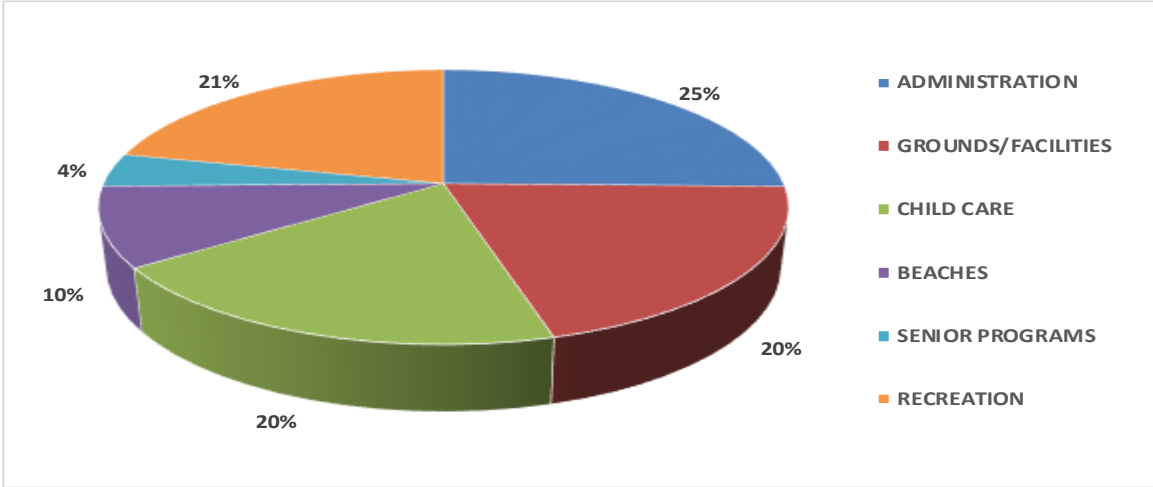
ACTIVITY INDICATORS

- | | |
|---------------------------------|-----------------------------|
| • Planning Board | Meets every Three (3) Weeks |
| • Zoning Board of Appeals | Meets Once (1) every Month |
| • Conservation Commission | Meets Once (1) every Month |
| • Long Range Planning Committee | Meets Once (1) every Month |
| • Transportation Committee | Meets Once (1) every Month |

Community Services



Total Staffing All Divisions		
Full Time	Part Time	Volunteers
15.5	95	195



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	1,539,794	1,590,283	1,635,825	1,686,382	50,557	3.1%
Contracted Services	269,416	302,387	292,536	308,786	16,250	5.6%
Services and Charges	266,765	290,316	247,164	282,714	35,550	14.4%
Supplies	293,113	304,075	278,399	264,586	(13,813)	-5.0%
Property	43,281	31,625	20,950	20,450	(500)	-2.4%
Other Costs	195,306	181,011	181,422	190,422	9,000	5.0%
Total Expenditures	2,607,673	2,699,697	2,656,296	2,753,340	97,044	3.7%

Administration

Activities, Functions and Responsibilities

Although Community Services initially started as a recreation department, it soon joined forces with the school department’s Community Learning Resource Center and quickly developed into a multi-faceted entity that offers town special events, child care programs, summer camps, maintenance of town facilities, parks, trails, and town beaches, scheduling of events for all sports fields, parks, school buildings, and the municipal building, as well as management of our public television access channel and various municipal and school projects as directed by the town manager.

Services and activities offered by this department are:

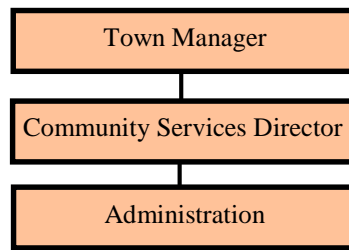
- Support services for all recreation programs and all other functions within the department.
- Referral services for the community at large.
- Assists in managing annual Special Events for the community - SummerFest, WinterFest, Santa in the Park and Tree Lighting, the 55+ barbecue, and the children’s Egg Hunt and Flashlight Hunt.
- Sponsor-A-Tree and Sponsor-A-Lightpost program in Memorial Park, offering *In Memoriam* plaques with each tree and lightpost.
- Ticket sales for sporting events, ski resorts, and amusement parks.
- Dragonfly program for mosquito control in Southern Maine communities and beyond.
- Management of community gardens.
- Passport Acceptance facility for the U.S. Department of State.
- Offer an annual Passport Day in Scarborough on a Saturday in March to accommodate working parents.
- Administrative responsibilities for the management of scheduling rooms in Scarborough’s school buildings and municipal building via an online reservation process.
- Administrative responsibilities for the management of scheduling reservations for all school and community sports fields and parks via an online reservation process.
- Management of our seven-zone Musco wireless lighting system for the Clifford Mitchell Sports Complex (which includes the turf field, track, McFarland Baseball Field, two softball fields, two basketball courts, and four tennis courts.
- Management of Scarborough Community Television public access channels (2 and 3) with Cable Program Manager and camera operators.
- Municipal and school projects as directed by the Town Manager.

SUCCESSES & ACCOMPLISHMENTS - 2015

GOALS & PRIORITIES 2015-2016

- | | |
|--|---|
| <ul style="list-style-type: none"> • 643 passports accepted for the U.S. Department of State. • Worked toward the completion of the Eastern Trail section from Nonesuch River to the Wainwright Recreation Complex in South Portland. Preliminary design and trail route selection have been established. Funding from MDOT, PACTS, and private donations totaling \$2.2 million. The estimate to complete the project is \$3 million. • Tri-generational natural-gas-fired generator project for the municipal building has been completed. • Planted a living tree in Memorial Park for the Town’s special event in December (Tree Lighting Ceremony and Santa in the Park). • Moved the Old Danish Village archway from U.S. Route One to Memorial Park; it was reconstructed for historical preservation. • Hosted another successful SummerFest and WinterFest. | <ul style="list-style-type: none"> • Sponsor a Lightpost (15) for Memorial Park to add lighting around the inside walking path to help illuminate the walking area. • Upgrade our RecTrac and WebTrac recreation software to web-based program in the fall of 2016. • Upgrade cable television studio equipment for airing town meetings in council chambers. The upgrade will support streaming on demand and digital broadcasting. • Begin construction on the outdoor “Senior Recreation Area” on the Municipal Campus.. Proposed construction of a walking path, four pickleball courts, horseshoe pits, bocce ball courts and pavilion area. |
|--|---|

Administration



Total Staffing	
Full Time	Part Time
4	1

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	409,505	436,415	446,797	459,965	13,168	2.9%
Contracted Services	52,626	54,702	52,845	53,045	200	0.4%
Services and Charges	41,503	47,123	65,108	95,358	30,250	46.5%
Supplies	118,193	116,948	94,200	82,987	(11,213)	-11.9%
Property	19,201	14,540	5,700	5,700	-	0.0%
Other Costs	956	1,567	500	500	-	0.0%
Total Expenditures	641,984	671,294	665,150	697,555	32,405	4.9%

BUDGET DRIVERS

- Each year we continue to review our fee structure to ensure we provide quality services while maintaining a high percentage of self-sustainability in our overall budget. This proposal represents an 82% self-sustaining budget. Please see **Exhibit: 7-A (Tab 9)** for a detailed history of Community Services’ steadily increasing self-sustaining budget.
- Personnel costs include increases as part of the new town-wide merit-based compensation plan adopted 2014 for full-time and part-time personnel.

ACTIVITY INDICATORS

- Processed approximately 5,000 to 6,000 activity registrations for youth recreation, 55+, and child care programs, special events (etc.).
- Processed over 640 U.S. passports for the U.S. Department of State. Please see **Exhibit: 7-B (Tab 9)** for more information regarding these trends.
- Sold 1,200 tickets.
- Processed 30,000 facility reservations (indoor facilities and outdoor fields and parks).

Grounds and Facilities

Activities, Functions and Responsibilities

Community Services is responsible for the maintenance and care of all town parks and facilities, athletic fields, and trails.

Services and activities offered by this department are:

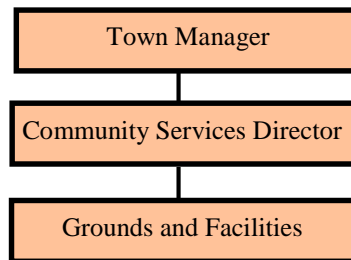
- Maintenance of 13 baseball/softball fields (sports complexes at High School, Middle School, Blue Point School, Peterson Sports Complex, Springbrook Park, and Willey Recreation Area).
- Maintenance of 15 rectangular fields for youth and adult leagues and the high school and middle school interscholastic sports programs (sports complexes at High School, Middle School, Peterson Sports Complex, Springbrook Park, Willey Recreation Area, Black Point Park, Memorial Park, and Oak Hill Professional Building).
- Maintenance of one outdoor track used for high school and middle school interscholastic sports programs, youth summer sports programs, and adult special events.
- Maintenance of outdoor ice rink and management of concession stand.
- Maintenance of five community garden plots.
- Maintenance and inspection of five playgrounds (Black Point Park, Peterson Sports Complex, Springbrook Park, Willey Recreation Area, and Blue Point Park).
- Maintenance of six tennis courts and three basketball courts (Mitchell Sports Complex and Blue Point Park).
- Maintenance of seven trails (Eastern Trail, Memorial Park, Peterson Sports Complex, Scarborough Middle School Sports Complex, Scarborough River Wildlife Sanctuary, Springbrook Park, and Willey Recreation Area).
- Maintenance of seven town parks (Black Point Park, Blue Point Park, Memorial Park, Peterson Sports Complex, Snowberry Ocean View Park, Springbrook Park, and Willey Recreation Area).
- Oversees the outdoor year-round maintenance and landscaping of the municipal building, Oak Hill Professional Building, Town Library, and the Hunnewell House.
- Maintain over 65 acres of turf/grass in Scarborough.
- Oversight of the organic/turf maintenance program for the Town of Scarborough.
- Trash collection throughout town at all beaches, parking areas, boat launching areas, and parks.
- Maintenance and upkeep of the town’s Municipal Building.
- Oversee operations and maintenance of Oak Hill Professional Building.

SUCSESSES & ACCOMPLISHMENTS - 2015

GOALS & PRIORITIES 2016-2017

- | | |
|---|---|
| <ul style="list-style-type: none"> • Organic turf management administration oversight. • Reconstructed skateboard park retaining wall. • Administered project to preserve the Hunnewell House from an infestation of powderpost beetles. • Completed installation of Tri-Gen project. • First Phase of municipal building security upgrade complete. • Waterproofing and soffit upgrades to Oak Hill Building. • Installed new bulkhead at the Oak Hill Professional Building and wrapped the sills with aluminum. • Installed a permanent tree for Santa in the Park. • Painted pickleball courts on the two Blue Point Park tennis courts and on the two outdoor basketball courts next to the town library. | <ul style="list-style-type: none"> • Illuminate existing walkways in Memorial Park for celebratory purposes at the holidays from the Sponsor-A-Lightpost program. • Stay up to date on changing technology in the organic program. • Work with Preservation Committee to preserve and protect various historical sites in town. • Work to refine the organic turf program because new technologies evolve all the time. • Air duct cleaning of municipal building heating system. • Complete the second phase of municipal building security system upgrade which includes video surveillance. • Reconstruction of restroom facilities on the lower level of the municipal building. • Add three more community garden plots at Black Point Park. |
|---|---|

Grounds and Facilities



Total Staffing		
Full Time	Shared with PW	Seasonal Part Time
5	1 (50%)	12

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	223,684	232,321	228,757	238,033	9,276	4.1%
Contracted Services	129,229	135,531	123,808	125,348	1,540	1.2%
Services and Charges	185,914	193,636	126,101	130,201	4,100	3.3%
Supplies	57,659	61,050	60,500	61,700	1,200	2.0%
Property	3,058	3,526	3,500	3,500	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	599,544	626,065	542,666	558,782	16,116	3.0%

BUDGET DRIVERS

- Organic program adopted in 2012.
- Extra seasonal staff needed for maintenance services during the spring, summer, and fall seasons.
- Additional maintenance due to extra field acreage created at new Wentworth School (snow plowing for all fire lanes and walkways).
- Added maintenance costs of the Tri-Gen project.
- Equipment maintenance and fuel costs. Please see **Exhibit: 7-C (Tab 9)** for a detailed list of Community Services' vehicles and equipment.

ACTIVITY INDICATORS

- Additional laborers to provide help to facilitate the organic program.
- 53 athletic fields maintained for baseball, softball, football, soccer, field hockey, and lacrosse.
- Additional laborers to help maintain additional athletic fields, parking lots, walkways, retention ponds (etc.) at the new Wentworth School.

Recreation Programs

Activities, Functions and Responsibilities

Youth Programs, Adult Programs, and Special Events

Community Services serves the community by offering recreational and educational programs to the youth and adult population throughout the entire year and serves to enhance the quality of life and enrich the physical and mental health of its citizens by providing fun and safe activities. This also includes annual special events for the entire community.

Youth Programs

- In-house soccer, basketball, and indoor soccer leagues
- Theater Camps
- Art Camps
- STEM Camps (Science, Technology, Engineering, and Math)
- Baseball Camps
- Softball Camps
- Track Programs
- Lacrosse Camps
- Wrestling Programs
- Soccer Camps
- Football Camps
- Field Hockey Camps
- Basketball Camps
- Volleyball Camps
- Tennis Lessons
- Swim Lessons
- Horse Back Riding Lessons
- Surf and SUP (Stand-Up Paddleboard) Lessons
- Ski and Snowboard Programs
- Dribbles (girls' performance dribbling basketball group)

Adult Programs

- Open Gym Basketball
- Healthline Exercise Program
- Surf and SUP (Stand-Up Paddleboard) Lessons
- Golf Lessons
- Tennis Lessons
- Soccer League
- Indoor Soccer League
- Flag Football League
- Basketball League
- Volleyball League
- Pickleball

Special Events

- WinterFest
- SummerFest
- 55+ Barbecue
- Santa in the Park and Tree Lighting Ceremony
- Children's Egg Hunt and Flashlight Hunt

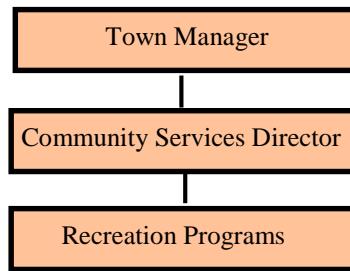
SUCCESSES & ACCOMPLISHMENTS - 2015

- One of the largest in-house soccer (625+), indoor soccer (230+), and basketball (350+) programs in the state.
- Over-40 sports and specialty camps throughout the year.
- Received a sponsorship donation from Town & Country Federal Credit Union for all soccer shirts.
- The revival of the Egg Hunt and Flash Light Hunt.
- New youth programs this year were Middle School Ultimate Frisbee and Volleyball clubs.
- New adult program was an over-30 soccer league in both spring and fall.

GOALS & PRIORITIES 2016-2017

- Add additional offerings for adult programming which includes the possibility of league play; i.e., ultimate Frisbee league, volleyball league, and co-ed softball league.
- Work with surrounding communities for adult programming.
- Continue to work with local business to help fund programs.
- Add additional programs based around technology, arts, and music.
- Look for sponsorships to assist in offsetting the cost of offering a new program -- Movies in the Park.

Recreation Programs



Total Staffing	
Full Time	Volunteers
2 - (60% & 70%)	150

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	297,640	297,809	313,001	325,299	12,298	3.9%
Contracted Services	31,185	29,998	31,000	36,500	5,500	17.7%
Services and Charges	-	-	-	-	-	0.0%
Supplies	60,034	57,521	59,700	57,200	(2,500)	-4.2%
Property	5,067	2,110	3,000	3,000	-	0.0%
Other Costs	176,608	155,725	160,122	167,122	7,000	4.4%
Total Expenditures	570,534	543,164	566,823	589,121	22,298	3.9%

BUDGET DRIVERS

- Number of programs offered.
- Amount of administrative support needed for each program.
- Supplies needed to run programs.
- Equipment for new programs as recreation trends change.

ACTIVITY INDICATORS

- Over 625 Fall Soccer participants.
- Over 350 Basketball participants.
- Over 230 Indoor Soccer participants.
- Over 40 Specialty Camps during the summer months.
- Over 120 skier and snowboarders partaking in snow sports.

See Exhibit: 7-D (9) - Historical Participation

55+ Programs (seniors)

Activities, Functions and Responsibilities

This program serves the 55+ population with programs and services for those persons living in Scarborough and the surrounding communities. Its mission is to give all seniors an opportunity to maintain dignity, enrich their quality of living, and actively promote participation in all aspects of community life. We work in conjunction with other organizations in the community to offer programs and services for this population.

Services and activities offered by this department are:

- Day trips around New England.
- Weekly lunches with entertainment or educational programs.
- Free once-a-month blood pressure readings at our weekly lunches.
- Theater trips offered to two local playhouses.
- Weekly trips to a Southern Maine restaurant for the Lunch Bunch group.
- Transportation offered to our day trips, lunches, BINGO program, and theater trips, all provided by our two Community Services buses.
- Door-to-door transportation for our trips and programs for those seniors who are unable to drive.
- Weekly BINGO at a local independent living facility.
- Monthly movie matinees at a local independent living facility.
- Membership discounts to area businesses.

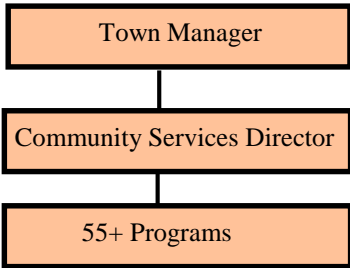
SUCSESSES & ACCOMPLISHMENTS 2015-16

GOALS & PRIORITIES 2016-2017

- Combined with South Portland and Cape Elizabeth senior programs to take a trip on the Hobo Railroad in New Hampshire.
- Established a drop-in center at the Wentworth School on Fridays for seniors to socialize.
- Installed horseshoe pits next to the high school tennis courts.
- Hired a new program coordinator for this position.

- Continue to increase participation in programs.
- Work with private organizations to discuss the potential for a community room for senior programming located within their facility in Scarborough. (Martin’s Point)
- Initiate use of social media to promote 55+ programming.
- Increase regionalization with other local municipalities to promote programming.
- Expand program offerings with additional proposed funding.

55+ Programs (Seniors)



Total Staffing	
Full Time	Part-Time
1	1

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	68,530	77,537	82,896	79,256	(3,640)	-4.4%
Contracted Services	3,373	3,808	4,200	4,200	-	0.0%
Services and Charges	1,250	2,188	3,500	3,500	-	0.0%
Supplies	4,499	5,211	4,499	4,499	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	13,257	17,620	14,500	16,500	2,000	13.8%
Total Expenditures	90,909	106,364	109,595	107,955	(1,640)	-1.5%

BUDGET DRIVERS

- Number of programs and field trips offered.
- Number of participants in new and existing programs.
- Supplies needed to run programs.

ACTIVITY INDICATORS

- 40 programs, including 35 separate day trips and five other separate programs (BINGO, senior lunches, Out-to-Lunch Bunch trips, theater, and iPad training).
- Approximately 375 active senior members.

Child Care

Activities, Functions and Responsibilities

This program serves the school-age children from Grades K to 8 with before- and after-school child care programs, all located at the child's school. Our mission is to promote the physical, mental, social, and emotional development of each child by providing a high-quality child care program. This program enriches the experiences of children as we view the home, school, community, and child care settings as complementary and interrelated domains that affect children's growth and development.

We are a non-profit recreational program complying with all the recommendations for the Licensing of Child Care Facilities established by the State of Maine.

Services and activities offered by this department are:

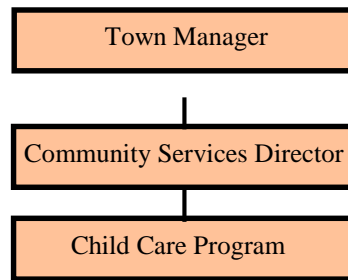
- Before-school care is provided at three primary school sites for Grades K to 2 (Blue Point, Eight Corners and Pleasant Hill Schools) and one elementary school site for Grades 3 to 5 (Wentworth School).
- Morning activities include quiet activities such as drawing, puzzles, cards, etc. Children are welcome to bring breakfast with them from home.
- After-school care is provided at three primary school sites for Grades K to 2 (Blue Point, Eight Corners and Pleasant Hill Schools) and one elementary school site for Grades 3 to 5 (Wentworth School), and one middle school site for Grades 6 to 8 (Scarborough Middle School).
- After-school child care activities for Grades K to 5 may include outside play or indoor physical activity, story time, special projects, clubs, homework time, arts and crafts, and table games; "Club Teen" after school program at the middle school includes homework time, outside time, and assorted activities such as board games, crafts and socializing. A nutritious snack is provided daily.
- Occasional "date nights" are offered to allow parents an opportunity to have some free time to go out to dinner, get some holiday shopping done, or just enjoy a night out on their own while their children enjoy pizza, crafts, active games and watching movies with their friends.
- Summer Recreation Camp is provided to campers entering Grades K to 9. On-site activities, such as art, gym, outside play, themed activities, and cooking, are provided. Field trips to amusement parks, water parks, and sporting events are scheduled each week.
- February and April vacation, teacher staff days, late-start mornings, and storm days are offered when school is closed. During these times we offer many different activities, which may include gym time, outside play, arts and crafts, projects, cooking, and occasional trips.
- An annual Bunny Hop and Flashlight Egg Hunt are special events offered in the spring.

SUCCESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- This program serves approximately 300 Scarborough children in one of the largest before- and after-care programs Scarborough has ever offered.
- Provide the highest quality care for the Town of Scarborough families.

Child Care



Total Staffing		
Full Time	School Year Part-Time Seasonal	Summer Part-Time Seasonal
3	20-30	30-50

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	418,498	421,697	435,314	451,614	16,300	3.7%
Contracted Services	5,912	5,065	7,400	7,400	-	0.0%
Services and Charges	29,233	31,639	36,725	36,725	-	0.0%
Supplies	35,228	44,344	39,500	39,000	(500)	-1.3%
Property	9,955	5,449	2,750	2,750	-	0.0%
Other Costs	1,685	3,299	3,500	3,500	-	0.0%
Total Expenditures	500,510	511,493	525,189	540,989	15,800	3.0%

BUDGET DRIVERS

- Number of students attending before-and after-care and Summer recreation camp
- Number of staff needed to run programs.
- Administrative costs to oversee programs.

ACTIVITY INDICATORS

- 28 Before-Care Participants
- 118 After-Care Participants
- 86 Before- and After-Care Participants
- 450 Summer Rec Participants
- 12 Date Night Participants
- 90 February Vacation Participants
- 90 April Vacation Participants

Beach Management

Activities, Functions and Responsibilities

Community Services oversees the day-to-day operation of the parking lots of three town beaches (Ferry Beach, Higgins Beach, and Pine Point Beach [also known as Hurd Park]). We also oversee the day-to-day operation of our three town boat launches within the Town of Scarborough.

Services and activities offered by this department throughout our summer season from Memorial Day to Labor Day each year are:

- Fee collection for parking and boat launching for residents and non-residents alike.
- Maintains the cleanliness of four restroom facilities and four parking lots.
- Oversees trash collection at key points throughout all beaches, parking areas, and boat launching areas.
- Offers rentals of kayaks and stand-up paddleboards at two areas in town in conjunction with an outside company.
- Oversees the piping plover monitoring program (an endangered marine bird protected by both State and Federal laws), which includes a beach monitoring coordinator and citizen volunteers. Also works with the Prouts Neck Association to help monitor the piping plover population.
- Manages and oversees the contract for one concession stand at Hurd Park (Pine Point Beach).
- Oversees the use of beaches for weddings and special events.
- Participates in the Maine Healthy Coastal Beaches Program, which provides the State of Maine with a system to monitor the coastal waters off Pine Point and Ferry Beaches and to notify the public when there is a potentially hazardous condition. Town employees collect water samples on a weekly basis for the purpose of testing for high levels of bacteria.
- Works in conjunction with the town’s Public Works Department in the weekly beach raking at Pine Point Beach.

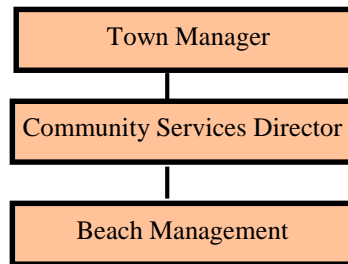
SUCCESSES & ACCOMPLISHMENTS 2015

- Phase One completed of the clearance and removal of underbrush at the Hurd Park overflow parking lot.
- Completed another very successful piping plover breeding season in Scarborough.
- Replaced mold and rotting wood in the Co-Op bathroom.
- Replaced roof at Hurd Park concession building and the roof at the Co-Op public restrooms.
- Constructed a kayak storage rack at the Co-Op for citizens to store their kayaks.

GOALS & PRIORITIES 2016-2017

- Research the logistics of possibly installing an automatic gate system at one or more parking lots to provide better year-round access.
- Connect electric power at the Co-Op restroom facility.
- Continue to work with beach piping plover monitor to ensure proper safety for our nesting birds.
- Add additional beach cleanings during July and August to help remove *Heterosiphonia japonica*.
- Work with the Police Department to assess the effectiveness of metered parking on Bayview Avenue.
- Add an evening bathroom cleaning shift to assist in upkeep and management of the facilities.
- Purchase and install new floats at Clay Pitts Boat Launch.

Beach Management



Total Staffing		
Full Time	Part-Time	Volunteers
2 - (40% & 30%)	20	45

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	121,937	124,504	129,060	132,215	3,155	2.4%
Contracted Services	47,090	73,283	73,283	82,293	9,010	12.3%
Services and Charges	8,865	15,730	15,730	16,930	1,200	7.6%
Supplies	17,500	19,000	20,000	19,200	(800)	-4.0%
Property	6,000	6,000	6,000	5,500	(500)	-8.3%
Other Costs	2,800	2,800	2,800	2,800	-	0.0%
Total Expenditures	204,192	241,317	246,873	258,938	12,065	4.9%

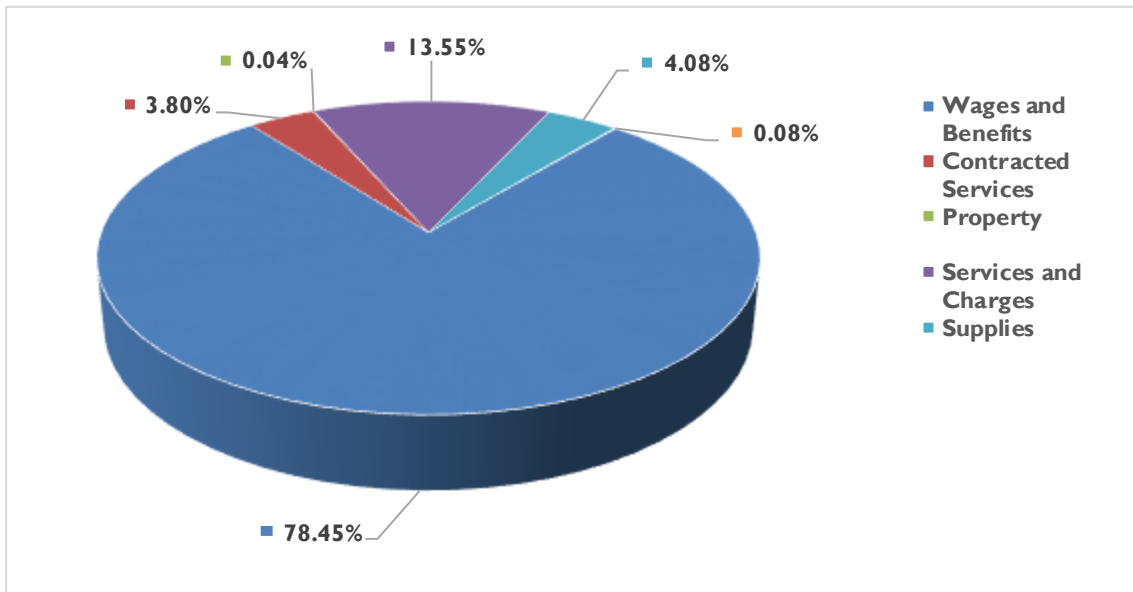
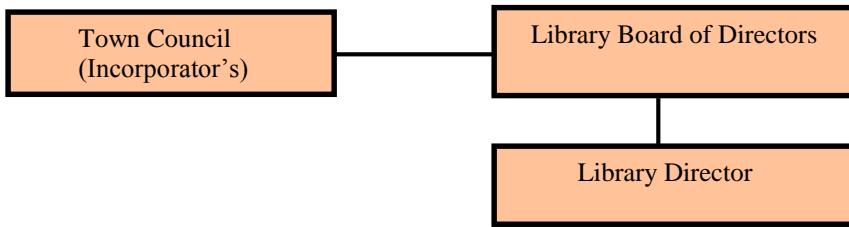
BUDGET DRIVERS

- Additional staffing needed to maintain and secure the largest beach program in the State.
- Hiring of part-time seasonal piping plover monitor.
- Supplies for restroom facilities.
- Staffing to collect fees at beach locations and maintain the facilities.
- Beach raking.
- Staffing for daily trash collection.
- Landscaping equipment to maintain the beaches and its parks.
- Supply of dog waste bags at each of our beaches and parks.
- Added additional cleaning of restroom facilities for the months of July and August.

ACTIVITY INDICATORS

- Over 2,625 season passes purchased by residents and non-residents. This pass allows daily parking in one of our three municipal beach parking lots.
- Over 1,850 free senior citizen season passes issued. This entitles each pass holder to park a vehicle for the day at one of our three municipal beach parking lots.
- Over 24,250 daily parking passes issued at our three municipal beach parking lots.
- Over 165 boat launch season passes purchased by residents and non-residents. This pass allows the applicant daily boat launching at one of our two boat-launching areas between Memorial Day and Labor Day.
- 675 boat launch passes purchased at one of our two boat-launching areas.
- Please see **Exhibit: 7-D** (Tab 9) for information pertaining to fee collection over the years.

Scarborough Public Library



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	791,585	826,136	876,128	935,458	59,330	6.8%
Contracted Services	31,524	36,195	40,015	45,360	5,345	13.4%
Services and Charges	150,934	136,856	155,700	161,550	5,850	3.8%
Supplies	48,510	49,562	47,095	48,620	1,525	3.2%
Property	368	170	500	500	-	0.0%
Other Costs	732	836	1,000	1,000	-	0.0%
Total Expenditures	1,023,653	1,049,755	1,120,438	1,192,488	72,050	6.4%

Scarborough Public Library

Activities, Functions and Responsibilities

The Public Library is an *EEOE: Equal Education Opportunity for Everyone* organization providing Scarborough citizens and employees of Scarborough businesses with resources for self-directed education, research assistance and instruction, and a variety of opportunities to engage in enriching and enlightening experiences through special programs and community partnerships. The Library is a non-profit corporation governed by a 14-member Board of Trustees that includes a voting representative from the Town Council. An appropriation is authorized as part of the annual municipal budget process with additional funds being raised through an annual appeal, and fees for room rental and overdue materials. Principal programs and services include:

- Circulating collection of over 77,000 physical items including books, audiobooks on CD, DVDs, magazines, Discovery Backpacks, and museum passes
- A professional staff available to assist users with a growing collection of digital resources including eBooks, downloadable audiobooks, research databases, and platforms for online learning
- Public computers with Internet and Office software and property-wide Wi-Fi access
- Programs for all ages including children's story times, book groups for tweens, teens and adults, concerts, lectures and volunteer facilitated groups for knitting, French conversation, writing, and discourse on current events
- Support of economic and career advancement through online learning platforms, learning badges, public computer access, and distance education proctoring
- Gathering place for community groups, homeowners, and business associations

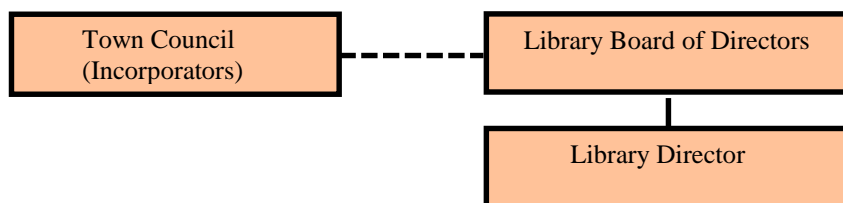
SUCCESES & ACCOMPLISHMENTS - 2015

- Initiated partnership with *Maine State of Learning* to award Learning Badges for Library coding and computer programming classes
- Introduced youth to coding with engaging programmable robots
- Held parenting workshops and continued redesign of youth area in effort to earn designation as a *Family Place Library*. Designation received February 2016.
- Increased number of donors and met fundraising goal of \$47,000 despite loss of a significant, long-time donor (due to foundation ceasing operations)
- Completed grant-funded digitization of local newspapers dating back to the 1970s
- Balanced patrons' demands for various formats including traditional print, large print and eBooks
- Increased bandwidth speed tenfold from 10GB to 100GB and added more patron computers
- Began offering wireless printing from mobile devices and increased wireless access points
- With FEMA AmeriCorps developed a disaster plan to mitigate losses to the building and collections and provide continuity of services in the event of a disaster
- Grew Outreach (home delivery) program to homebound patrons by establishing relationship with new assisted living facility
- Assessed community's needs through online and in-person surveys as part of creating new strategic plan
- Worked with municipal departments to incorporate plans for future expansion into *Municipal Facilities Plan*

GOALS & PRIORITIES 2016-2017

- Through focus groups, continue assessment of community's awareness of Library services and identify potential service needs, incorporating results into new Strategic Plan
- Increase outreach to business community and explore creation of business sponsorships
- Match previous year's fundraising goal of \$47,000
- Continue partnership with elementary schools, preschools and child care providers to promote early literacy skills and kindergarten preparedness
- Complete redesign of youth area adding more developmental toys to encourage creative play and learning
- Work with Community Services and other organizations to develop programs for seniors that complement their offerings
- Expand selection of downloadable audiobooks
- Subscribe to foreign language learning platform
- Expand computer literacy training, utilizing portable computer lab, robots, and online learning platforms
- Expand partnership with schools to teach computer programming and encourage self-directed learning

Scarborough Public Library



Total Staffing	
Full Time	Part-Time
6	16

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	791,585	826,136	876,128	935,458	59,330	6.8%
Contracted Services	31,524	36,195	40,015	45,360	5,345	13.4%
Services and Charges	150,934	136,856	155,700	161,550	5,850	3.8%
Supplies	48,510	49,562	47,095	48,620	1,525	3.2%
Property	368	170	500	500	-	0.0%
Other Costs	732	836	1,000	1,000	-	0.0%
Total Expenditures	1,023,653	1,049,755	1,120,438	1,192,488	72,050	6.4%

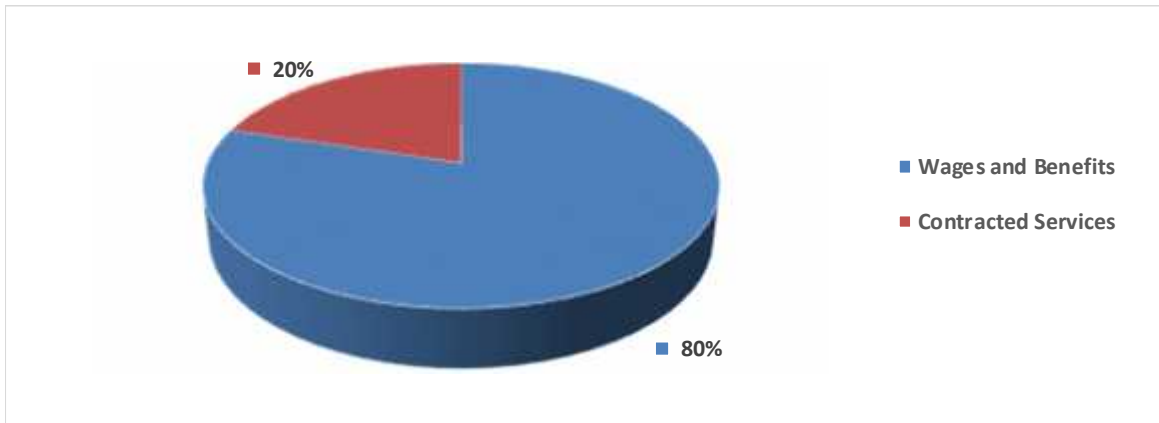
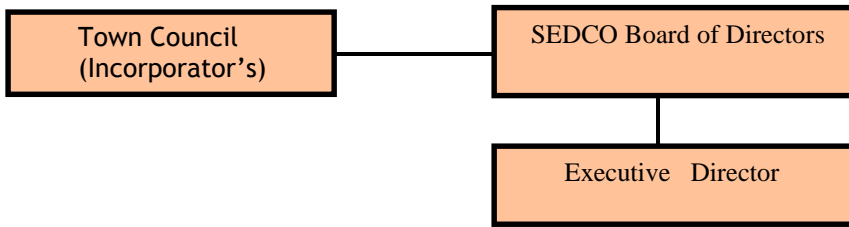
BUDGET DRIVERS

- Payroll includes COLA adjustments.
- Salary adjustment line includes merit pay increases for seven staff members. No merit increases were granted in FY2016 while performance review process was in development.
- New hours (7) have been requested to increase existing position of part-time reference assistant to 37 hours. This is an alternative request to the past requests for a full-time position. The total includes wage, FICA, Medicare and prorated benefits.
- Health insurance includes additional participants since last budget and a 10% projected increase in 2017. Regularly scheduled employees working 20-hours or more are eligible at pro-rated cost.
- Collections are being rebalanced to include more large print and eBooks. New foreign language learning software is included in Electronic Resources request.
- Digitization of local newspaper archives covering the last two years will update the online resource.
- Utility usage is under control but natural gas costs have increased.
- High speed Internet access through the Maine School and Library Network, previously supported by telecommunications funds, is now passed on to the Library and is covered in Information Systems line (\$1750).
- Revenue sources including fines and fees have not increased as people are able to renew items online and e-books are self-returning. Dividend income from investments is included in revenue projection. Annual fund goal remains \$47,000.
- There is no fund balance from FY2015 to apply to the FY2017 request.

ACTIVITY INDICATORS

• Physical items circulated	215,759
• Items transferred to and from other libraries	37,854
• Total downloads of eBooks and eAudiobooks	11,581
• Library visits	131,536
• New cardholders	923
• Cardholders with use this year	6,870
• Volunteer hours from 31 volunteers	1,190
• Number of adult and youth programs	469
• Attendance at programs	11,292
• Public computer use	11,266
• Wi-Fi network logins	14,601
• Reference and computer assistance questions	7,542

Scarborough Economic Development Corporation



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	140,816	158,445	172,843	179,084	6,241	3.6%
Contracted Services	39,348	70,082	42,337	45,610	3,273	7.7%
Services and Charges	-	-	-	-	-	0.0%
Supplies	-	-	-	-	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	180,164	228,527	215,180	224,694	9,514	4.4%

- The FY2017 budget for Contracted services includes \$2,660 that in previous years, was included in the Town’s Administrative Risk Management budget. Starting this year, this expense will be shown in the SEDCO budget, rather than the Town’s budget. The expense does not represent an increase in expenses. Without this amount, the net increase in SEDCO’s Contracted Services is \$613 or 1.4%.

Scarborough Economic Development Corporation

Activities, Functions and Responsibilities

On behalf of Town of Scarborough, SEDCO seeks to grow the tax base and promote quality job opportunities for our residents. To accomplish this mission, SEDCO’s Board and staff engage in activities which promote a positive image of the Town, assist existing businesses to grow, nurture start-up businesses and attract companies to the town. We serve as an information source to the Town Council, to businesses, to Town staff and residents. We work collaboratively with local business groups including the Scarborough Community Chamber of Commerce and Scarborough Buy Local. We work regionally to create a strong national image of Greater Portland and to define Scarborough’s role within this region.

We work collaboratively with Town staff primarily on planning and zoning matters. SEDCO regularly attends the Planning Board meetings and participates in the staff review meetings for the Planning Board. We serve as an extension of Town staff in policy areas, such as communication, economic development and promotion of a positive image for the town.

SEDCO offers the following programs, services, and activities: community demographic and economic information, general counseling for new and existing businesses, locational services, Online business directory, connections to regional and state business services. SEDCO staff also serves as a resource to the Town Manager and other Departments in the areas of information resources, communication and marketing. Next year, SEDCO will work with the Town on collecting benchmarking data through the Star Communities program or other similar analytical system.

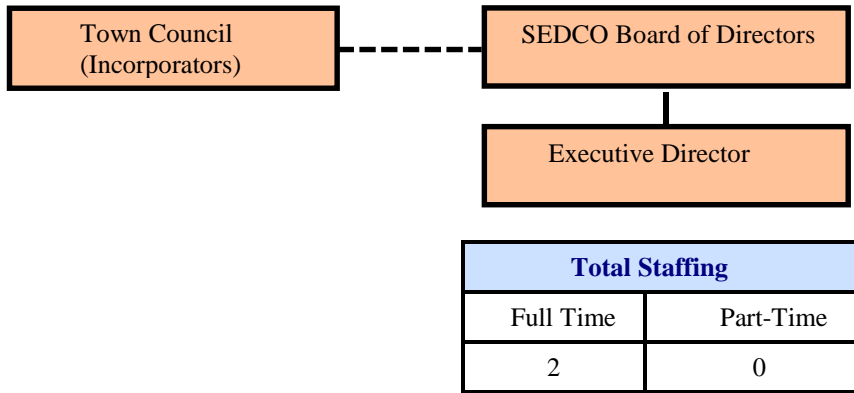
SUCSESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- Completed new website promoting Scarborough. (SEDCOMAINE.COM). The website is rich in resources useful to entrepreneurs, existing businesses and potential businesses. Technical data, including maps are available for growth areas. Marketing data useful to growing companies is readily available in comprehensive, downloadable spreadsheets. And for residents, the site maintains a searchable data base of Scarborough companies.
- Engaged in print & digital marketing of Scarborough as a place to grow a business in the *New England Real Estate Journal*, *Maine Biz* and *Business Expansion Journal*.
- Promoted SEDCO resources to local businesses with ads in local newspapers and in Chamber and Buy Local publications.
- Partnered with Enterprise Business Park to promote Scarborough at Maine Real Estate & Development Association.
- Working with the Vision Committee, SEDCO worked on promoting a positive image of Scarborough through enhanced communication between various volunteer committees.
- Collaborated with local business groups, serving on the Board of Directors of Scarborough Chamber of Commerce and Scarborough Buy Local. This year Chamber initiatives included milestones of 15th anniversary of the summer concerts, a new promotional map for May 2016, and a new Holiday Guide.
- Engaged the community in SEDCO’s Annual Meeting, recognizing outstanding businesses and organizations, while promoting the successes of the year.
- Provided assistance to Scarborough businesses in the form of location assistance, general information, liaison assistance with town staff, connections to financing programs and business counseling.
- SEDCO Director serves on the Board of three organizations including The Scarborough Community Chamber of Commerce, Buy Local Scarborough and the Greater Portland Economic Development Corporation.

- Continue to develop programs to engage the community in understanding the local and regional economy.
- Continue to build rich and robust resources on the SEDCOMAINE.com website.
- .Work with the Town on benchmarking through the Star Communities Program and/or other analytic resources.
- Engage in a regional marketing program targeting international business development with grant assistance. The program targets Scandinavia and focuses on life sciences, robotics and food production.
- Support the Comprehensive Plan process in developing relevant information, organizing civic engagement activities and coordinating input from the SEDCO Board, Vision Committee and external business groups.
- Working with the SEDCO Board of Directors, develop a comprehensive marketing strategy which assesses industrial targeted sectors and geographically specific areas within Scarborough.

Scarborough Economic Development Corporation



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	140,816	158,445	172,843	179,084	6,241	3.6%
Contracted Services	39,348	70,082	42,337	45,610	3,273	7.7%
Services and Charges	-	-	-	-	-	0.0%
Supplies	-	-	-	-	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	180,164	228,527	215,180	224,694	9,514	4.4%

BUDGET DRIVERS

- Personnel costs account for 77% of the total SEDCO Budget and represent the lion’s share of cost increases FY16 to FY17
- SEDCO will raise \$10,000 in outside resources, which is used to reduce the amount of our request to the Town.
- Technology in the form of data base subscriptions, software subscriptions and minor equipment upgrades account for the largest portion of our non-personnel operating budget.
- SEDCO’s contracted services line increased \$613 due to increases in internet service costs (1.4% overall increase).
- An additional \$2,660 for property & liability insurance was moved from Administrative Risk Management budget to SEDCO budget. This does **not** represent an increase in expenses for the Town.

ACTIVITY INDICATORS

Direct Activity Indicators Include:

Website Activity –

Visitors from 46 states (All but New Mexico, Wyoming, North Dakota and West Virginia)

Visitors from all over the world

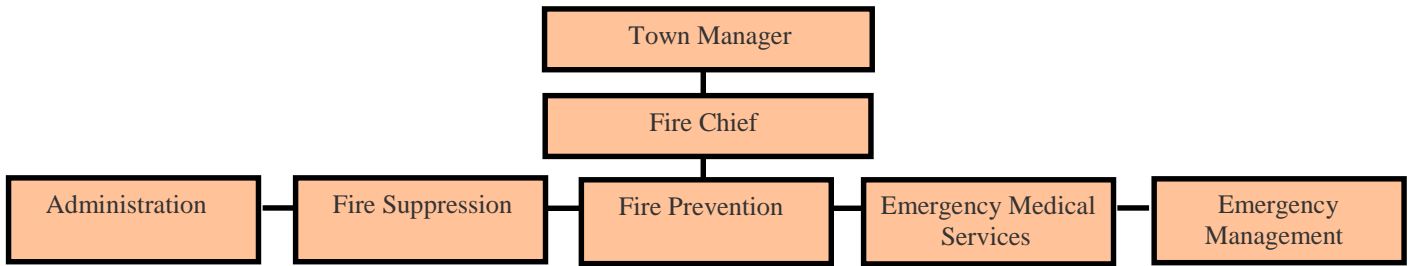
Age of visitors: 27.5% (18-24) 33.5% (25-34) 15.5% (35-44)

Favorite pages – “Business Directory”, “Scarborough 101” and “How to”

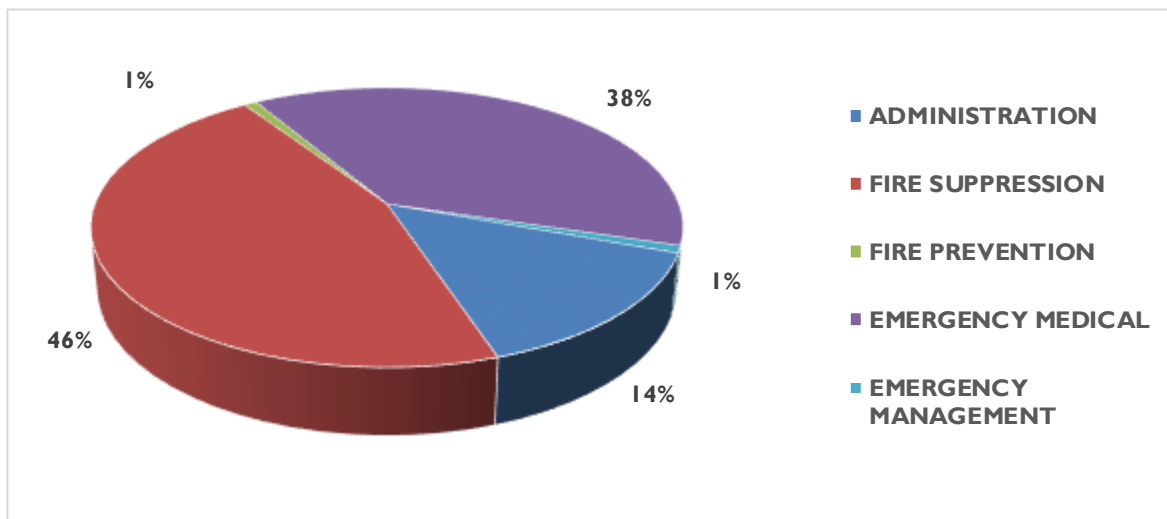
FY 2014 Business Assistance/Information Calls:	230
FY 2014 Direct Assistance:	50
FY 2014 SEDCO Initiated Outreach:	500
(Outreach includes: visiting individual businesses, trade shows, workshops, and events)	
FY 2014 Print Marketing/Advertising Business Reach:	22,000 (Audited Circulation of Advertising medium)
*New Payroll Businesses (Qt 2-2010, 2014, 2015)	989, 1033, 1059
*New Payroll Employees (Qt 2-2010, 2014, 2015)	14,183, 14,703, 14,861

* Does not include sole proprietors or self-employed, Source- State of Maine Quarterly and Annual Industry Employment and Wages.

Fire, Emergency Medical & Emergency Management Divisions



Full Time	Per Diem / Part Time	Paid on Call
31 + (2 proposed)	98	59



- 2 Full-time proposed, not funded

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	3,316,468	3,619,158	3,729,513	4,128,517	399,004	10.7%
Contracted Services	64,573	66,654	78,991	82,263	3,272	4.1%
Services and Charges	197,618	199,980	225,057	252,235	27,178	12.1%
Supplies	187,175	203,665	185,735	146,581	(39,154)	-21.1%
Property	17,379	9,449	22,000	26,000	4,000	18.2%
Other Costs	3,132	4,380	5,000	6,000	1,000	20.0%
Total Expenditures	3,786,346	4,103,286	4,246,296	4,641,596	395,300	9.3%

Fire, Emergency Medical & Emergency Management Division

Activities, Functions and Responsibilities

The Fire Department is responsible for the protection of the lives of our citizens and the visitors to our community, their property, and the environment. We accomplish that mission by maintaining a highly trained and motivated staff of professionals, providing them with the resources required to accomplish the mission, and working collaboratively with our public safety partners and other municipal departments. The department is led by an appointed Fire Chief and we operate through five divisions: Administration, Fire Suppression, Fire Prevention, Emergency Medical Services, and Emergency Management. The principal programs, services, and activities offered by the department include:

Exhibit: 8 (Tab 9) - Budget Cover Letter

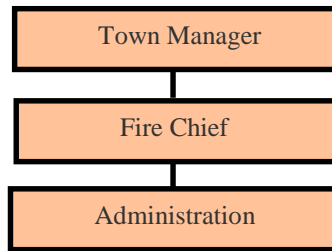
- A comprehensive, integrated, advanced life support, Emergency Medical Services (EMS) system that includes two paramedic level, full-time staffed ambulances along with a third spare non-staffed ambulance that fills in when a primary unit is out for maintenance and responds to a third concurrent EMS call or an incident that requires multiple ambulances.
- An all hazards fire suppression, technical rescue & hazardous materials response capability
- Active fire prevention, fire inspection, code enforcement, and public education programs
- A comprehensive Emergency Management program that coordinates the Town's emergency planning, response, recovery and mitigation efforts.
- An administration that maintains our facilities & apparatus, trains our personnel, maintains compliance with state and national regulations, and overall manages the department.

SUCSESSES & ACCOMPLISHMENTS - 2015

GOALS & PRIORITIES 2016-2017

- | | |
|---|--|
| <ul style="list-style-type: none"> • Continued to focus on our health & safety program including a comprehensive review of our department's program by the Maine Bureau of Labor resulting in inclusion in their SHAPE program. Scarborough is only the 7th town-wide community in the state to receive that recognition. Those efforts along with other town departments resulted in a total savings in insurance dividends and premium credits of \$ 64,721. • Continued to streamline the plans review and inspection processes for commercial construction projects with our new Fire Inspector/Commercial Code Enforcement Officer position shared with the Planning Department. This innovative program has reduced the time it takes to navigate the review, approval, permitting, and inspection processes. • Received and administered several different grants totaling over \$76,263 to fund important local and regional initiatives that would have been difficult if not impossible to do without grant support. • Crafted specifications, and a formal RFP process for the purchase of a replacement fire truck to replace the 25 year old truck at Pleasant Hill station. The new apparatus will be assigned to Oak Hill station (our busiest), and the current Engine 7 will be assigned to Pleasant Hill. We anticipate delivery in the spring of 2016. • Chief Thurlow was recognized by his peers as Maine's Fire Chief of the Year by the Maine Fire Chiefs' Association. | <ul style="list-style-type: none"> • Continue to work on moving the department's staffing plan forward to provide sufficient personnel resources to guarantee response from all stations 24/7. See Exhibit: 2-C (Tab 9) • Continue our work with the Metro Fire Chief's Coalition to develop a regional Community Paramedic pilot program to utilize the skills our providers gained through their grant funded certification & training process in FY16 • Continue to look for grant funding and donations to offset the cost of services and limit the impact to the property taxpayers. • Continue to work to streamline the plans review and fire inspection process to make it more efficient and to be as business friendly as possible while appropriately enforcing codes and standards. • Continue to work with the Police Chief and Facilities Committee on our critical need for a new public safety facility. • Continue our recruitment & retention efforts to attract and retain call members. Scarborough is taking the lead as the host department in a regional SAFER Recruitment & Retention grant application for a 100% federally funded 1,000,000 grant over four years. • Work to increase EMS billing revenues to help offset the cost of providing those services. |
|---|--|

Fire Administration



Total Staffing Administration		
Full Time	Per Diem / Part Time	Paid on Call
3	0	0

Activities, Functions and Responsibilities

The Fire Department Administration Division is responsible for the common costs and overall administration of the Fire Department. This includes the personnel and benefit costs for the Fire Chief, an Office Administrator, and an Administrative Assistant as well as non-EMS training and professional development costs for all personnel. This division also includes the cost of compliance with medical, respiratory clearance and other mandatory and regulatory requirements; the operation and upkeep of six fire stations; maintenance of all fire apparatus and equipment; utilities; supplies; and new and replacement fire equipment.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	251,890	266,627	283,309	289,330	6,021	2.1%
Contracted Services	33,190	31,835	39,111	43,383	4,272	10.9%
Services and Charges	164,052	168,155	183,107	211,810	28,703	15.7%
Supplies	144,030	159,613	136,685	98,604	(38,081)	-27.9%
Property	5,574	4,707	12,500	16,500	4,000	32.0%
Other Costs	1,384	2,090	2,000	3,000	1,000	50.0%
Total Expenditures	600,120	633,026	656,712	662,627	5,915	0.9%

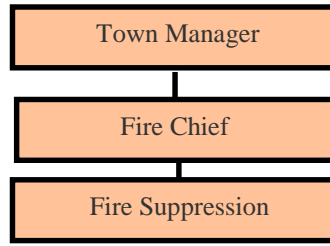
BUDGET DRIVERS

- Wage & benefit costs include increases as part of the new town-wide merit based compensation plan for non-union personnel.
- Contracted services increase is due to the annual increase in the HVAC preventive maintenance contract for our six stations as well as increases in our mobile data cost for additional mobile computers to support our new I Am Responding software subscription to provide crucial information to responders and to make our administration office more efficient and productive.
- Services & charges show an increase primarily due to increased apparatus maintenance and parts costs to maintain our fleet.
- The supply accounts show a significant decrease due to lower apparatus fuel costs, and reduced utility costs due to a reduction in propane cost, savings from the Tri-Generation system at Town Hall, and weak energy commodity markets.
- The property lines show an increase in cost due to the need to replace obsolete turnout gear at nearly \$2,000 per set.
- The other costs line shows a decrease due to a one-time expense in the previous fiscal year.

ACTIVITY INDICATORS - TRAINING & PROFESSIONAL DEVELOPMENT

- 630 Administration
 - 1,867 Full Time Personnel
 - 1,625 Per-Diem Personnel
 - 720 Engine 1 - Black Point
 - 346 Engine 3 Pleasant Hill
 - 614 Engine 4 - Pine Point
 - 879 Engine 5 - N. Scarborough
 - 605 Engine 6 - Dunstan
 - 477 Engine 7 - Oak Hill
- 7, 832 Total Training Hours FY2015**

Fire Suppression



Total Staffing Fire Suppression		
Full Time	Per Diem / Part Time	Paid on Call
7 + (2 proposed)	96	59

Activities, Functions and Responsibilities

The Fire Department Suppression Division is responsible for the personnel costs and management of all non-EMS activities. This includes the personnel and benefit costs for the Deputy Fire Chief of Operations and four Paramedic Lieutenant Duty Officers who are responsible for managing the day to day operations of the on duty staff. This division includes funding for the training and emergency response of our Call Members who are paid by the call. It also includes our very successful Per-Diem Day Firefighter program which provides minimal staffing, primarily during the daytime when most call members are at work and unable to respond to emergency calls from their homes.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	1,609,306	1,734,127	1,797,028	2,125,193	328,165	18.3%
Contracted Services	-	-	-	-	-	0.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	-	-	-	-	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	1,609,306	1,734,127	1,797,028	2,125,193	328,165	18.3%

BUDGET DRIVERS

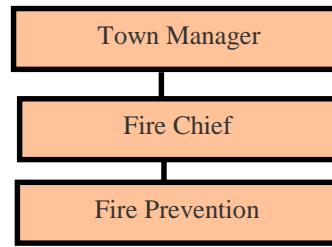
- Wage & benefit costs include increases as part of the new town-wide merit based compensation plan for full time, non-union personnel, and pay increases outlined in year 3 of a 3 year collective bargaining agreement for union personnel.
- The increase in the Fire Suppression budget would only be 2.1% had it not included the cost of implementing the full year cost of additional per-diem coverage and two new full-time employees which were only funded for 3 months in FY16 creating a built in increase in FY17. Those costs bring the overall budget increase up to a 7.4% increase. This proposal also includes the addition of 2 new, full time, personnel as outlined in our Analysis of Staffing Plan. We have deviated from the actual plan by only requesting two new personnel this year (instead of four) knowing we had to cover the built in costs noted above from the partial implementation of the staffing plan in FY16. More details on the staffing plan request is provided later in this report. See Exhibit: 2-C (Tab 9)

ACTIVITY INDICATORS

- | | |
|---|--|
| <ul style="list-style-type: none"> • 535 Out of Town Mutual Aid (see note below) • 397 Details/ Alarm Service • 306 Master & Supervised Boxes • 76 Public Assist • 109 Odor Investigations • 33 Cancelled Enroute • 31 False Alarms • 32 Grass, Mulch, & Brush Fires • 61 Wires Arching/Down • 34 Water Problems • 23 Unpermitted Burns • 13 Fuel Leaks | <ul style="list-style-type: none"> • 21 Electrical Problems • 11 Building Structure Fires • 11 Marine Calls • 12 Motor Vehicle Fires • 15 Miscellaneous • 19 Propane / Natural Gas Leaks • 12 Chimney Fires • 9 Building /Machinery Extractions • 1 Storm Standby • 71 Hazardous Materials |
|---|--|
- 1832 Total Fire Calls For Service FY2015**

(Out of town fires includes responses for Tank 1 in the South Gorham response area. Gorham provided Tank 1 which is stationed at our North Scarborough station staffed with personnel from both towns).

Fire Prevention



Total Staffing Fire Prevention		
Full Time	Per Diem / Part Time	Paid on Call
0	2	0

Activities, Functions and Responsibilities

The Fire Department Fire Prevention Division is responsible for the department's proactive fire prevention activities. This includes the life safety inspections our per-diem day firefighters conduct throughout the year as summarized in the chart below. We inspect every commercial occupancy and multi-tenant occupancies with three or more units annually. We also inspect all high hazard occupancies like schools and day cares on a monthly basis.

The Fire Prevention Division is also responsible for all plans reviews and the issuance of construction, fire alarm, suppression system, fireworks, and certificate of occupancy permits. Public fire educational activities in the schools, day cares, and many other venues also falls under this division as does our fire investigation team.

The majority of the activities in this division are accomplished by the full-time fire inspector/commercial code enforcement officer. This is a shared position with the Planning Department intended to create efficiency and be more responsive to the community.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	30,141	28,827	28,272	32,231	3,959	14.0%
Contracted Services	293.48	642.44	500.00	500	-	0.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	4,236.18	4,018.24	4,800.00	4,800	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	34,670	33,488	33,572	37,531	3,959	11.8%

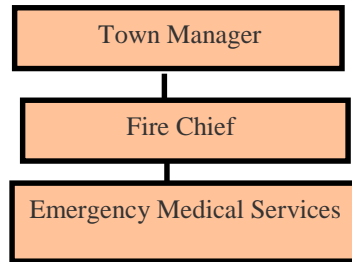
BUDGET DRIVERS

- The increase in the wage and benefits line covers the non-union pay plan cost of living and step increases as well as some additional part-time hours to assist the fire inspector/commercial code enforcement officer that we share with the Planning department. With the increase in demand for new projects and recurring life safety inspections we are asking for a modest increase in part time staffing to assist in meeting these needs so we continue to meet the expectations of the business owners and developers by promptly reviewing their plans and conducting the required inspections.

ACTIVITY INDICATORS - INSPECTIONS/PERMITS

Consultations / Plan Reviews	104	Burning Permits Issued	1,030
Annual Inspections	976	Construction Permits Issued	47
Monthly Inspections	181	Certificate of Occupancy Permits Issued	49
Re-Inspections (follow-ups)	656	Other Permits (fireworks, sprinkler, alarm)	53
Miscellaneous Inspections	96	Total	3,192

Emergency Medical Services



Total Staffing Emergency Medical Services		
Full Time	Per Diem / Part Time	Paid on Call
21	0	0

Activities, Functions and Responsibilities

The Fire Department Emergency Medical Services Division is responsible for the personnel costs and management of all EMS activities. This includes the personnel and benefit costs for the Deputy Fire Chief of EMS and twenty full-time Firefighter/EMTs who staff our two manned ambulances (with one in reserve status). Manpower included in this division includes a pool firefighter position assigned to one of our engines. This position was created to reduce overtime since the first vacancy on an ambulance is filled by this pool personnel instead of hiring back at overtime to cover vacations, holiday, and sick or injury time.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	1,399,595	1,561,527	1,592,568	1,652,897	60,329	3.8%
Contracted Services	31,089.65	34,176.19	39,380.00	38,380	(1,000)	-2.5%
Services and Charges	32,433	31,790	40,725	39,200	(1,525)	-3.7%
Supplies	33,983	35,898	39,950	38,827	(1,123)	-2.8%
Property	8,747	3,093	7,000	7,000	-	0.0%
Other Costs	426	1,438	1,000	1,000	-	0.0%
Total Expenditures	1,506,274	1,667,923	1,720,623	1,777,304	56,681	3.3%

BUDGET DRIVERS

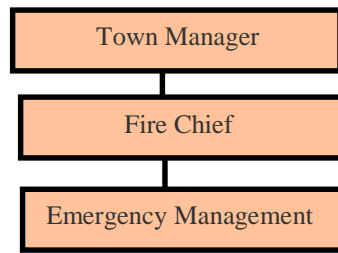
- The increase in the wage & benefit line is due to implementation of the new town-wide merit based compensation plan for full time, non-union personnel, and pay increases outlined in year 3 of the 3 year collective bargaining agreement for personnel covered under the union contract.
- The increase in contracted services is due to an increase in the cost of our EMS billing contract due to an increase in billable revenues since the contract is based on a percentage of what they collect. You will note an offsetting increase in EMS revenues has also been forecast this year due to increased call volumes and the associated revenues from those calls.
- The services and charges line shows an overall reduction primarily due to savings in the ALS equipment maintenance line due to the extended warranties purchased as part of our cardiac monitor/defibrillator CIP project in FY16. Maintenance expenses for these new units are projected to be lower than in previous years.
- The decrease in supplies is primarily due to a reduction in vehicle fuel cost due to lower anticipated cost for gasoline and diesel fuel due to aggressive contracting by DPW.

ACTIVITY INDICATORS - RESPONSES BY EMS INCIDENT TYPE

- 1,189 Rescue with Engine Assist
- 884 Rescue without Engine Assist
- 121 Motor Vehicle Crashes
- 165 Mutual Aid EMS calls

Total 2,359

Emergency Management



Total Staffing Emergency Management		
Full Time	Per Diem / Part Time	Paid on Call
0	1	0

Activities, Functions and Responsibilities

The Emergency Management Division is responsible for town-wide emergency planning and coordination during natural and man-made disasters. This division is also responsible for seeking Federal and State reimbursement for disaster costs incurred by the community through the Federal Stafford Act. The Fire Chief serves as the EMA Director and this division employs one part-time Deputy Director to assist the chief with EMA responsibilities and duties. 50% of the town's eligible EMA activities are reimbursed through a recurring Emergency Management Performance Grant (EMPG) including a percentage of the Fire Chief, Deputy EMA Director and DPW's GIS Coordinator's salaries.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	25,537	28,050	28,336	28,866	530	1.9%
Contracted Services	-	-	-	-	-	0.0%
Services and Charges	1,132	35	1,225	1,225	-	0.0%
Supplies	4,926	4,136	4,300	4,350	50	1.2%
Property	3,058	1,649	2,500	2,500	-	0.0%
Other Costs	1,323	852	2,000	2,000	-	0.0%
Total Expenditures	35,976	34,722	38,361	38,941	580	1.5%

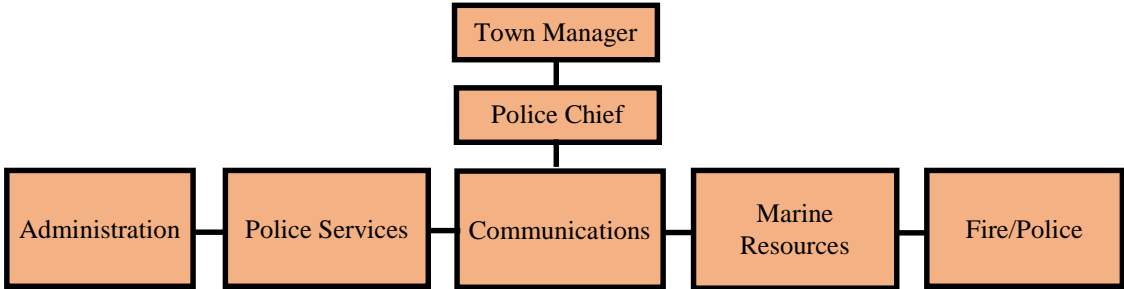
BUDGET DRIVERS

- The increase in wages and benefits is due to the non-union pay plan cost of living adjustment for part-time personnel.
- The increase in supplies was a small increase in a subscription line.

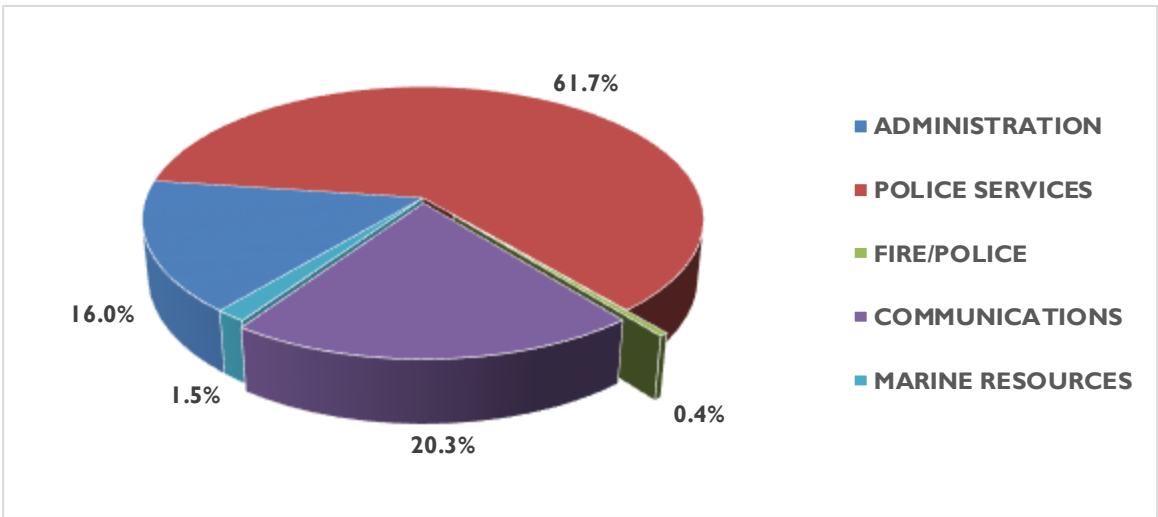
ACTIVITY INDICATORS

- Active participant in the Presumpscot Valley Regional Response Team including Haz Mat training in the form of team drills, table tops, functional, and full-scale exercises
- Active participant in the Cumberland County Incident Management Assistance Team including meetings, exercises and training sessions including the Vigilant Guard full scale exercise.
- Participated in a regional training and subsequent Full Scale Active Shooter exercise in Gorham
- Assisted with the planning and execution of a Full Scale Regional Shelter Exercise at Scarborough High School
- Spoke at multiple civic group's meetings including a community resiliency program at Bessey Commons
- Obtained and managed a Homeland Security Grant to upgrade the satellite system and other technology upgrades to our regional Command Van
- Continue all-hazard emergency planning by keeping the town's EOP up to date with the most current information and resources available.
- Continue to play an active role in the EMA community at the local, county, and state level
- Continue to provide leadership and support to the Presumpscot Valley Regional Response Team (RRT).
- Complete the Command Van technology upgrades and close out the HSGP grants that funded them.
- Expand the preparedness and pre-plan data contained in the Town's GIS system/database.
- Continue and expand on the school disaster preparedness planning including staff training and exercising of the final plan which will include full-scale mass casualty/active shooter drill

Police, Communications, Marine Resources, and Fire/Police Services Divisions



Total Staffing All Divisions		
Full Time	Part Time	Paid on Call
58 +(2 proposed)	11	13



**2 Full-time proposed, not funded.*

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	4,577,612	4,919,502	5,235,420	5,622,231	386,811	7.4%
Contracted Services	77,240	79,084	80,801	82,913	2,112	2.6%
Services and Charges	148,954	168,063	169,113	170,963	1,850	1.1%
Supplies	161,244	165,365	153,688	126,280	(27,408)	-17.8%
Property	222,704	175,171	191,134	194,174	3,040	1.6%
Other Costs	34,537	33,425	31,300	32,050	750	2.4%
Total Expenditures	5,222,292	5,540,610	5,861,456	6,228,611	367,155	6.3%

Police, Communications, Marine Resources, and Fire/Police Services

Activities, Functions and Responsibilities

The Police Department is responsible for working in partnership with the community to enhance the quality of life in the town by ensuring: the protection of life and property, the preservation of peace, the protection of individual rights, and the reduction of crime. The department is led by an appointed chief of police and includes administration, police services, communications, marine resources, and fire/police. The principal programs, services and activities offered by this department are:

- Enforce local ordinances and state laws
- Ensure the safety of residents, employees and visitors in the town
- Establish policies and procedures to guide personnel in completing job tasks in a safe and efficient manner that ensures adherence to laws and limits liability
- Prepare budget recommendations that are fiscally responsible while promoting ways for the department to best complete its' mission in the community
- Partner with other police agencies and any people or groups who have a shared interest in the mission of the department
- Provide feedback and support to groups that are responsible for creating laws and prosecuting violations of law

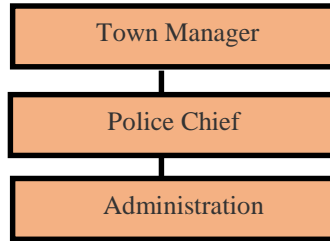
SUCCESSES & ACCOMPLISHMENTS 2015

- Initiated Operation HOPE
- Initiated shared services of MRO with the Town of Cape Elizabeth
- Initiated an Employee of the Month program
- Implemented permanent shifts for patrol
- Began providing high quality dispatch services for the Town of Old Orchard Beach
- Expanded the use of cameras and monitoring to enhance security in the community, including traffic delays and concerns
- Updated training room technology in public safety facility
- Developed an electronic version of roll call training that incorporates a testing mechanism to help ensure understanding of the material
- Completed tabletop exercise on school crisis situation with school staff and other interested parties
- Expanded the use of cameras and monitoring to enhance security in the community, including traffic delays and concerns
- Made the department more user friendly for customers receiving information and paying for services
- Made the mobile command post fully functional for dispatch operations
- Began study of space needs for future facility based on current and future staffing and program requirements

GOALS & PRIORITIES 2016-2017

- Develop an electronic process for reviewing department policies and acknowledging receipt of same
- Assess operational, financial, and administrative efficiencies of permanent shifts
- Transition of Evidence Technician position following the retirement of long term employee
- Establish Peer Support Team to ensure wellness of employees involved in high stress and traumatic events
- Provide high quality, cost effective Marine Resource Services to the Town of Cape Elizabeth
- Develop seamless working relationships between the criminal investigation division, the special enforcement unit, MDEA, and HIDTA
- Develop and maintain a system of reviewing the success rate of Operation HOPE
- Participate in a full function exercise on school crisis situation with school staff and other interested parties
- Develop additional electronic processes to make operations more efficient
- Explore alternative measures to enhance communications with reporting parties (victim advocacy)
- Re-establish offsite staff meetings at local businesses

Administration



Total Staffing Administration		
Full Time	Part Time	Paid on Call
6	0	0

Activities, Functions and Responsibilities

The Police Department Administration is responsible for the overall administration of the Police Department. Costs include the personnel salaries and benefit costs for the Police Chief, two Deputy Chiefs, one Administrative Coordinator, one Administrative Secretary, and one Building Services Worker. Also included are the costs for professional dues and training of these personnel. Funds for the utilities, heating, air conditioning, office and computer supplies, janitorial supplies, and building maintenance are also included.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	561,903	587,800	598,856	624,112	25,256	4.2%
Contracted Services	6,833.35	6,278.74	7,300.00	7,300.00	-	0.0%
Services and Charges	110,776	132,527	126,288	130,250	3,962	3.1%
Supplies	131,795	137,082	120,000	95,280	(24,720)	-20.6%
Property	169,040	125,432	142,000	142,000	-	0.0%
Other Costs	-	6,320	-	-	-	0.0%
Total Expenditures	980,348	995,440	994,444	998,942	4,498	0.5%

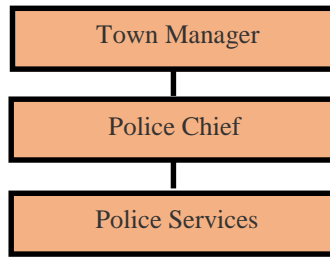
BUDGET DRIVERS

- Cola adjustment and step increases
- Increased Health Insurance Costs
- Increased cost of new police cruisers
- Decreased cost of fuel

ACTIVITY INDICATORS

- 9 Hiring Processes
- 360 Request Reports
- 120 Concealed Weapons Permits
- 2,247 Court Disposition Recordings
- 200 Hours of Grant Procurement/ Maintenance
- 455 Hours of NIBRS Review Submission
- 245 Hours of 911 Addressing
- 1,500 Hours of Scheduling

Police Services



Total Staffing Police Services		
Full Time	Part Time	Paid on Call
36 + 2 proposed	7	0

Activities, Functions and Responsibilities

The Police Services is responsible for providing actual law enforcement response and investigative services to the community. Costs include the personnel salaries and benefit costs for 7 Sergeants, 27 Police Officers, and one Animal Control Officer. Also included are the costs for professional dues, training, clothing, and equipment for these personnel. Funds for fuel, maintenance, and replacement of police department vehicles are included. This division focuses on Patrol, Animal Control, School Resource, Community Resource, Criminal Investigation, Special Enforcement, and the Reserve Officer Program.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	3,112,995	3,279,943	3,435,951	3,702,945	266,994	7.8%
Contracted Services	37,080.08	37,080.08	38,216.00	38,216.00	-	0.0%
Services and Charges	-	-	-	-	-	0.0%
Supplies	17,227	17,399	20,338	18,950	(1,388)	-6.8%
Property	52,306	48,302	47,359	50,399	3,040	6.4%
Other Costs	34,537	27,105	31,300	32,050	750	2.4%
Total Expenditures	3,254,145	3,409,830	3,573,164	3,842,560	269,396	7.5%

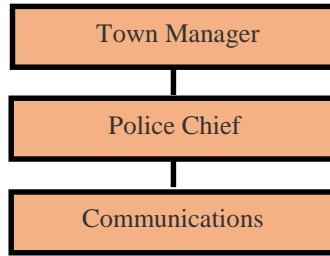
BUDGET DRIVERS

- Salary adjustment costs for full time personnel to be determined by contractual negotiations
- 1.8% cola adjustment for part-time personnel
- Significant increase in Beach Patrol hours
- **See Exhibit: 2-D (Tab 9)** for a proposal to add two new personnel as outlined in our analysis of staffing plan

ACTIVITY INDICATORS

- | | |
|---|--|
| <ul style="list-style-type: none"> • 1,299 Offense Reports • 435 Arrest Reports • 10,147 Traffic Stops • 906 Accident Reports • 734 Alarm Calls • 4,458 Building Checks | <ul style="list-style-type: none"> • 2,174 Hours of Training • 87 Vacation House Checks • 777 Parking Tickets • 504,142 Miles Driven |
| | <p>Total Calls for Service 31,541</p> |

Communications



Total Staffing Communications		
Full Time	Part Time	Paid on Call
15	3	0

Activities, Functions and Responsibilities

The Communications Division is responsible for receiving business phone calls for the communities of Scarborough and Old Orchard Beach. It is also responsible for receiving E-911 emergency phone calls for Scarborough, Old Orchard Beach, and Buxton. The Communications Division receives and transmits radio communications for Police, Fire, and Rescue for Scarborough and Old Orchard Beach. Costs include the personnel salaries and benefit costs for three Lead Dispatchers, ten Dispatchers, one Data Communications Specialist, and one Crime Analyst. Expenses under this division also include telephone and radio costs, computer software and hardware maintenance, training, and mobile data. An internship program will be initiated as a way to provide opportunity for candidates without direct experience. It is our hope this approach will assist in our future recruitment efforts.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	808,943	951,599	1,098,748	1,193,408	94,660	8.6%
Contracted Services	32,071.77	35,003.89	33,830.00	33,830.00	-	0.0%
Services and Charges	27,708	25,931	33,895	33,895	-	0.0%
Supplies	1,923	2,071	3,050	3,050	-	0.0%
Property	-	-	-	-	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	870,645	1,014,604	1,169,523	1,264,183	94,660	8.1%

BUDGET DRIVERS

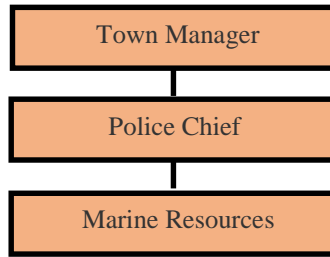
- Salary adjustment costs for full time personnel determined by contractual negotiations
- 1.8% cola adjustment for part-time personnel
- Increase in part time line to initiate call taker position as well as per diem part time dispatchers

ACTIVITY INDICATORS

- 12,082 911 Phone Calls
- 81,276 Business Phone Calls
- 693 Training Hours
- 312 Quality Assurance Hours
- 1,116 Walk-In Customers
- 489 Buxton PSAP & EMD
- 162 Meeting Hours

Total Calls for Service 57,498

Marine Resources



Total Staffing Communications		
Full Time	Part Time	Paid on Call
1	1	0

Activities, Functions and Responsibilities

The Marine Resources Division is responsible for the coastal waterfront of Scarborough. The division deals with enforcement of marine laws and the preservation, protection, or restoration of the natural environment, natural ecosystems, vegetation, and wildlife relative to the marine environment. Costs include the personnel salaries and benefit costs for one full time officer and one part time officer. Funds for fuel and maintenance of the marine resource truck are included. Additional costs include pier utilities, office supplies, clam seed, and equipment.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	66,338	71,373	75,907	75,433	(474)	-0.6%
Contracted Services	1,255.00	720.99	1,455.00	3,567.00	2,112	145.2%
Services and Charges	10,463	9,555	8,850	6,738	(2,112)	-23.9%
Supplies	10,299	8,713	10,200	8,900	(1,300)	-12.7%
Property	834	934	1,250	1,250	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	89,189	91,296	97,662	95,888	(1,774)	-1.8%

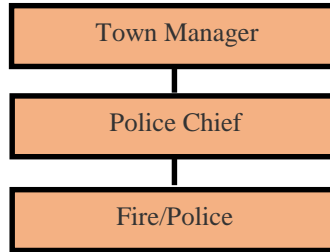
BUDGET DRIVERS

- Decrease in Salary and Benefits due to new MRO
- Increase in Health costs due to new MRO (Prior MRO took buy out)
- Decrease in cost of fuel

ACTIVITY INDICATORS

- Number of Moorings - 187
- Hours of Boat Patrol - 56
- Water Samples - 291
- Number of Clam Licenses - 502
- Hours of Pier Management - 245
- Flat Closures - 25

Fire/Police



Total Staffing Communications		
Full Time	Part Time	Paid on Call
0	0	13

Activities, Functions and Responsibilities

The Fire/Police Division provides traffic control assistance during emergency situations. They respond to traffic accidents, fire scenes, and provide assistance to the police department during inclement weather. They assist at intersections when traffic control devices fail. The division is comprised of one Captain, one Lieutenant, and 11 officers. Costs include the personnel salaries and benefits for responding personnel based upon the duration of a call. Vehicle stipends, clothing, and equipment costs are included.

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	27,433	28,787	25,958	26,333	375	1.4%
Contracted Services	-	-	-	-	-	0.0%
Services and Charges	7	49	80	80	-	0.0%
Supplies	-	100	100	100	-	0.0%
Property	524	503	525	525	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	27,965	29,440	26,663	27,038	375	1.4%

BUDGET DRIVERS

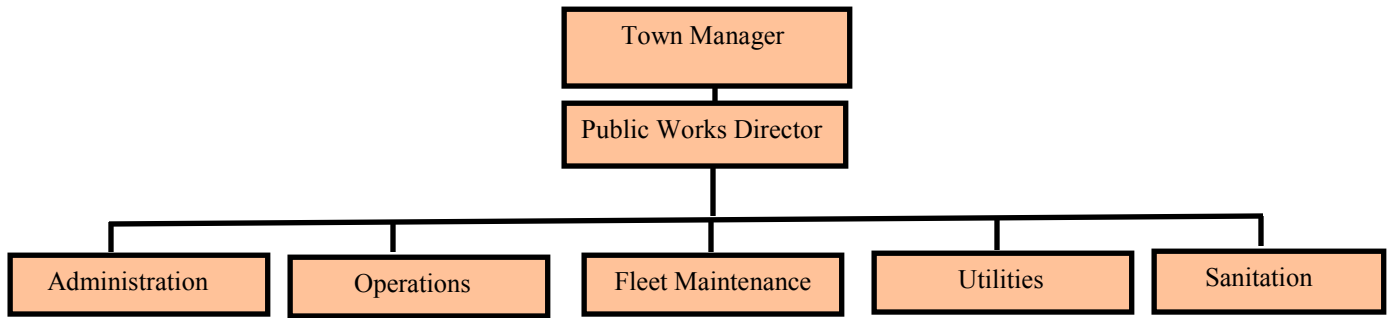
- Personnel costs include a 1.8% cola adjustment

ACTIVITY INDICATORS

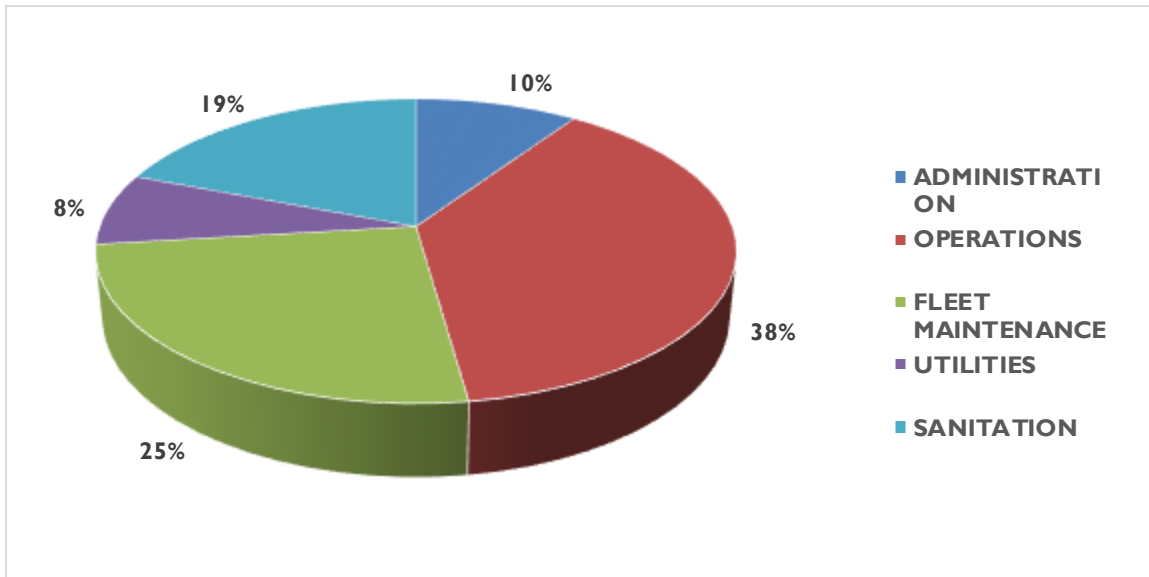
- Hours of Emergency Calls - 1,119
- Hours of Training - 160
- Hours of Planned Events - 136
- Hours of Equipment Maintenance - 75

Total/Calls Events 79

Public Works



Total Staffing All Divisions
Full Time
31.5



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	2,097,626	2,234,779	2,361,640	2,539,761	178,121	7.5%
Contracted Services	493,106	558,938	541,224	563,249	22,025	4.1%
Services and Charges	2,283,420	2,098,562	2,302,477	2,269,614	(32,863)	-1.4%
Supplies	1,594,659	1,570,928	1,455,418	1,313,816	(141,602)	-9.7%
Property	33,807	43,232	57,300	62,500	5,200	9.1%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	6,502,618	6,506,439	6,718,059	6,748,940	30,881	0.5%

Administration**Activities, Functions and Responsibilities**

The administrative team - director, deputy director, GIS/Project Coordinator, and two staff members- work to ensure customer satisfaction as well as timely, cost-effective direction and support of all programs. A town-wide geographic information system (GIS) is also a component of the administrative division. One staff member provides computer-based mapping and analytical services for both internal and external system users. The public is provided access to various data layers through a custom application available on the town's website. A separate instance provides data to all town departments to aid them in their daily operations.

Principal administrative services:

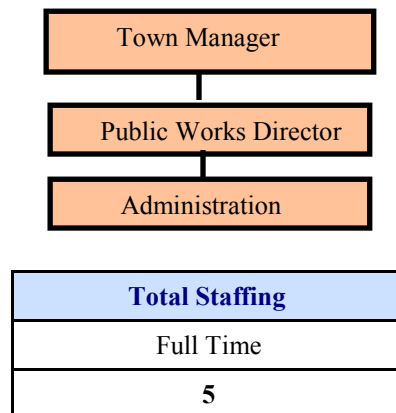
- Customer Service. Coordination & maintenance of excavating permits & licenses. Cemetery management & data coordination with the Town Clerk. Management of town-wide waste carts inventory system.
- Budget preparation and administration. Contract management.
- Development and oversight of Infrastructure Capital Improvements. Annual financial reporting related to infrastructure and fixed assets. Federal & State compliance coordination & regulatory reporting.
- Establishing and maintaining up-to-date software programming to provide timely and accurate records
- Management of all Public Works' divisions & associated records in coordination with other town departments. Maintenance & updating of Public Works Facility, grounds, and out-buildings.

SUCSESSES & ACCOMPLISHMENTS 2015**GOALS & PRIORITIES 2016-2017**

- Implemented new Cityworks Asset Management Software. The new program has a direct connection to the town-wide GIS making it more efficient and user-friendly.
- Provided additional access to Public Works' data through Microsoft SharePoint. Information that is useful to other departments such as on-call calendars, excavators currently licensed by the town, copies of Public Works contracts, inter-departmental billing, and much more.
- Processed an estimated 1,500+ calls for service from the public.
- Provided vehicle maintenance historical data to all departments for annual budget preparation.
- Continued updating and refining of our asset inventory using GIS as the database.

- Attempt to increase revenue by identifying products or services that we can provide to other communities.
- There are likely to be a number of senior level staff who will be leaving the program over the next couple of years. With this in mind, we have an opportunity to look at the roles and responsibilities of all members of the team and determine if any changes would benefit the department.
- Identify sources of grant funding to help offset the cost of needed infrastructure repair and renewal. The department has partnered with the MDOT, PACTS, AND MDEP in the past for funds to complete road and environmental projects.
- If approved in the budget, the sustainability coordinator will be a resource for our ongoing clean water activities. The shared position will help us comply with our NPDES permit by:
 - *Conducting outreach & education programs for waste reduction and recycling programs.
 - * Providing annual in-house training related to environmental regulation as part of NPDES compliance.
 - * Performing outfall monitoring and sampling.
 - * Updating stormwater mapping.
 - * Working to secure funding for environmental projects from outside agencies.
 - * Helping with annual DEP report writing, saving money spent on consultants.

Administration



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	402,946	408,325	418,819	439,320	20,501	4.9%
Contracted Services	46,571	56,034	64,225	67,450	3,225	5.0%
Services and Charges	55,932	65,643	55,900	55,200	(700)	-1.3%
Supplies	74,054	77,129	61,325	74,525	13,200	21.5%
Property	2,660	2,209	9,500	9,500	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	582,164	609,341	609,769	645,995	36,226	5.9%

BUDGET DRIVERS

- Funding from outside agencies: Funds from other entities help offset operating expenses at the local level. The most notable annual payment is the LRAP (Local Rd Assistance Program). This is a revenue sharing program provided by MDOT. The funds are based on a percentage of fuel taxes collected. With less fuel purchased, the funding has stayed level, or fallen, over the past few years.
- Irregular weather is becoming common. High-intensity/short-duration snow and rain storms are harder to manage. Existing stormwater conveyance systems are not designed to handle this type of storm. Constructing systems to handle the current types of storms will be much costlier than the designs now in place.
- Sea level rise adds another layer of complexity to designing new infrastructure. Scarborough is especially vulnerable to sea level rise because of its coastal location. The added cost of planning for sea level rise is a concern. Just as big a concern is the impact new design has on existing public and private construction.

ACTIVITY INDICATORS

- Number of service requests written up in 2015: 1,607
- Number of excavating licenses and permits processed in 2015: 198
- Number of “hits” for GIS access, town-wide in 2015: 30,000+
- Cemetery Lots sold in 2015: 18

Operations

Activities, Functions and Responsibilities

The Operations Division is responsible for maintenance, repair, and construction of streets, drainage systems, sidewalks and any other infrastructure in the town's right-of-way. Operations and maintenance is accomplished using in-house resources. Contracted services are used when it is deemed the most efficient and cost effective solution for the given circumstance.

Principal operational programs and services:

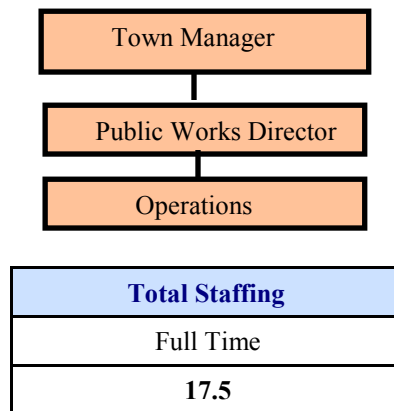
- Snow and ice removal.
- Street sweeping
- Stormwater conveyance cleaning and repair
- Street sign and painted graphics replacement and repair
- Ditching and culvert replacement and repair
- Tree maintenance
- Cemetery operations and maintenance

SUCCESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- | | |
|--|---|
| <ul style="list-style-type: none"> • Completed phase 2 of the Pleasant Hill Road Drainage and Road Surface Improvement Project. This project was partially funded by a Municipal Partnership Agreement (MPI) from the MDOT. • Completed a sub-surface drainage improvement project on Pine Point Road with in-house staff & equipment. • Worked with 'Friends of the Scarborough Library' To help store and deliver books for the library's annual book sale. • Repaired minor deficiencies in town-owned detention ponds. Deficiencies were identified through staff field inspection. • Major paving & rehabilitation done to the following roads: <ul style="list-style-type: none"> Gorham Rd (Running Hill Rd to Route 22) Old Colony Rd Payne Rd (Bonneygrove Dr to Two Rod Rd) Pleasant Hill Rd (US Route 1 to Highland Ave) Washington Ave Winding Way | <ul style="list-style-type: none"> • Reconstruct Cummings Road from Payne Road to Running Hill Road. This project is a partnership with South Portland and the MDOT. • Construct the Route 1 'Traffic Island Stormwater and Landscaping Project' from Willowdale Road to Sawyer Road. This project is designed to reduce impervious surface and treat storm-water before it enters the Mill Brook. Funding is in the FY17 proposed budget. • Due to requests from Pine Point Beach residents, an additional beach cleaning will be provided each week. This will increase beach cleanings from once weekly to twice weekly. • Prepare for in-house sidewalk snowplowing in FY18. In the past, this has been a contractual service. Preparation will include identifying routes and staff selection. • Increase record-keeping potential and asset inspection in the field using the new Cityworks software implemented last year. • Start a 4-year inventory and priority inspection on the town's 70 miles of subsurface piping. Funds for this project are in the FY17 proposed budget. |
|--|---|

Operations



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	1,083,233	1,203,101	1,266,663	1,334,630	67,967	5.4%
Contracted Services	75,988	123,703	98,000	111,400	13,400	13.7%
Services and Charges	739,948	803,239	1,040,746	1,002,727	(38,019)	-3.7%
Supplies	174,859	184,947	161,800	121,500	(40,300)	-24.9%
Property	3,414	3,325	6,000	7,000	1,000	16.7%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	2,077,442	2,318,314	2,573,209	2,577,257	4,048	0.2%

BUDGET DRIVERS

- Environmental regulations regarding Culvert replacement. New regulations requiring fish passage through culverts require larger diameter culverts with buried bottoms adding cost.
- Aging infrastructure replacement. Subsurface drainage systems installed in the late 70’s and early 80’s are coming due for replacement. The outcome of the pipe inspection process will determine priorities.

ACTIVITY INDICATORS

- Number of winter storms 2015-16: 20
- Total Road-miles plowed each storm 2015-16: 712.8 (town mileage 178 x 4 circuits per storm)
- Number of plow trucks used per storm 2015-16: 18
- Number of times plow trucks dispatched per storm 2015-16: 28
- Catch basins cleaned in 2015-16: 1317
- Internments at cemeteries in 2015-16: 27 burials
- Street Signs installed/repaired 2015-16: 37 Installed 178 Repaired

Fleet Maintenance

Activities, Functions and Responsibilities

The Fleet Maintenance Division is responsible for providing all routine preventive maintenance and repair work on the town's fleet of over 200 pieces of equipment.

Principal equipment maintenance programs and services:

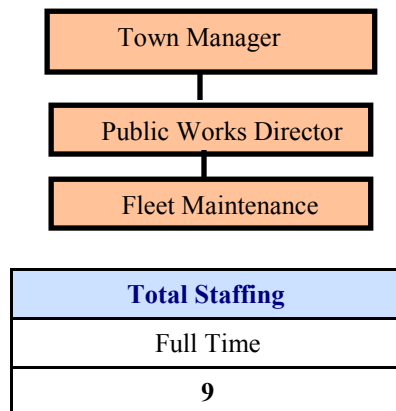
- Coordinate all routine maintenance and repairs for town-wide fleet including the school department.
Please see Fleet List Exhibit: 9-A (Tab 9)
- Maintenance of all fueling services for the town fleet.
- Assist all departments in preparation of specifications for new vehicle purchases.
- Preparation of new vehicles so that they are fully functional and ready to be placed in service.
- Manage a stock room to ensure availability of repair parts for fleet. Bulk purchasing and multiple vendor sourcing is done to provide cost savings.
- Ensure compliance with all local, state, and federal transportation regulations.
- Staff and manage a full-service repair facility.

SUCCESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- | | |
|---|---|
| <ul style="list-style-type: none"> • Set up five new police cruisers. • Have successfully worked with Old Orchard Beach and Westbrook to, in-principle, maintain their respective fire and rescue fleets. • Worked with the Fire Department on the Engine 3 replacement project. The unit is currently being built. • Worked with the School Department to maintain their fleet. Used Public Works staff to drive new buses from manufacturer to Maine resulting in substantial savings in delivery costs. • The shop supervisor continues to work with both Southern Maine Community College and the Maine American Public Works Association (MAPWA) in development of vehicle repair technician training programs. | <ul style="list-style-type: none"> • Relocate the town-wide fueling facility from Manson Libby Road to the PW facility on Washington Ave. The current underground tanks must be removed by 2018. • Complete the assembly of two Fire Department utility trucks. • Implement a contracted services program with Old Orchard Beach and Westbrook if funding for an additional technician is approved. The projected revenue is shown later in this presentation. See Exhibit: 9-B (Tab 9) • Continue working with shop technicians on direct data entry to create a more efficient work flow. • Research options for reopening the existing paint booth at Public Works. Look at ways to generate outside revenue by using the booth to offset some or all of the expenses. |
|---|---|

Fleet Maintenance



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	611,447	623,352	676,158	765,811	89,653	13.3%
Contracted Services	-	-	-	-	-	0.0%
Services and Charges	8,898	20,345	13,600	15,300	1,700	12.5%
Supplies	1,159,857	1,107,329	1,045,593	914,591	(131,002)	-12.5%
Property	6,197	18,170	15,800	16,000	200	1.3%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	1,786,398	1,769,196	1,751,151	1,711,702	(39,449)	-2.3%

BUDGET DRIVERS

- Increasing cost of vehicle repair parts & services
- The increasing advancement in vehicle technology. The associated training and equipment needed to diagnose and repair.
- Age and condition of the municipal fleet
- Proposed technician position to assist in providing contracted services to Old Orchard Beach & Westbrook Fire Departments. Offsetting revenue to cover all costs (See Exhibit: 9-B (Tab 9))

ACTIVITY INDICATORS

- Number of fleet repair work orders processed in 2015: 1,613
- Fuel dispensed in 2015-16:

Gasoline	62,273	gallons
Diesel	107,844	gallons
Propane	40,862	gallons
- Total miles traveled by the municipal fleet in 2015-16: 1,468,928
- Vehicle maintenance billed a total of \$1,507,138 for inter-departmental services provided in 2015-16

Utilities

Activities, Functions and Responsibilities

The Utilities Division is comprised of a number of services and systems. Operations and maintenance is performed by a combination of in-house and contracted labor. Asset management and reporting on the infrastructure is the responsibility of the Public Works Administrative Team.

Services provided under the Utilities Division include:

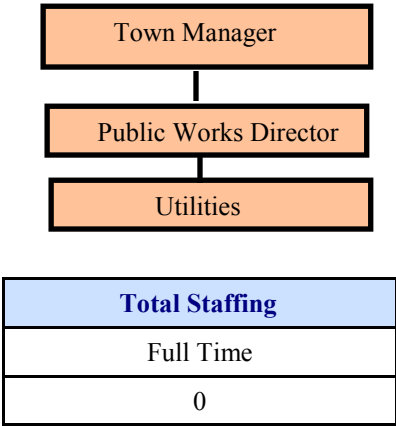
- Traffic signal operations and maintenance.
- Street light coordination between Public Works and Central Maine Power Co.
- Fire hydrant rental operations with Portland Water District and the Maine Water Company depending on location.
- Asset inspection and reporting to comply with GASB (Governmental Accounting Standards Board) requirements.

SUCSESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- | | |
|--|--|
| <ul style="list-style-type: none"> • Traffic Division reworked time of day programming for the following intersections: <ul style="list-style-type: none"> ◊ Oak Hill ◊ Gorham Rd at Mussey Rd ◊ Dunstan Corner • Installed traffic signal preemption at the Pleasant Hill Rd/Route 1 intersection. • Created a traffic controller cabinet inspection process. • Moved fire alarm and fiber optic cables at the Pine Point Bridge reconstruction site. • Installed new camera detection units at Oak Hill in preparation for the Oak Hill Pedestrian Improvement Project. | <ul style="list-style-type: none"> • Traffic division will be involved in the Oak Hill Pedestrian Improvement Project. Overhead traffic signals will be refurbished in-house with new back shades and LED bulbs. • Continue inspection of all traffic controller cabinets throughout town. • Optimize traffic light timing for the Route 1 and Payne Road corridors. • Work with Energy Committee to consider purchase of street lights. |
|--|--|

Utilities



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	-	-	-	-	-	0.0%
Contracted Services	80.00	387.16	85.00	585.00	500	588.2%
Services and Charges	265,377	274,163	292,469	300,250	7,781	2.7%
Supplies	185,888	201,524	186,700	203,200	16,500	8.8%
Property	9,724	5,589	12,000	12,000	-	0.0%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	461,069	481,663	491,254	516,035	24,781	5.0%

BUDGET DRIVERS

- There are many more traffic control devices throughout town. Over the past couple of years rapid flashing beacons have been installed at key crosswalks. The new equipment for pedestrian crosswalk buttons is audible to meet standards but more costly to replace.
- Certain intersections in town are nearing their useful life. It has been our practice to service existing equipment until abutting parcels g under redevelopment. We will continue to do this as long as possible.
- Increased hydrant rental fees for Portland Water District and Maine water Company.

ACTIVITY INDICATORS

- Number of municipal generators serviced in 2015-16: 10
- Number of water hydrants maintained within town boundaries in 2015-16: 730

Sanitation

Activities, Functions and Responsibilities

The Sanitation Division provides oversight for solid waste disposal and recycling. Collection of waste and recycling is a contracted service. Special waste such as hazardous waste and electronic waste are managed through programs provided by the sanitation division.

Bulky waste and non-household trash disposal is managed through a contractual arrangement with the CPRC (Commercial Paving & Recycling Company) group. This arrangement has been in place since 1996.

Programs and services provided by the Sanitation Division are:

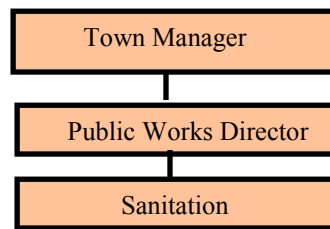
- Curbside residential solid waste collection.
- Curbside residential recyclables collection.
- Hosting of annual hazardous waste collection drop-off days.
- Outreach and education regarding proper disposal procedures for all waste.
- Management and distribution of curbside collection carts.
- Management and maintenance of three recycling “silver bullet locations.”
- Contract management for bulky item (appliances, furniture, etc) and construction demolition debris.

SUCCESSES & ACCOMPLISHMENTS 2015

GOALS & PRIORITIES 2016-2017

- | | |
|--|---|
| <ul style="list-style-type: none"> • Maintained a 33% recycling rate. • Hosted one Household Hazardous Waste Drop-Off Day and provided access to additional Household Hazardous Waste drop-off days in Saco and Biddeford for Scarborough residents. • Represented Scarborough as a member of the Ecomaine board. • Chaired the Ecomaine audit committee. • Reviewed options for composting to remove yet more tonnage from solid waste stream. | <ul style="list-style-type: none"> • Review and implement a composting program. • Continue representing Scarborough at Ecomaine with a town presence on the executive board and the finance committee. • Increase recycling through outreach and education. The Sustainability Coordinator would enhance our efforts. See Exhibit: 2-B (Tab 9) • Achieve waste reduction through the added recycling and composting efforts of residents. • Increase recycling rate through recycling and composting. |
|--|---|

Sanitation/Solid Waste



	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2017 PROPOSED	INC. DEC.	PCT CHANGE
Wages and Benefits	-	-	-	-	-	0.0%
Contracted Services	370,467	378,814	378,914	383,814	4,900	1.3%
Services and Charges	1,213,266	935,173	899,762	896,137	(3,625)	-0.4%
Supplies	-	-	-	-	-	0.0%
Property	11,813	13,939	14,000	18,000	4,000	28.6%
Other Costs	-	-	-	-	-	0.0%
Total Expenditures	1,595,546	1,327,926	1,292,676	1,297,951	5,275	0.4%

BUDGET DRIVERS

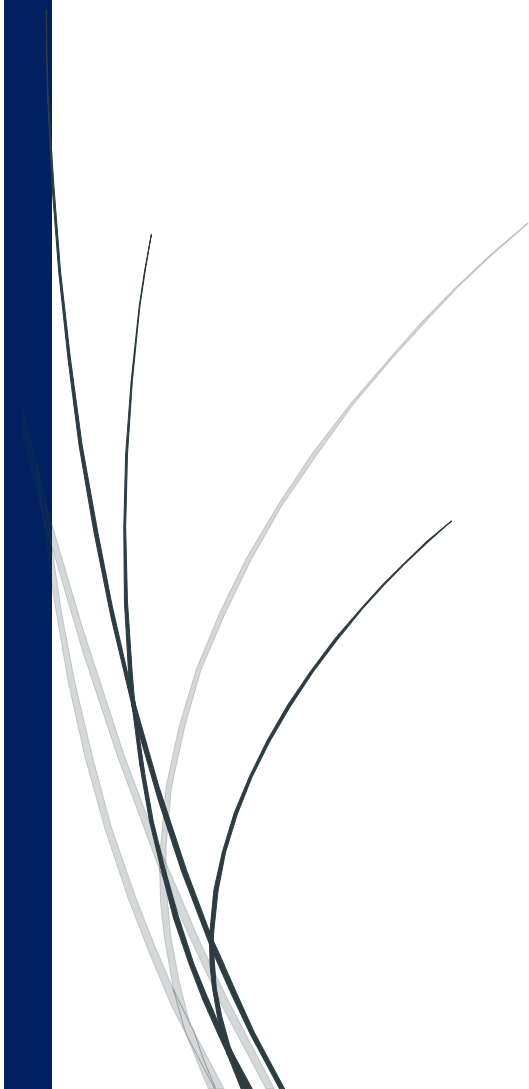
- Residents disposal habits directly dictate disposal costs
- Tipping fees at Ecomaine
- Cost of curbside collection contract
- Specialized waste disposal programs—Household Hazardous Waste, Electronic Waste, etc.
- Includes PAYT—\$139,358 cost avoidance and \$400,625 in revenue

ACTIVITY INDICATORS

- Number of curbside collection household stops in 2014: 6,500
- Recycling rate in 2014: 32%
- Annual Municipal Solid Waste processed in 2014: 5,391 tons
- Annual recyclable materials processed in 2014: 2,491 tons



Debt



TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

4/3/2016
9:38 AM

4/3/2016
9:38 AM

FY 2017 TOWN APPROPRIATIONS

	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJECTION	2017 DEPARTMENT	2017 PROPOSED	Dept INC. DEC.	Dept PCT CHANGE	TM INC. DEC.	TM PCT CHANGE
TOWN DEBT										
LEASES										
Town Leases	187,758	167,469	154,747	154,747	152,423	152,423	(2,324)	-1.5%	(2,324)	-1.5%
TOTAL TOWN LEASES	\$ 187,758	167,469	\$ 154,747	\$ 154,747	\$ 152,423	\$ 152,423	\$ (2,324)	-1.5%	\$ (2,324)	-1.5%
LONG TERM DEBT										
Debt Principal	3,110,196	3,279,484	3,556,499	3,556,499	3,560,285	3,555,354	3,786	0.1%	(1,145)	0.0%
Debt Interest	1,118,261	1,100,322	1,145,253	1,163,870	1,155,005	1,117,316	9,752	0.9%	(27,937)	-2.4%
Cost & Fees	54,735	58,225	50,000	50,000	50,000	50,000	-	0.0%	-	0.0%
Tax Note Interest			-	-	-	-	-	0.0%	-	0.0%
TOTAL TOWN BONDS	\$ 4,283,192	4,438,031	\$ 4,751,752	\$ 4,770,369	\$ 4,765,290	\$ 4,722,670	\$ 13,538	0.3%	\$ (29,082)	-0.6%
TOTAL TOWN DEBT ALL DIVISIONS	\$ 4,470,950	4,605,500	\$ 4,906,499	\$ 4,925,116	\$ 4,917,713	\$ 4,875,093	\$ 11,214	0.2%	\$ (31,406)	-0.6%

Debt Service Breakdown as of 06/30/2016

Date of Issue	Description	Payee	Rate	Maturity	Due Date	Interest	Principal	Remaining Unpaid Principal	
04-15-1997	CIP Town Projects/Fire Pumper/PW Facility Renovations PW Bldg Purchase/Exit 6 Utility Feasibility Study	SSB	5.70%	2017	Nov. 01, 2016 May 1, 2017	3,135.00 0.00	110,000.00	0.00	tw
05-15-2006	CIP Projects Town and School Partial Advance Refunding May 12, 2016	Bank of NY	4.00%	2021	Nov. 01, 2016 May 1, 2017	3,700.00 0.00	185,000.00	0.00	tw
05/15/2007	CIP Projects Town and School Partial Advance Refunding May 12, 2016	Bank of NY	4.00%	2022	Nov. 01, 2016 May 1, 2017	4,500.00 0.00	225,000.00	0.00	both
06/05/2008	CIP Projects Town and School Partial Advance Refunding May 12, 2016	Bank of NY	3.250%	2028	Nov. 01, 2016 May 1, 2017	18,893.75 9,631.25	570,000.00	575,000.00	both
05/15/2009	CIP Projects Town and School Partial Advance Refunding May 12, 2016	Bank of NY	2.50%	2029	Nov. 01, 2016 May 1, 2017	12,787.50 8,912.50	310,000.00	620,000.00	both
10/01/2009	1999 and 2000 Bonds Refunded \$6,493,000 and \$4,770,000	Bank of NY	3.00%	2020	Nov. 01, 2016 May 1, 2017	10,050.00 7,275.00	185,000.00	485,000.00	both
05/15/2010	CIP Projects Town and School	Bank of NY	3.00%	2026	Nov. 01, 2016 May 1, 2017	66,975.00 61,800.00	345,000.00	3,280,000.00	both
06/15/2011	CIP Projects Town and School	Bank of NY	2.00%	2031	Nov. 01, 2016 May 1, 2017	40,225.00 36,625.00	360,000.00	2,550,000.00	both
05/15/2012	WWI School Demolition & Construction/School CIP Projects/ Partial refunding of 2003 bonds, 2004 bonds and 2005 bonds.	Bank of NY	4.00%	2042	Nov. 01, 2016 May 1, 2017	861,350.00 827,550.00	1,690,000.00	41,625,000.00	both
04/15/2013	WWI School Construction/School & Town CIP Projects	Bank of NY	3.00%	2043	Nov. 01, 2016 May 1, 2017	466,062.50 448,887.50	1,145,000.00	23,280,000.00	both
04/15/2014	CIP Projects Town and School (and WWI construction)	US Bank	2.00%	2034	Nov. 01, 2016 May 1, 2017	64,300.00 56,700.00	760,000.00	4,495,000.00	both
05/07/2015	CIP Projects Town and School (including Benjamin Farms)	US Bank	3.00%	2035	Nov. 01, 2016 May 1, 2017	89,803.13 82,378.13	495,000.00	5,090,000.00	both
05/12/2016	CIP Projects Town and School (including Advance Refundings)	US Bank	Estim	2036	Nov. 01, 2016 May 1, 2017	117,361.11 115,400.00	640,000.00	6,610,000.00	Estim

GRAND TOTAL ALL DEBT SERVICE AS OF JUNE 30, 2016 FOR TOWN & SCHOOL

TOTAL DEBT:	\$3,414,302.37	\$7,020,000.00	\$88,610,000.00
LESS SCHOOL DEBT:	(2,296,986.49)	(3,464,646.00)	(58,274,108.00)
TOTAL TOWN DEBT:	<u>\$1,117,315.88</u>	<u>\$3,555,354.00</u>	<u>\$30,335,892.00</u>

Debt Service Breakdown as of 06/30/2016

Date of Issue	Description	Payee	Rate	Maturity	Due Date	Interest	Principal	Remaining Unpaid Principal
School Breakdown - Debt Services as of 06/30/2016								
05-15-2007	CIP Projects School Partial Advance Refunding May 12, 2016	Bank of NY	4.00%	2022	Nov. 01, 2016 May 1, 2017	257.14 0.00	20,000.00	0.00
05/15/2008	CIP School Projects Partial Advance Refunding May 12, 2016	Bank of NY	3.250%	2028	Nov. 01, 2016 May 1, 2017	1,728.28 540.34	148,908.00	148,908.00
05/15/2009	CIP School Projects Partial Advance Refunding May 12, 2016	Bank of NY	2.50%	2020	Nov. 01, 2016 May 1, 2017	228.80 141.47	10,000.00	30,000.00
10/01/2009	June 15, 2000 Bonds Refunded \$350,000	Bank of NY	3.00%	2020	Nov. 01, 2016 May 1, 2017	2,100.00 1,575.00	35,000.00	105,000.00
05/15/2010	CIP School Projects	Bank of NY	3.00%	2031	Nov. 01, 2016 May 1, 2017	8,027.00 6,959.00	71,200.00	384,800.00
05/15/2011	CIP School Projects	Bank of NY	2.00%	2021	Nov. 01, 2016 May 1, 2017	3,162.50 2,612.50	55,000.00	220,000.00
05/15/2012	WWI School Demolition & Construction/School CIP Projects/ Full Refunding 2003 bonds/Partial Refunding of 2004 bonds and 2005 bonds.	Bank of NY	4.00%	2042	Nov. 01, 2016 May 1, 2017	666,971.40 641,865.08	1,257,748.00	32,025,000.00
04/15/2013	WWI School Construction/School CIP Projects	Bank of NY	3.00%	2043	Nov. 01, 2016 May 1, 2017	428,277.00 413,556.00	981,400.00	21,466,400.00
04/15/2014	CIP Projects Town and School	US Bank	2.00%	2034	Nov. 01, 2016 May 1, 2017	31,201.87 27,132.73	406,914.00	2,220,823.00
05/07/2015	CIP Projects Town and School	US Bank	3.00%	2035	Nov. 01, 2016 May 1, 2017	11,777.25 10,524.07	83,545.00	609,210.00
05/12/2016	CIP Projects Town and School	US Bank	Est	2036	Nov. 01, 2016 May 1, 2017	21,438.80 16,910.26	394,931.00	1,063,967.00
TOTAL SCHOOL DEBT THROUGH 6-30-2016:						<u>\$2,296,986.49</u>	<u>\$3,464,646.00</u>	<u>\$58,274,108.00</u>

TOWN LEASE INFORMATION - LEASES as of 06-30-2016

Original Lease Date	Department and Project Name	Payee	Interest Rate	Final Maturity Date	Payment Due	2017 Annual Payments	06/30/2016 Principal Balance Remaining
12/07/2012	<u>Assessing Office</u> Map Machine	First Niagra	2.271%	12/07/2016	Annual	3,565.19	-
	Total Assessing					3,565.19	0.00
12/07/2012	<u>Community Services</u> CS Copier	First Niagra	2.271%	12/07/2016	Annual	1,432.59	0.00
	Total Community Services					1,432.59	-
12/07/2012	<u>Fire Department</u> 2 Lieutenant's Vehicles	First Niagra	2.271%	12/07/2016	Annual	11,102.39	0.00
12/07/2012	Turnout Gear	First Niagra	2.271%	12/07/2016	Annual	1,648.61	0.00
12/07/2012	NarrowBand	First Niagra	2.271%	12/07/2016	Annual	21,483.71	0.00
	Total Fire					34,234.71	0.00
12/07/2012	<u>Police Department</u> Police Radio Voters	First Niagra	2.271%	12/07/2016	Annual	7,686.70	0.00
12/07/2012	Dispatch Narrowband	First Niagra	2.271%	12/07/2016	Annual	20,139.14	0.00
	Total Police					27,825.84	0.00
12/07/2012	<u>Public Works</u> Pick Up Truck	First Niagra	2.271%	12/07/2016	Annual	5,941.35	0.00
	Waste/Recycling Carts	Banc of America	3.82%	11/03/2016	Annual	79,422.63	0.00
	Total Public Works					85,363.98	0.00
	Total 2017 Leases Actual					152,422.31	0.00



Capital Equipment

**Municipal Capital Improvement Projects
Projected 5 Year Plan**

Description	5 - Year Plan Total Cost	FY 2018 Budget Request	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Total Community Services	\$ 243,200	\$ 116,200	\$ 87,000	\$ 13,000	\$ 27,000	\$ -
Total Planning Department	490,000	105,000	385,000	-	-	-
Total Fire	97,500	-	-	97,500	-	-
Total Police Department	18,068,000	-	18,068,000	-	-	-
Total Public Works	15,087,858	3,582,850	2,042,150	3,311,750	3,108,108	3,043,000
Total Public Library	5,784,700	34,700	250,000	-	5,500,000	-
Total School Department	2,371,200	821,200	435,000	390,000	405,000	320,000
Totals	\$ 42,142,458	\$ 4,659,950	\$ 21,267,150	\$ 3,812,250	\$ 9,040,108	\$ 3,363,000
Bond Proceeds		(3,794,050)				
Capital Reserve (Unrestricted FBal)		-				
Impact Fees		(750,000)				
Leases		-				
Reserves		-				
Funded by Grants, Fees, Trade-Ins		-				
Net Appropriation for FY2018		\$ 115,900				

**Capital Improvement Plan
Municipal Capital Equipment**

8/17/2017

1:45 PM

Projected 5 Year Plan

Description	5 - Year Plan Total Cost	FY2018 Budget Request		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
F.D. Replace Rescue Unit (replacement schedule)	\$ 386,000	\$ 92,000	R/T	\$ 94,000			\$ 200,000
F.D. Major Apparatus Refurbishing	\$ 210,000	\$ 50,000	B	\$ 50,000	\$ 55,000		\$ 55,000
F.D. Rescue Power Stretcher Replacement Program	\$ 86,500	\$ 42,500	B	\$ 44,000			
F.D. Replace staff vehicles (replacement schedule)	\$ 144,000	\$ 47,500	B/T	\$ 48,000	\$ 48,500		
F.D. New Safety & Personal Protective Equipment	\$ 172,500	\$ 86,250	B	\$ 86,250			
F.D. Donation Funded Equipment Initiatives	\$ 25,370	\$ 25,370	R				
F.D. Holding Tank	\$ 27,000				\$ 27,000		
F.D. Replace Utility Vehicle (used cruiser)	\$ 5,000				\$ 5,000		
F.D. Replace Engine 4 (replacement schedule)	\$ 650,000					\$ 650,000	
F.D. Re-chassis Forestry 4 (replacement schedule)	\$ 60,000					\$ 60,000	
F.D. Replace Pickup & Plow (replacement schedule)	\$ 55,000					\$ 55,000	
Total Fire Department	\$ 1,821,370	\$ 343,620		\$ 322,250	\$ 135,500	\$ 765,000	\$ 255,000
Assessing Department							
Vision Software - Licensing & Data Conversion	\$ 15,000	\$ 15,000	A	\$ -			
Revaluation	\$ 430,000			\$ 430,000			
Total Assessing Department	\$ 445,000	\$ 15,000		\$ 430,000	\$ -	\$ -	\$ -
Management Information Systems Department							
Switch Replacement /Addition	\$ 10,000	\$ 10,000	A				
Disaster Recovery/Business Continuity (fiber)	\$ 10,000	\$ -	A	\$ 10,000			
Vehicle Replacement	\$ 12,000	\$ -		\$ 12,000			
MIS Department	\$ 32,000	\$ 10,000		\$ 22,000	\$ -	\$ -	\$ -

Capital Improvement Plan							8/17/2017
Municipal Capital Equipment							1:42 PM
Projected 5 Year Plan							
Description	5 - Year	FY2018		Fiscal	Fiscal	Fiscal	Fiscal
	Plan	Budget		Year	Year	Year	Year
	Total Cost	Request		2019	2020	2021	2022
Community Services Department							
C.S. Automatic Gate System	\$ 60,000	\$ 60,000	R				
C.S. 4x4 Ton Dump Truck	\$ 56,000	\$ 56,000	B				
C.S. John Deere Snow Blower (1565)	\$ 5,000	\$ 5,000	A				
C.S. Infield Drag Rake	\$ 20,000	\$ 20,000	B				
C.S. Mini Bus	\$ 68,000	\$ -		\$ 68,000			
C.S. Push Slicer	\$ 6,000			\$ 6,000			
C.S. Aerator	\$ 30,000			\$ 30,000			
C.S. 4x4 Extended Cab Pick-Up	\$ 38,000			\$ 38,000			
C.S. 4x4 Extended Cab Pick-Up	\$ 38,000				\$ 38,000		
C.S. John Deere Snow Blower (4066)	\$ 12,000				\$ 12,000		
C.S. 4x4 1 Ton Dump Truck	\$ 56,000					\$ 56,000	
C.S. 4x2 Access Cab Pick-Up	\$ 26,000					\$ 26,000	
C.S. John Deere 1585 (w/snow blower)	\$ 50,000						\$ 50,000
Total Community Services Department	\$ 465,000	\$ 141,000		\$ 142,000	\$ 50,000	\$ 82,000	\$ 50,000
Planning Department							
Electric Vehicle Code Inspections	\$ 12,500	\$ 12,500	A/M				
Office Renovations	\$ 20,000	\$ -		\$ 20,000			
Planning Department	\$ 32,500	\$ 12,500		\$ 20,000	\$ -	\$ -	\$ -
Police Department							
Tasers (6) & Warranties	\$ 45,024	\$ 11,256	A	\$ 8,442	\$ 8,442	\$ 8,442	\$ 8,442
Cruiser Thermal Image Camera	\$ 18,985	\$ 18,985	B				
Equipment Issue Room Supplies	\$ 12,500	\$ 6,000	A				\$ 6,500
ACO Vehicle Replacement	\$ 32,000	\$ 32,000	B				
K-9 Replacement Program	\$ 6,000	\$ 6,000	A				
Traffic Monitoring Camera (2)	\$ 22,000	\$ 22,000	B				
Motorcycle Rider Replacement	\$ 12,040	\$ 12,040	A				
Ground Penetrating Radar	\$ 16,000			\$ 16,000			
Radar Units (6)	\$ 17,008			\$ 17,008			
Motorcycle Replacement	\$ 40,000			\$ 40,000			
MRO Smoker Craft Boat Replacement	\$ 4,216	\$ 4,216	A				
MRO Replacement Vehicle	\$ 32,000						\$ 32,000
Total Police Department	\$ 257,773	\$ 112,497		\$ 81,450	\$ 8,442	\$ 8,442	\$ 46,942

**Capital Improvement Plan
Municipal Capital Equipment
Projected 5 Year Plan**

8/17/2017
2:17 PM

Description	5 - Year Plan Total Cost	FY2018 Budget Request		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Public Works Department							
Plow Truck # 4001	\$ 205,000	\$ 205,000	B				
Pickup Truck/w lift gate # 4060	\$ 37,000	\$ 37,000	B				
Heavy Truck Lifts	\$ 37,000	\$ 37,000	B				
HVAC Upgrades Phase 2	\$ 82,000	\$ 82,000	B				
Traffic - Span Wire Camera Upgrade (Gorham Rd @ Payne	\$ 35,000	\$ 35,000	R				
Plow Truck #4018 (Re-use existing hopper)	\$ 180,000			\$ 180,000			
Pickup Truck #4055 w/lift gate	\$ 38,000			\$ 38,000			
Excavator 4013	\$ 195,000			\$ 195,000			
Sidewalk Plow with Attachments	\$ 180,000			\$ 180,000			
Fork Lift 4154	\$ 21,000			\$ 21,000			
Shop - Air Compressor	\$ 30,000			\$ 30,000			
PW Facility - Exterior Lighting Upgrades	\$ 24,500			\$ 24,500			
Traffic UPS/Generator/Battery Standby Install	\$ 36,000			\$ 36,000			
Traffic - Fire Panel Upgrade	\$ 25,000			\$ 25,000			
Plow Truck #4007 (Re-use existing sander)	\$ 180,000				\$ 180,000		
Pickup Truck #4034	\$ 37,000				\$ 37,000		
Street Sweeper #4201 Elgin	\$ 350,000				\$ 350,000		
Sidewalk Machine with attachments	\$ 185,000				\$ 185,000		
Traffic - Fiber Connection, Payne Rd Exit 42	\$ 30,000				\$ 30,000		
Plow Truck #4025 (Reuse Existing Sander)	\$ 188,000					\$ 188,000	
Pickup Truck #4052	\$ 33,000					\$ 33,000	
Catch Basin Truck #4032	\$ 300,000					\$ 300,000	
Front End Loader with Plow #4008	\$ 225,000					\$ 225,000	
Traffic Fire Alarm Cable Replacement , Payne Rd	\$ 40,000					\$ 40,000	
Plow Truck #4002	\$ 205,000						\$ 205,000
Pick Up Truck #4012, 1-Ton Dump	\$ 39,500						\$ 39,500
Loader/Backhoe #4042	\$ 145,000						\$ 145,000
Traffic - Fiber Connection, Payne Rd Exit 42 to Gorham	\$ 40,000						\$ 40,000
Total Public Works Department	\$ 3,123,000	\$ 396,000		\$ 729,500	\$ 782,000	\$ 786,000	\$ 429,500

**Capital Improvement Plan
Municipal Capital Equipment**

8/17/2017

2:17 PM

Projected 5 Year Plan

Description	5 - Year Plan Total Cost	FY2018 Budget Request	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Library						
Reader Board Sign Replacment	\$ 10,000	\$ 10,000	A			
Total Public Library	\$ 10,000	\$ 10,000		\$ -	\$ -	\$ -
Total All Municipal Department	\$ 6,186,643	\$ 1,040,617		\$ 1,747,200	\$ 975,942	\$ 1,641,442

Capital Improvement Plan							8/17/2017
Municipal Capital Equipment							2:22 PM
Projected 5 Year Plan							
Description	5 - Year Plan Total Cost	FY2018 Budget Request		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
School Department							
Technology							
Replacement IT vehicle	\$ 12,000	\$ -		\$ 12,000			
HS Switch	\$ 10,000	\$ 10,000	A				
Transportation							
School Bus Replacement Schedule (3 buses per year/10-year rotation);	\$ 1,654,884	\$ 318,000	B	\$ 324,360	\$ 330,847	\$ 337,464	\$ 344,213
Facilities							
Maintenance Truck Replacement Schedule (per PW recommendation):							
GMC Box Truck #315116	\$ 39,000	\$ 39,000	B				
GMC pickup Truck #207100	\$ 39,000			\$ 39,000			
GMC pickup Truck #548799	\$ 40,000				\$ 40,000		
GMC Dump Truck #271018	\$ 50,000					\$ 50,000	
Furnishings Replace & Renew	\$ 155,000	\$ 80,000	B	\$ 30,000	\$ 15,000	\$ 15,000	\$ 15,000
Kitchen Equipment Replacement	\$ 45,000	\$ 20,000	B	\$ 15,000	\$ 10,000		
Auditorium Acoustial Shells	\$ 8,000	\$ 8,000	A				
HS Athletics Equipment	\$ 295,000	\$ 75,000	B	\$ 70,000	\$ 75,000	\$ 75,000	
Facilities Support Equipment	\$ 95,000	\$ 25,000	B	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000
Total School Department	\$ 2,442,884	\$ 575,000		\$ 510,360	\$ 490,847	\$ 492,464	\$ 374,213
Total Municipal and School Capital Equipment	\$ 8,629,527	\$ 1,615,617		\$ 2,257,560	\$ 1,466,789	\$ 2,133,906	\$ 1,155,655
Funding in Fiscal Year 2018							
"A" Appropriated		\$ 105,012					
"B" to be Bonded		\$ 1,270,235					
"F" Capital Reserve (UFBal)		\$ -					
"M" Funding from several sources		\$ -					
"L" to be lease/loan		\$ -					
"R" to be from Reserve Funds		\$ 204,870					
"T" Trade-in		\$ 35,500					
Total Amount to be Funded		\$ 1,615,617					
* Note - Bond issues or appropriation and expenditure of funds derived from municipal revenue sources or combination of both, in principal amount greater than \$400,000 for a single capital project or equipment requires voter approval. See Section 905.11 of the Town Charter for exceptions.							

Narrative for Capital Equipment & Projected 5 Year Plan

Fire Capital Equipment

Description	5-Year Total	2017		2018	2019	2020	2021
Fire Department							
F.D. Replace Rescue Unit (replacement schedule)	\$ 276,000	\$ 90,000	R	\$ 92,000	\$ 94,000		
F.D. ATV replacement (joint project with Com Serv)	\$ 24,000	\$ 24,000	F				
F.D. Rescue Power Stretcher Replacement Program	\$ 127,500	\$ 41,000	F	\$ 42,500	\$ 44,000		
F.D. Replace staff vehicles (replacement schedule)	\$ 142,500	\$ 46,500	F	\$ 47,500	\$ -	\$ 48,500	
F.D. Major Apparatus Refurbishing (E6/E5/E7)	\$ 155,000	\$ -		\$ 50,000	\$ 50,000	\$ 55,000	
F.D. Replace Engine 4 (replacement schedule)	\$ 650,000						\$ 650,000
F.D. Re-chassis Forestry 4 (replacement schedule)	\$ 60,000						\$ 60,000
Total Fire Department	\$ 1,435,000	\$ 201,500		\$ 232,000	\$ 188,000	\$ 103,500	\$ 710,000

Note: Equipment with () an asterisks indicate FY2017 Budget*

***Rescue Unit Replacement:** As the cost of ambulance replacement continues to rise we have re-evaluated our current program for their replacement. For several years now we have been able to replace ambulances every three years by trading them into the vendor for a guaranteed 50% trade value. The benefit of that plan is that virtually all maintenance issues during the life of the unit are covered under warrantee. After analyzing this process and looking into other options we are now recommending a five year re-chassis program with a complete ambulance replacement every ten years. Although we have had to budget additional operating expenses for ambulance maintenance annually we believe this revised replacement program will save in excess of \$ 180,000 over 10 years.

***ATV All Terrain Replacement :** This request funds the replacement of a shared ATV that Community Services uses to pick up trash and other chores around the public parking areas and beach in Pine Point and is also used by the fire department for emergency response to off-road locations. This tool has proven essential during cardiac arrests, drownings, and a wide variety of emergencies on our beaches. Community Services purchased the current ATV in 2009 and it is at the end of it's useful life. The fire Department is picking up the cost or replacement this time. It should be noted that we have attempted to get this project funded through two separate grant applications over two years, but have been unsuccessful.

***Power Stretcher Replacement Program:** This request is the first of a three year phased plan to fund the replacement of our three battery powered ambulance stretchers at the end of their useful life. These units were originally purchased to reduce worker's compensation on-the-job injuries because they use hydraulic lift cylinders to elevate the stretcher so it can be loaded into the ambulance. There is no question these devices have saved money in insurance and lost-time injury costs during their lifetime. This proposal actually includes updating the current stretchers and adds a new power load system that includes a hydraulic lift mounted to the rear of the ambulance body. With our old stretchers we had the first generation electric lifting capability, but as a patient is being rolled into the ambulance an EMS provider still needs to support the weight of the patient while the wheels are retracted. This new lift increases capacity (which is very important as we continue to deal with bariatric patients) while also adding a new hydraulic component that does all the lifting eliminating that final opportunity for dropping a patient or injuring an employee. We have timed these upgrades to coincide with the re-chassis of our ambulances as there is a structural component that needs to be included on the module body in addition to the stretcher and power lift mechanism.

Fire Capital Equipment - Continued

***Replacement of Staff Vehicles:** This request is to replace the two full time deputy chief's and the Fire Chiefs vehicles. These vehicles are scheduled to be replaced after 12 years of service as outlined in the department's vehicle replacement plan. Our goal is to go out to bid in late 2017 after the FY18 budget has been approved so we can get the benefit of volume discounts by purchasing two units at one time but funded from different fiscal year budgets.

Major Apparatus Maintenance: (2018) This request is to refurbish various front line apparatus at the half-way point of their anticipated 25 year service life during different fiscal years. Over the years we have found this preventive maintenance program to be very cost effective by allowing us to perform major pump repairs, removal of electrolysis, and re-painting as necessary to extend the service life of these valuable assets. It is even more critical now that DPW is using more liquid calcium and magnesium products to help melt snow. These chemicals used by many municipalities are causing significant maintenance issues for our apparatus.

Replacement of Engine 4: (2021) As outlined in the department's replacement schedule, this request is to replace the 1996 Ferrara fire truck currently serving at a less busy station as Engine 4. This apparatus spent the first 10 years of its life as E7 at Oak Hill, our busiest station. For the past 15 years it has served at Pine Point station. The new apparatus will be assigned to front-line duty at one of the busier stations, and E4 will be re-purposed as our spare engine which fills in at all the stations when one of the primary trucks is out for maintenance or training. The 1989 E-One fire truck that has been serving as our spare engine will be traded or sold after completing 32 years of service to the community.

Re-chassis Forestry 4: (2021) (replacement schedule) As outlined in the department's replacement schedule, this request is to re-chassis the 2006 forestry unit after 15 years of service. When we built this unit we purchased a poly body to guard against corrosion which allows us to repurpose the body, integral water tank, pump, and CAFS system saving significant amount of total replacement.

Management Information Systems Capital Equipment

Description	5-Year Total	2017	2018	2019	2020	2021
Management Information Systems Department						
Core Switch Upgrade	\$ 26,680	\$ 26,680	A			
Vehicle Replacement	\$ 10,000	\$ 10,000	A			
MIS Department	\$ 36,680	\$ 36,680		\$ -	\$ -	\$ -

Note: Equipment with () an asterisk indicates FY2017 Budget*

***Core Switch Upgrade:** In April of 2015, we upgraded the core switch from 2Gb to 10Gb. However, the current linecard in the core switch was designed for transport, not distribution and as a result, we are dropping data packets. Additionally, there is only one card, providing a single point of failure.

This will allow us to purchase two 10Gb interface cards, providing increased redundancy, speed and reliability. The switch is a pivotal piece of hardware, as it supports all the critical loads from our servers.

Total cost for this project is \$53,360 - to be split equally between the Town and School

***Vehicle Replacement:** (2017) Our department van is ten years old and needs to be replaced due to the difficulty in conducting routine maintenance and finding parts.

Total cost for the vehicle is \$20,000 - to be split equally between the Town and School

Assessing Capital Equipment

Description	5-Year Total	2017	2018	2019	2020	2021
Assessing Department						
Revaluation	\$ 430,000		\$ 430,000			
Total Assessing Department	\$ 430,000	\$ -	\$ 430,000	\$ -	\$ -	\$ -

Note: Equipment with () an asterisks indicates FY2017 Budget*

Full Town-Wide Revaluation: (2018) The request is to fund a complete assessment equalization for the Town of Scarborough. The current dynamics in the real estate property market would indicate that there is considerable upward pressure within this market in majority of the different property classifications. By 2018 fiscal year and through fiscal year 2019 we will see the Town's assessment ratio and quality rating being in a position that would require a full revaluation. This item will require voter approval; therefore an education campaign will be necessary before the November 2018 election.

Community Services Capital Equipment

Description	5-Year Total	2017	2018	2019	2020	2021
Community Services Department						
C.S. Replacement 4x4 John Deere Gator	\$ 10,600	\$ 10,600	A			
C.S. Replacement Kromer	\$ 18,300	\$ 18,300	A			
C.S. Replacement John Deere 4066	\$ 47,500	\$ 47,500	A			
C.S. Automatic Gate System	\$ 65,000		\$ 65,000			
C.S. 4x4 Ton Dump Truck	\$ 50,000		\$ 50,000			
C.S. Mini Bus	\$ 80,000			\$ 80,000		
Total Community Services Department	\$ 271,400	\$ 76,400	\$ 115,000	\$ 80,000	\$ -	\$ -

Note: Equipment with () an asterisks indicates FY2017 Budget*

***4x4 John Deere Gator:** This equipment will replace the current 4x4 Kawasaki Mule to be used for campus maintenance during the spring, summer, and fall months. The Kawasaki Mule is a 2001 with 2,758 hours of use.

***Kromer:** This will replace the current Kromer that was purchased in 2003. It is used to paint over 56 athletic fields in town over the spring, summer, and fall months and has over 1,400 hours of use.

***John Deere 4066:** This will replace our current 2005 John Deere 4410 which has over 3,400 hours of use. This tractor has a backhoe, bucket loader, and mid-mount mowing deck. It is used for mowing, general maintenance, and snow removal for the town. Additionally, Public Works uses this tractor to dig graves, as it is small enough to move through the graveyard without damaging the existing plots.

Automatic Gate System: (2018) This system will allow the town to program the opening and closing of the gate at Higgins Beach in accordance with town ordinance. It will allow for credit cards to be accepted at this facility. This will be funded out of the beach reserve account.

4x4 One - Ton Dump Truck: (2018) This will replace the current beach trash one-ton dump truck that has over 107,000 miles on it. It is starting to rust out and break down often. This will be funded out of the beach reserve account.

Mini Bus: (2019) The minibus that is used for senior trips and other activities throughout the town has over 90,000 miles on it, and it will need to be replaced in the future.

Planning Department Capital Equipment

Description	5-Year Total	2017	2018	2019	2020	2021
Planning Department						
Commercial Code & Fire Inspection Vehicle	\$ 32,000	\$ 32,000	A			
Planning & Code Enforcement Customer Area Renovation	\$ 17,500	\$ 17,500	A			
Planning Department	\$ 49,500	\$ 49,500	\$ -	\$ -	\$ -	\$ -

Equipment with () an asterisk indicates FY2017 Budget*

***Commercial Code & Fire Inspection Vehicle:** The Vehicle the Town's Commercial Code and Fire Inspector uses (a 2003 GMC Yukon) is beyond its recommended replacement date, is requiring frequent and costly maintenance, and gets poor gas mileage. The Planning and Codes and the Fire Departments are proposing to replace this vehicle with a new Ford Explorer. The Explorer package will provide the Commercial Code and Fire Inspector with a vehicle that can access a wide range of development and construction sites; is capable in all weather conditions; and has adequate interior space and cargo room for emergency gear and equipment. The Explorer also exhibits much improved fuel economy over the current GMC Yukon that's in service. The needs for this vehicle are more specific than a typical code enforcement vehicle, as this position conducts building and development inspections, but also routinely responds to Fire and public safety scenes and emergencies.

***Planning & Code Enforcement Customer Area Renovation:** This CIP is proposed to fund a renovation to the front counter, customer area and administrative space within the Planning and Code Enforcement Department. Currently the layout of this space is cramped and inadequate for multiple customers to be waited on by department staff, apply for permits, and /or wait comfortably to be served. Further, the administrative space is confined and doesn't enable two or more staff to greet or service customers at one time, which is frequently necessary. In addition, there isn't a comfortable area for customers to review plans, permits and other information. This funding will enable this area of the office to be reconfigured with more counter space to serve multiple customers at the same time; improve and more efficiently use the administrative space; and generally make the customer and front area a more comfortable and inviting place for the public doing business with the Planning and Code Enforcement Department. This proposal is part of the department's broader focus on being customer-friendly.

Police Department Capital Equipment

Description	5-Year Total	2017	2018	2019	2020	2021
Police Department						
Tasers (6) & warranties	\$ 37,950	\$ 7,590	A \$ 7,590	\$ 7,590	\$ 7,590	\$ 7,590
TruNarc Narcotics Identification System	\$ 26,600	\$ 26,600	F			
Cruiser Light Bars	\$ 19,200	\$ 19,200	F			
ACO Vehicle Replacement	\$ 32,000		\$ 32,000			
K-9 Replacement Program	\$ 6,500		\$ 6,500			
Ground Penetrating Radar	\$ 16,000		\$ 16,000			
Motorcycle Replacement	\$ 40,000			\$ 40,000		
MRO Marine 3 Boat Replacement	\$ 8,000		\$ 8,000			
MRO Replacement Vehicle	\$ 32,000					\$ 32,000
Total Police Department	\$ 218,250	\$ 53,390	\$ 70,090	\$ 47,590	\$ 7,590	\$ 39,590

Note: Equipment with () an asterisks indicates FY2017 Budget*

***Taser Equipment Program:** This request is for funds to purchase 6 replacement X26 tasers. The current tasers are 5 years old and have reached their warranty expiration. This will be a multi-year request until all 37 tasers have been upgraded. They are electrical devices and will begin to experience repair problems.

***Narcotics Identification System:** The TruNarc Narcotics Identification System is an electronic device capable of identifying a vast array of narcotic substances. Current field test kits identify 20 - 25 different drugs but the officer would need to have an idea of what they are testing for. This device has the ability to test for 307 different drugs by using laser technology. Today's heroin is cut with a substance called fentanyl which is highly potent and is killing heroin users. Fentanyl is not visibly discernable and can be absorbed through the skin as well as ingested by breathing. In small doses it is fatal. This is an officer safety request to protect officers from exposure to this deadly drug while performing their police duties.

***Cruiser Light Bars:** These funds would be used to replace the light bars and controllers on the eight marked patrol vehicles in the police department fleet. The current light bars were purchased for Ford Crown Victoria Police Interceptor SUV's. The new equipment will be better suited to the SUV platform. The current equipment has also been discontinued, and replacement parts are no longer available. The new equipment also includes updated features to enhance officer safety. The light bars being replaced were purchased in the 2010 budget.

ACO Replacement Vehicles: (2018) This is a replacement program started in the 2002/2003 budget for the replacement of the Animal Control Truck. The funds would be used for the purpose of replacing the truck with a new vehicle every 5 years.

K-9 Replacement Program: (2018) This is a replacement program for the replacement of aging police K-9 partners who are no longer physically capable of performing police duties. Replacement will depend on the health of the police dog. Replacement is expected to be after 5 or more years of service. K-9 Jak served 8 years before retiring.

Police Department Capital Equipment- Continued

Ground Penetrating Radar: (2018) Recently, a local contractor unearthed the skeletal remains of three individuals while excavating for a leech bed. The skeletal remains must now be dug up and reburied. The area to be excavated is approximately 40'x40'. The number of hours devoted to this recovery effort now totals 56 hours x 3 Officers for a total of 168 hours. This device would allow us to search a 100 foot area in as little time as 30 minutes. The device will locate buried human remains, drugs, money, cash, weapons etc.

MRO Marine 3 Boat Replacement: (2018) This fund request is to replace Marine 3, our 17 foot Smoker Craft boat. This boat is 12 years old and is shared between the Fire Department and the Police Department. On the fire side, this boat is used for water rescues in and around the marsh area. On the police side, the Marine Resources Officer uses this boat for water testing and law enforcement on a daily basis. We also leave this boat tied up to floats at Pine Point for quicker access to the flats and water.

Motorcycle Replacement: (2019) This is a replacement program for the replacement started in 2002/2003 for the replacement of the police motorcycles. The funds would be used for the purpose of replacing the truck with a new vehicle every five years.

MRO Replacement Vehicle: (2021) This is a replacement program started in the 2002/2003 budget for the replacement of the Marine Resources Truck. The funds would be used for the purpose of replacing the truck with a new vehicle every 5 years.

Narrative for Capital Equipment & Projected 5 Year Plan

Public Works Department Capital Equipment

Description	5-Year Total	2017	2018	2019	2020	2021
Public Works Department						
Plow Truck # 4025	\$ 175,000	\$ 175,000	B			
Pickup Truck/w lift gate # 4035	\$ 36,000	\$ 36,000	A			
Loader/ Backhoe #4042	\$ 190,000	\$ 190,000	B			
Blower for Loader	\$ 112,000	\$ 112,000	B			
Beach Tractor (Bch Revenue Account)	\$ 120,000	\$ 120,000	R			
PW Floor Sweeper #4157	\$ 62,000	\$ 62,000	B			
PW HVAC Replacement /Efficiency Upgrades	\$ 82,000	\$ 82,000	B			
Plow Truck #4001	\$ 200,000		\$ 200,000			
Pick Up Truck #4060	\$ 37,000		\$ 37,000			
Street Sweeper #4200 Tennant	\$ 310,000		\$ 310,000			
Sidewalk Plow with Attachments	\$ 150,000		\$ 150,000			
PW Shop - Heavy Truck Lifts	\$ 35,000		\$ 35,000			
Traffic - UPS /Generator/Battery Standby Install	\$ 36,000		\$ 36,000			
Plow Truck #4010 (Re-use existing sander)	\$ 180,000			\$ 180,000		
Pickup Truck #4055 w/lift gate	\$ 36,000			\$ 36,000		
Excavator 4013	\$ 195,000			\$ 195,000		
PW Shop - Air Compressor	\$ 30,000			\$ 30,000		
PW Facility - Exterior Lighting Upgrades	\$ 24,500			\$ 24,500		
Traffic - Fiber Connection, Haigis Pkwy to Exit 42	\$ 30,000			\$ 30,000		
Traffic - Fire Panel Upgrade	\$ 25,000			\$ 25,000		
Plow Truck #4007 (Re-use existing sander)	\$ 180,000				\$ 180,000	
Pickup Truck #4034	\$ 37,000				\$ 37,000	
Street Sweeper #4201 Elgin	\$ 320,000				\$ 320,000	
Sidewalk Machine with attachments	\$ 155,000				\$ 155,000	
Traffic Fire Alarm Cable Replacement , Payne Rd	\$ 40,000				\$ 40,000	
Plow Truck #4018 (Re-use existing sander)	\$ 188,000					\$ 188,000
Pick Up Truck Service #4052	\$ 33,000					\$ 33,000
Catch Basin Truck #4032	\$ 260,000					\$ 260,000
Front End Loader with Plow #4008	\$ 225,000					\$ 225,000
Traffic - Fiber Connection, Payne Rd Exit 42 to Gorahm Rd	\$ 40,000					\$ 40,000
Total Public Works Department	\$ 3,543,500	\$ 777,000	\$ 768,000	\$ 520,500	\$ 732,000	\$ 746,000

Note: Equipment with () an asterisk indicates FY2017 Budget*

Each year funds are requested for new equipment based on an equipment replacement schedule. With a few exceptions the annual plan calls for replacement of one plow truck (with gear), one pickup truck, and a piece of specialized large equipment. This schedule enables us to maintain a fleet of plow trucks that are no older than 16 years, pickup trucks that are no older than 10 years, and other heavy-duty construction equipment no older than 10 years. While the American Public Works association guidelines recommend replacing vehicles 2-3 years sooner, we are able to follow our schedule because operators are assigned specific trucks and our maintenance staff is very diligent with maintenance schedules.

***Plow Truck #4025:** Replacement for a 2000 International 2554. Total mileage of 71,266, with 6,493 hours.

***Pickup Truck #4035:** Replaces the 2005 GMC three quarter ton Crew Truck. Total mileage 112,374, with 6,820 hours.

***Backhoe #4042:** Replaces a 2011 Case (less 40k trade) John Deere loader. The loader/backhoe is the only piece of equipment on a 5 year replacement schedule. It is used year-round by Public Works and the Fire Department. Due to its almost daily use the hours and miles add up quickly. Also, loader/backhoe specifications include a 5-year no-downtime warranty so we always have a machine available.

Public Works Department Capital Equipment-Continued

PW Shop - Air Compressor: (2019) The current unit was installed in 1996 when the town bought the building. Through good maintenance the unit has worked well but it is near the end of life and should be replaced.

PW Facility - Exterior Lighting Upgrades: (2019) Like the interior lighting replaced in 2008, the exterior lighting is original to the building and is 30 plus years old. New lighting would provide better light quality and save money as we would change from metal halide lighting to LED lights.

Traffic - Fiber Connection, Haigis Pkwy to Exit 42: (2019) The project would include installation of fiber optic cable from the intersection of Haigis Parkway and Route 1 to the intersection of Haigis Parkway and Payne Road. This would allow us to interconnect the Route 1 signals with the signals at Exit 42 and Cabela Boulevard.

Traffic - Public Works Facility Fire Panel Upgrade: (2019) The existing fire panel is obsolete and parts are no longer available. This project would replace the panel and any associated equipment while bringing the system up to current building code.

Equipment Replacement: (2020)

PLOW TRUCK	#4007	Replaces a 2005 International 7400
PICKUP TRUCK	#4034	Replaces a 2009 GMC 1/2-ton
Street Sweeper	#4201	Replaces a 2009 Elgin

Sidewalk Machine w/attachments: (2020) Purchase of this sidewalk machine would bring the total number of units to two. Once this occurs all sidewalk winter maintenance responsibilities would be in-house and contractual services for sidewalk plowing would cease.

Traffic Fire Alarm Cable Replacement - Payne Rd: (2020) Haigis Parkway to Gorham Rd. This is a replacement of existing fire alarm cable.

Equipment Replacement: (2021)

PLOW TRUCK	#4018	Replaces a 2005 International 7400
PICKUP TRUCK	#4052	Replaces a 2009 GMC Service Truck
CATCH BASIN TRUCK	#4032	Replaces a 2003 Camel
FRONT END LOADER (with plow)	#4008	Replaces a 2012 John Deere

Traffic - Fiber Connection, Payne Rd, Exit 42 to Gorham Rd: (2021) Scope would be to extend fiber optic cable from the exit 42 intersection to the intersection of Payne and Gorham roads. All signals would be interconnected along the Payne road corridor once this is done.

Public Library Capital Equipment

Description	5-Year Total	2017	2018	2019	2020	2021
Library						
Information Technology	\$ 11,000		\$ 5,500			\$ 5,500
Shelving & Fixtures	\$ 10,000		\$ 10,000			
Materials Handling - RFID	\$ 27,000			\$ 27,000		
Total Public Library	\$ 48,000	\$ -	\$ 15,500	\$ 27,000	\$ -	\$ 5,500

Note: Equipment with () an asterisk indicates FY2017 Budget*

Information Technology: (2018) Replacement of public workstations is on five-year cycle and is now included on the operations side of the budget

2018: Hardware - Telecommunications switch, \$1,500, server firewall replacement, \$4,000.

2021: To be Determined

Shelving & Fixtures: (2018) To accommodate changes in services, collection size, type and location as need. Most furnishings date from construction in 1989.

Materials Handling - RFID Project: (2019) The Materials Handling RFID has four goals: providing security for our materials; improving staff efficiency (by reducing the time spent on repetitive tasks and increasing accuracy); increasing use of our SelfCheck; and streamlining collection management.

A second SelfCheck and an RFID book return unit is planned for 2019 to coincide with building expansion. This book return unit will immediately check-in materials as they drop through the return on the outside of our building - before the library opens in the morning, in fact, at any time the Library is closed.

School Department Capital Equipment

Description	5-Year Total	2017	2018	2019	2020	2021
School Department						
Technology						
Replacement IT vehicle*	\$ 10,000	\$ 10,000	A			
Transportation						
School Bus Replacement Schedule	\$ 1,639,273	\$ 315,000	B	\$ 321,300	\$ 327,726	\$ 334,281
(3 buses per year/10-year rotation); continue conversion to propane w/EPA grants.						
Facilities						
Maintenance Truck Replacement Schedule (per PW recommendation):						
GMC Box Truck #223568	\$ 37,000	\$ 37,000	F			
GMC pickup Truck #315116	\$ 38,000			\$ 38,000		
GMC pickup Truck #207100	\$ 38,000			\$ 38,000		
GMC pickup Truck #548799	\$ 38,000				\$ 38,000	
GMC Dump Truck #271018	\$ 50,000					\$ 50,000
Furnishings Replace & Renew	\$ 125,000	\$ 50,000	B	\$ 30,000	\$ 15,000	\$ 15,000
Kitchen Equipment Replacement	\$ 60,375	\$ 38,375	F	\$ 12,000	\$ 10,000	
Auditorium Acoustical Shells	\$ 27,500	\$ 10,000	F	\$ 10,000	\$ 7,500	
HS Athletics Equipment	\$ 50,000	\$ 50,000	B			
Facilities Support Equipment	\$ 45,000	\$ 15,000	F	\$ 15,000		\$ 15,000
Total School Department	\$ 2,158,148	\$ 525,375	\$ 411,300	\$ 413,226	\$ 387,281	\$ 420,966

Note: Equipment with () an asterisk indicates FY2017 Budget*

***Vehicle Replacement:** Our department van is ten years old and needs to be replaced due to the difficulty in conducting routine maintenance and finding parts.

Total cost for the vehicle is \$20,000 - to be split equally between the Town and School

***Bus Replacement:** School vehicles are maintained by the Scarborough Department of Public Works, leveraging our shared services agreement to combine exceptional quality of care with cost savings. School buses travel 15,000 miles per year of stop-and-go driving in all weather and road conditions, and are subject to considerable wear and tear. Because of the quality of our maintenance program, we are able to keep buses in excellent condition for the safety of our students; however, a regular vehicle replacement schedule is critical.

National studies have found that after 12 years of use, the annual operating costs of Type C and D school buses begin to increase significantly and continue an annual increase each year thereafter¹. In addition, it is difficult to find replacement cost insurance coverage for vehicles that are more than 10 model years old. In 2004 and 2005, a large capital investment was made to purchase a total of 11 school buses; unfortunately this has created a bottleneck in the replacement schedule, forcing us to purchase 3 buses per year for several years to get back on schedule. The 5-year capital plan for Student Transportation reflects this recommended replacement schedule.

School Department Capital Equipment-Continued

***Truck Replacement:** Our department van is ten years old and needs to be replaced due to the difficulty in conducting routine maintenance and finding parts.

Total cost for the vehicle is \$20,000 - to be split equally between the Town and School

***Furnishings Replacement & Renewal:** School furnishings such as desks, chairs and tables are used daily and subject to regular wear and tear. Most quality school furnishings have a useful life of 15-20 years, and furnishings at the Middle School and K-2 schools are currently well beyond that threshold (20-25 years old). Project funding will allow replacement based on inventory of the most critical need. Funding will also support ongoing deployment of ergonomic peripherals for office/desk work.

***Kitchen Equipment Replacement:** The School Nutrition Program operates 3 full-size kitchens at High School, Middle School and Wentworth, and 3 satellite kitchens at the primary schools, producing breakfast and lunch for thousands of students every school day. Investment in kitchen equipment has been deferred due to program revenue shortfalls in recent years, and equipment with a useful life of 12-15 years has been stretched to 20+. Capital budget request for the next 3 years are intended to bring equipment back up to standard so that regular investment can be made at a sustainable level in the program operating budget. Capital funding in FY17 will purchase a new commercial dishwasher and combi-oven for the High School, and upgrade the districtwide POS system (software used for menu planning, nutrition analysis, state reports and payment systems including cash registers).

***Auditorium Acoustical Shells:** This funding is the second installment of a 3-year investment for equipment to improve sound quality from the stage of the Winslow Homer Auditorium at the High School. Acoustical shells will be used for student musical performances for grades K-12.

***HS Athletics Equipment:** Although most equipment for athletics is funded through the school operating budget, there are larger one-time expenses typically proposed as capital projects. The FY2017 funding request will replace a 10-year-old pole vault mat which is becoming a safety hazard, as well as batting cages which were constructed on-site several years ago as a cost-saving measure, but which are now deteriorating and difficult to maneuver safely.

***Facilities Support Equipment:** The School Department owns a number of commercial-grade automated floor cleaning machines which allow custodians to keep floors sanitary and in excellent condition with maximum efficiency. The largest machines have a 7-8 year useful life. While these machines are under a preventive maintenance contract, we need to replace the two oldest of them in FY2017.



Capital Projects

**Municipal Capital Improvement Projects
Projected 5 Year Plan**

Description	5 - Year Plan Total Cost	FY 2018 Budget Request	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Total Community Services	\$ 243,200	\$ 116,200	\$ 87,000	\$ 13,000	\$ 27,000	\$ -
Total Planning Department	490,000	105,000	385,000	-	-	-
Total Fire	97,500	-	-	97,500	-	-
Total Police Department	18,068,000	-	18,068,000	-	-	-
Total Public Works	15,087,858	3,582,850	2,042,150	3,311,750	3,108,108	3,043,000
Total Public Library	5,784,700	34,700	250,000	-	5,500,000	-
Total School Department	2,371,200	821,200	435,000	390,000	405,000	320,000
Totals	\$ 42,142,458	\$ 4,659,950	\$ 21,267,150	\$ 3,812,250	\$ 9,040,108	\$ 3,363,000
Bond Proceeds		(3,794,050)				
Capital Reserve (Unrestricted FBal)		-				
Impact Fees		(750,000)				
Leases		-				
Reserves		-				
Funded by Grants, Fees, Trade-Ins		-				
Net Appropriation for FY2018		\$ 115,900				

Capital Improvement Plan

8/21/2017

Municipal Capital Projects

12:00 PM

Project 5 Year Plan

Description	5 - Year Plan Total Cost	FY2018 Budget Request		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Community Services							
C.S. Cable Room Upgrade	\$ 65,000	\$ 65,000	B				
259 US Rte 1 - Carpet Replacement	\$ 20,000	\$ -	A	\$ 20,000			
259 US Rte 1 - Hot Water Pump Upgrade	\$ 30,000	\$ 30,000	B				
29 Black Pt - Cooling System Repair	\$ 16,200	\$ 16,200	A				
29 Black Pt - Heating System Evaluation	\$ 25,000	\$ 5,000	A	\$ 20,000			
259 US Rte 1 - Restroom Renovation	\$ 37,000	\$ -		\$ 37,000			
29 Black Pt - Rubber Roof Repair/Replacement	\$ 10,000			\$ 10,000			
259 US Rte 1 -Replacement Vault Door	\$ 13,000				\$ 13,000		
29 Black Pt - Sprinkler System Internal Investigation	\$ 12,000					\$ 12,000	
259 US Rte 1 -Sprinkler System Internal Investigation	\$ 15,000					\$ 15,000	
Total Community Services	\$ 243,200	\$ 116,200		\$ 87,000	\$ 13,000	\$ 27,000	\$ -

Planning Department							
Comprehensive Plan Update Process	\$ 80,000	\$ 80,000	B				
Municipal Campus Master Plan	\$ 25,000	\$ 25,000	A				
Mill Brook Watershed Planning	\$ 35,000			\$ 35,000			
North Scarborough Traffic Signal Improvement Plan	\$ 350,000			\$ 350,000			
Total Planning Department	\$ 490,000	\$ 105,000		\$ 385,000	\$ -	\$ -	\$ -

Fire Department							
F.D. Major Station Maintenance Projects	\$ 97,500	\$ -		\$ -	\$ 97,500		
Total Fire Department	\$ 97,500	\$ -		\$ -	\$ 97,500	\$ -	\$ -

Capital Improvement Plan

8/21/2017

Municipal Capital Projects

1:52 PM

Project 5 Year Plan

Description	5 - Year Plan Total Cost	FY2018 Budget Request		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Police Department							
Public Safety Building Renovation	\$ 18,000,000			\$ 18,000,000			
Building Painting	\$ 30,000			\$ 30,000			
Building Furnace	\$ 38,000			\$ 38,000			
Total Police Department	\$ 18,068,000	\$ -		\$ 18,068,000	\$ -	\$ -	\$ -

Public Works Department - Town-Wide Projects

Mid-Level Road Rehabilitation	\$ 3,015,000	\$ 563,000	B	\$ 583,000	\$ 603,000	\$ 623,000	\$ 643,000
Subsurface Drainage Assessment Project	\$ 356,250	\$ 118,750	B	\$ 118,750	\$ 118,750		
Gorham Rd Reconstruction Phase I (Wentworth/Maple Ave & Millbrook)	\$ 2,200,000	\$ 2,200,000	B/M				
LED Street Light Retrofit project	\$ 701,100	\$ 701,100	B				
Millbrook)	\$ 125,000	\$ -		\$ 125,000			
Gorham Rd Reconstruction Phase II (Maple Ave & Rte.1 Greening Initiative Phase II (Millbrook Crossing)	\$ 1,090,400			\$ 1,090,400			
Rte.1 Greening Initiative Phase II (Millbrook Crossing)	\$ 125,000			\$ 125,000			
Pine Point area Improvement Project	\$ 2,500,000				\$ 2,500,000		
Rte.1 Greening Initiative Phase III (Willowdale Rd Area)	\$ 90,000				\$ 90,000		
Gorham Rd Reconstruction Phase III Ridgeway - North	\$ 1,485,108					\$ 1,485,108	
Subsurface Drainage Rehabilitation Project Phase I	\$ 1,000,000					\$ 1,000,000	
Payne Rd Reconstruction (Cabelas-Flaherty's Hill)	\$ 1,400,000						\$ 1,400,000
Subsurface Drainage Rehabilitation Project Phase II	\$ 1,000,000						\$ 1,000,000
	\$ -						
Total Public Works	\$ 15,087,858	\$ 3,582,850		\$ 2,042,150	\$ 3,311,750	\$ 3,108,108	\$ 3,043,000

Capital Improvement Plan

8/21/2017

Municipal Capital Projects

1:54 PM

Project 5 Year Plan

Description	5 - Year Plan Total Cost	FY2018 Budget Request		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Library Building Maintenance & Repair							
Parking Lot Sealing	\$ 4,500	\$ 4,500	A				
HVAC Maintenance and Controls	\$ 10,200	\$ 10,200	A				
Solar Panels /Agreement	\$ 20,000	\$ 20,000	A				
Building Expansion	\$ 5,650,000	\$ -		\$ 150,000		\$ 5,500,000	
Security Cameras	\$ 25,000			\$ 25,000			
Emergency Generator	\$ 75,000			\$ 75,000			
Total Public Library	\$ 5,784,700	\$ 34,700		\$ 250,000	\$ -	\$ 5,500,000	\$ -
Total All Municipal Department Projects	\$ 39,771,258	\$ 3,838,750		\$ 20,832,150	\$ 3,422,250	\$ 8,635,108	\$ 3,043,000

Capital Improvement Plan							8/21/2017
Municipal Capital Projects							1:55 PM
Project 5 Year Plan							
Description	5 - Year Plan Total Cost	FY2018 Budget Request		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
School Department							
Technology							
MS Tech Refresh	\$ 199,200	\$ 199,200	B				
IT Tech Refresh - moved from Operating back to	\$ 100,000	\$ 100,000	B				
Disaster Recovery /BCP	\$ 10,000	\$ -		\$ 10,000			
Facilities							
Long-range Planning	\$ 100,000	\$ 50,000	B		\$ 50,000		
Building envelope Maintenance	\$ 340,000	\$ 100,000	B	\$ 70,000	\$ 70,000	\$ 50,000	\$ 50,000
Energy Efficiency Upgrades	\$ 140,000	\$ 60,000	B	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Flooring Repair and Replace	\$ 100,000	\$ 20,000	A	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Paving/Sealcoat/Stripping	\$ 75,000	\$ 15,000	A	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
HVAC Repairs MS & K2	\$ 300,000	\$ 100,000	B	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Roof Restoration	\$ 877,000	\$ 177,000	B	\$ 200,000	\$ 150,000	\$ 200,000	\$ 150,000
Security & Access Management	\$ 130,000			\$ 50,000	\$ 15,000	\$ 50,000	\$ 15,000
Total School Department	\$ 2,371,200	\$ 821,200		\$ 435,000	\$ 390,000	\$ 405,000	\$ 320,000
Total Municipal and School Capital Projects	\$ 42,142,458	\$ 4,659,950		\$ 21,267,150	\$ 3,812,250	\$ 9,040,108	\$ 3,363,000

Funding in Fiscal Year 2018		
"A" Appropriated		\$ 115,900
"B" to be Bonded		\$ 3,794,050
"F" Capital Reserve (UFBal)		\$ -
"M" Funding from several sources	From State	\$ 750,000
"L" to be lease/loan		\$ -
"R" to be from Reserve Funds		\$ -
¹⁻² Revenue FD pumper 3 & Service Truck/Vehicles Trade-in		\$ -
Total Amount to be Funded		\$ 4,659,950

* Note - Bond issues or appropriation and expenditure of funds derived from municipal revenue sources or combination of both, in principal amount greater than \$400,000 for a single capital project or equipment requires voter approval. See Section 905.11 of the Town Charter for exceptions.

Narrative for Capital Projects & Projected 5 Year Plan

Community Services - Capital Projects

Description	5-Year Total	2018	2019	2020	2021	2022
Community Services						
C.S. Cable Room Upgrade	\$ 65,000	\$ 65,000	B			
259 US Rte 1 - Carpet Replacement	\$ 20,000	\$ -	\$ 20,000			
259 US Rte 1 - Hot Water Pump Upgrade	\$ 30,000	\$ 30,000	B			
29 Black Pt - Cooling System Repair	\$ 16,200	\$ 16,200	A			
29 Black Pt - Heating System Evaluation	\$ 25,000	\$ 5,000	A	\$ 20,000		
259 US Rte 1 - Restroom Renovation	\$ 37,000	\$ -	\$ 37,000			
29 Black Pt - Rubber Roof Repair/Replacement	\$ 10,000		\$ 10,000			
259 US Rte 1 -Replacement Vault Door	\$ 13,000			\$ 13,000		
29 Black Pt - Sprinkler System Internal Investigation	\$ 12,000				\$ 12,000	
259 US Rte 1 -Sprinkler System Internal Investigation	\$ 15,000				\$ 15,000	
Total Community Services	\$ 243,200	\$ 116,200	\$ 87,000	\$ 13,000	\$ 27,000	\$ -

Note: Projects with () an asterisk indicate FY2018 Budget*

Town Hall Projects

***Cable Room Upgrade:** This project is to upgrade our current SCTV broadcasting and cable room into the 21st century. The cable room has been piecemealed together over the last 15 years. The equipment is failing and doesn't always communicate with the broadcasting equipment, creating issues during trainings and during the live broadcast of Town Council and School Board Department meetings. This upgrade also takes the future into account with offering more live streaming options.

***Hot Water Pump Upgrade:** This funding will be used to replace our 24 year old hot water circulator pump assemblies that heat the building. The pumps have become less efficient over time due to wear on the impellers causing a decrease in flow. The new assemblies will have energy efficient motors and be sized to meet the additional flow rates required by the Tri-Gen System.

Carpet Replacement: (2019) This funding would be used to replace the 24 year old carpeting in the Assessing and planning departments on the lower level. This phase two of a multi-phase project replace all of the original 24 year old carpeting in the building

Restroom Renovations: (2019) This funding would be used to renovate the restrooms at Town Hall. The restrooms are 24 years old and in need of repair. The project will consist of removing old wall covering and the dry wall will be prepared and painted. The counter tops will be replaced with one-piece integral sink units that will not be susceptible to rot or excessive maintenance. The tile flooring will be replaced along with ne ceiling tiles and energy efficient light fixtures.

Vault Door: (2020) This funding is to replace the aging vault door here at Town Hall. The door was built in 1962 and purchased as a used unit when the building was built in 1993. The door locking mechanism and lock pins are all showing extreme wear and have jammed in the past. Funding would be for the installation of a brand new door.

Sprinkler System Internal Investigation and Flush: (2021) Per NFPA fire code, we are required to perform an internal valve and pipe investigation every 5 years. If the investigation finds excessive amounts of rust or scale in the piping we are required to have the system flushed. This price is a not to exceed price and would be removed from the budget requests should no flush be required. The internal investigation would be conducted late in the 19/20 budget cycle funded by via the operating budget. This narrative is a place holder should the flush be required.

Community Services - Capital Projects - continued

Oak Hill Professional Building Projects

***Cooling System Repair:** This funding is to repair both Air Conditioning Systems in the building. The building currently has two split unit air conditioning systems that are 20 years old. Unit # 2 is no longer in service due to a number of leaks in the evaporation coil and the condenser unit needs to be replaced. Additionally, Unit # 1 has also started to have condenser problems and needs to be replaced.

***Heating System Evaluation:** The steam heating system in the building is antiquated, not energy efficient and require enormous amounts of maintenance to keep operating correctly. Additionally, the fuel tanks have started to leak at the top when filled. The evaluation would look at available fuel types at the location as well as establish an efficient heating system for the future

Rubber Roof Repair/Replacement: (2019) This funding would be used the replace the rubber roof on the building. The rubber roof is well over 25 years old and has developed some minor leaks.

Sprinkler System Internal Investigation and Flush: (2021) Per NFPA fire code, we are required to perform an internal valve and pipe investigation every 5 years. If the investigation finds excessive amounts of rust or scale in the piping we are required to have the system flushed. This price is a not to exceed price and would be removed from the budget requests should no flush be required. The internal investigation would be conducted late in the 19/20 budget cycle funded by via the operating budget. This narrative is a place holder should the flush be required.

Planning Department Capital Projects

Description	5-Year Total	2018		2019	2020	2021	2022
Planning Department							
Comprehensive Plan Update Process	\$ 80,000	\$ 80,000	B				
Municipal Campus Master Plan	\$ 25,000	\$ 25,000	A				
Mill Brook Watershed Planning	\$ 35,000			\$ 35,000			
North Scarborough Traffic Signal Improvement Plan	\$ 350,000			\$ 350,000			
Total Planning Department	\$ 490,000	\$ 105,000		\$ 385,000	\$ -	\$ -	\$ -

Note: Projects with () an asterisk indicate FY2018 Budget*

***Comprehensive Plan Update Process:** The Planning Department, in conjunction with the Long Range Planning Committee and Scarborough Economic Development Corporation, are facilitating the Town's update to its Comprehensive Plan (Plan). The Town's Plan is the framework to guide our zoning, growth and development. State Law stipulates that communities update their Plan every 10 to 12 years, with ours last updated in the summer of 2006. To stay in compliance and to keep our Plan contemporary with Scarborough's goals and expectations, we are conducting this Plan update. While planning staff will perform aspects of this work, consultant assistance is critical to engage the public, conduct visioning sessions, assess and analyze the community, provide guidance on policies and best practices, and craft a Plan that is user-friendly, creative and inspirational. In addition, this planning process proposes to include localized master planning efforts in select centers of our community to create a framework to make our centers more livable, vibrant and cohesive places.

***Municipal Campus Master Plan:** The Town recently conducted a long range facilities plan to assess and quantify the potential short, medium and longer range facility needs of the community. The Town crafted this plan to be proactive in planning for, and managing, the Town's current and future facility needs. Further, the planning effort focused on being thoughtful and analytical about the prioritization of these facilities or expansions and when they may be warranted based on current or future demands, forecasted growth, and fiscal implications. As expected, a variety of facilities, uses, and expansions are best sited on or near our central municipal and school campus in Oak Hill. In order to confirm these uses can be adequately accommodated and to ensure the campus continues to develop in a planned and complimentary way, a master planning process is warranted. This CIP funding is proposed to employ the services of a consultant who can assist the Town with this master planning effort and to develop a long range campus master plan that integrates short, medium and longer term facilities and uses with the existing environment in a well-planned, cohesive manner.

Mill Brook - Watershed Planning: (2019) The Mill Brook watershed consists of the streams, wetlands and land area around Oak Hill down to Haigis Parkway and drains a significant area of Scarborough into the Scarborough Marsh. Given the amount of development within the watershed, and the potential for growth along Route One, at Scarborough Downs, and along Haigis Parkway, Mill Brook(s) are exhibiting stress and are under threat of becoming urban impaired. Once urban impaired, the health and condition of the stream is very difficult and costly to restore and increased requirements are placed on the Town and any development within the watershed. A management plan for the Mill Brook watershed would be a proactive measure that can identify current stresses on the streams and watershed; establish protective stormwater management approaches; and provide measures to keep the watershed in good standing. This CIP can provide a portion of the funding necessary to perform a comprehensive watershed plan and can be matched with State and Federal dollars.

Planning Department Capital Projects - Continued

North Scarborough Traffic Signal Improvement Plan: (2019) The intersections and road corridors in North Scarborough consisting of Route 22 and 114 exhibit severe traffic congestion in the commuter hours and at other peak travel times. This condition has been an issue for decades with a regional transportation solution by the Maine DOT or Maine Turnpike Authority (MTA) needed. Plans are now in motion at the State, regional, and MTA level to plan for significant transportation improvements to address this acute congestion issue. At the local level though, the three signalized intersections in North Scarborough are also in the short term need of new controllers, signal hardware, interconnections, modernization, and coordination. This traffic control infrastructure updates can make much needed improvements to optimize the function of the signals and more efficiently and safely move traffic through this area, while also being integrated with the longer range regional transportation improvements contemplated by the MTA.

Fire Capital Projects

Description	5-Year Total	2018	2019	2020	2021	2022
Fire Department						
F.D. Major Station Maintenance Projects	\$ 97,500		\$ -	\$ 97,500		
Total Fire Department	\$ 97,500	\$ -	\$ -	\$ 97,500	\$ -	\$ -

Note: Projects with () an asterisks indicate FY2018 Budget*

Major Station Maintenance Projects: (2020) This initiative funds major station maintenance projects at our Dunstan and Black Point stations. It includes 20,000 for painting the ceilings in the apparatus bays in each station; 27,500 to upgrade the propane furnaces in each facility; and 50,000 to replace the roof at Black Point station.

Police Department Capital Projects

Description	5-Year Total	2018	2019	2020	2021	2022
Police Department						
Public Safety Building Renovation	\$ 18,000,000		\$ 18,000,000			
Building Painting	\$ 30,000		\$ 30,000			
Building Furnace	\$ 38,000		\$ 38,000			
Total Police Department	\$ 18,068,000	\$ -	\$ 18,068,000	\$ -	\$ -	\$ -

Note: Projects with () an asterisk indicate FY2018 Budget*

Public Safety Building Renovation: (2019) This project was originally requested in the 02/03 budget request. This request is for Phase 2 which has previously been postponed for fourteen years for budgetary reasons.

Phase 1 (\$395,000) was budgeted in 06/07. Those funds are currently being used to study the special needs of the public safety facility and its future expansion and/or renovation. Phase I involves money to study and design the facility. It also involves money to do earthwork and preparation.

Phase 2 (\$18,000,000) which was scheduled as a request for budget year 03/04 has been postponed due to the current economic climate. It is now scheduled as a request for budget year 18/19. It requests money for the actual expansion and/or renovations of the present facility or the building of a new facility. This is the implementation phase of the two year project.

Building Painting: (2019) This request is for funds to repaint the interior walls of the police department facility. It was last repainted in the fall of 1996.

Building Furnace: (2019) This request is for funds to replace the boiler furnace which heats the entire Public Safety Building. The current boiler is 28 years old and we are experiencing problems with the circulator pumps and regulation of the heat throughout the complex.

Public Works Department Capital Projects

Description	5-Year Total	2018	2019	2020	2021	2022
Public Works Department - Town-Wide Projects						
Mid-Level Road Rehabilitation	\$ 3,015,000	\$ 563,000	B	\$ 583,000	\$ 603,000	\$ 623,000
Subsurface Drainage Assessment Project	\$ 356,250	\$ 118,750	B	\$ 118,750	\$ 118,750	
Gorham Rd Reconstruction Phase I (Wentworth/Maple ave)	\$ 2,200,000	\$ 2,200,000	B/M			
LED Street Light Retrofit project	\$ 701,100	\$ 701,100	B			
Rte.1 Greening Initiative Phase I (Sawyer Rd N to Millbrook)	\$ 125,000	\$ -		\$ 125,000		
Gorham Rd Reconstruction Phase II (Maple Ave & Ridgeway)	\$ 1,090,400			\$ 1,090,400		
Rte.1 Greening Initiative Phase II (Millbrook Crossing)	\$ 125,000			\$ 125,000		
Pine Point area Improvement Project	\$ 2,500,000			\$ 2,500,000		
Rte.1 Greening Initiative Phase III (Willowdale Rd Area)	\$ 90,000			\$ 90,000		
Gorham Rd Reconstruction Phase III Ridgeway - Nonesuch	\$ 1,485,108				\$ 1,485,108	
Subsurface Drainage Rehabilitation Project Phase I	\$ 1,000,000				\$ 1,000,000	
Payne Rd Reconstruction (Cabelas-Flaherty's Hill)	\$ 1,400,000					\$ 1,400,000
Subsurface Drainage Rehabilitation Project Phase II	\$ 1,000,000					\$ 1,000,000
	\$ -					
Total Public Works	\$ 15,087,858	\$ 3,582,850		\$ 2,042,150	\$ 3,311,750	\$ 3,108,108

Note: Projects with () an asterisk indicate FY2018 Budget*

Infrastructure projects: The road maintenance and improvement program in Scarborough will continue to challenge Public Works. Creating a balance between scheduled road surface overlay and full-depth reconstruction is critical to Scarborough's total 178 road-miles (356 lane-miles).

Facility Projects: Projects in this category are related to building maintenance or other items that help maintain the ability of the Public Works to carry out its mission on a broader scale.

***Mid-Level Road Rehabilitation:** This is an annual paving program with a built-in yearly cost increase of \$20,000 per year. The funds are used to maintain roads identified in the Pavement Management Survey as requiring more than an overlay but less than a full drainage study and rebuild. This category of work does not typically require engineering services.

***Subsurface Drainage Assessment Project:** Scarborough has approximately 70 miles of stormwater drainage pipe. The size, age and type of pipe varies greatly. Currently there is no condition assessment inventory for this very extensive system. This four-year project is designed to:

- **Create a condition assessment** - Using industry standards, a scheduled inspection will catalog the condition of the pipe. From this inspection a LoF (likelihood of Failure) is determined.
- **Risk Assessment** - The next step in the assessment project would be to create the CoF (consequence of failure) matrix.

These two inputs will help prioritize future capital projects not only based on condition and location but by calculating the actual consequence of a failure. The end result is a complete report and inventory that helps make informed decisions on future CIP.

***Gorham Road Reconstruction Phase I:** The first phase of the project will include roadway, drainage and pedestrian improvements from *Wentworth Drive to Maple Ave*. Using the Complete Street policy adopted by council the design will look at all modes of travel and will be responsive to the public process that was part of the design. MDOT will reimburse Scarborough to \$750,000 in construction costs towards this project. **The net cost of the project to the town is anticipated to be \$1,500,000.**

Public Works Department Capital Projects - Continued

***LED - Street Light Retrofit Project:** Recent changes from the Public Utilities Commission (PUC) allow municipalities to own and operate their own street lights, if they choose, instead of renting light fixtures from the local electric utility. Funding for the project would allow the town to purchase and operate LED street lights. The current operating cost of \$180,535 for annual rental and electricity would be reduced to an annual operating cost of \$31,196.00 for a reduction of \$149,339.00 or 83%. With this substantial savings the return on investment (ROI) is 4.5 years.

Route 1 Greening Initiative Phase I: (2019) Public Works, in partnership with the Planning Department, is proposing a three-year capital improvement project to retrofit the Route 1 median islands located between the Sawyer Road intersection area and the Willowdale Drive and Enterprise Business Park area. The 3,400 linear feet of roadway has wide, raised center islands that exhibit a significant amount of paved impervious area and are generally unattractive. This greening initiative is proposed to transform them into pervious and vegetated islands that can provide treatment of the road runoff and to create a softer, more attractive road corridor with low maintenance groundcover and street trees. This project is intended to lessen the environmental footprint of Route 1, improve the health of Mill and Willowdale Brooks that flow under the roadway, provide some traffic calming measures, and create a more attractive corridor for motorists and the adjacent businesses and commercial properties. Over the course of the three-phase project we plan to seek public-private partnerships to share in this investment as the opportunities arise. This phase would complete the traffic islands from *North of Sawyer Road to Millbrook Road*.

Mid-Level Road Rehabilitation: (2019) This is an annual paving program with a built-in yearly cost increase of \$20,000 per year. The funds are used to maintain roads identified in the Pavement Management Survey as requiring more than an overlay but less than a full drainage study and rebuild. This category of work does not typically require engineering services.

Subsurface Drainage Assessment Project: (2019) Scarborough has approximately 70 miles of stormwater drainage pipe. The size, age and type of pipe varies greatly. Currently there is no inventory for this very extensive system. This four year project is designed to:

- **Create a condition assessment** - Using industry standards an inspection will catalog the condition of the pipe. From this inspection a LoF (likelihood of Failure) is determined.
- **Risk Assessment** - The next step in the assessment project would be to create the CoF (consequence of failure) matrix.

These two inputs will help prioritize future CIP projects not only based on condition and location but by calculating the actual consequence of a failure. The end result is a complete report and inventory that helps make informed decisions on future CIP.

Gorham Road Reconstruction Phase II: (2019) The second phase of the project will include roadway, drainage and pedestrian improvements from *Maple Avenue to Ridgeway Road* using the Complete Street policy adopted by the council. The design will look at all modes of travel and will be responsive to the public process that was part of the design.

Public Works Department Capital Projects - Continued

Route 1 Greening Initiative Phase II: (2019) Public Works, in partnership with the Planning Department, is proposing a three-year capital improvement project to retrofit the Route 1 median islands located between the Sawyer Road intersection area and the Willowdale Drive and Enterprise Business Park area. The 3,400 linear feet of roadway has wide, raised center islands that exhibit a significant amount of paved impervious area and are generally unattractive. This greening initiative is proposed to transform them into pervious and vegetated islands that can provide treatment of the road runoff and to create a softer, more attractive road corridor with low maintenance groundcover and street trees. This project is intended to lessen the environmental footprint of Route 1, improve the health of Mill and Willowdale Brooks that flow under the roadway, provide some traffic calming measures, and create a more attractive corridor for motorists and the adjacent businesses and commercial properties. Over the course of the three-phase project we plan to seek public-private partnerships to share in this investment as the opportunities arise. This Phase would rehabilitate the large portion of the island *where Mill Brook passes under Route 1*.

Mid-Level Road Rehabilitation: (2020) This is an annual paving program with a built-in yearly cost increase of \$20,000 per year. The funds are used to maintain roads identified in the Pavement Management Survey as requiring more than an overlay but less than a full drainage study and rebuild. This category of work does not typically require engineering services.

Subsurface Drainage Assessment Project: (2020) Scarborough has approximately 70 miles of stormwater drainage pipe. The size, age and type of pipe varies greatly. Currently there is no inventory for this very extensive system. This four year project is designed to:

- **Create a condition assessment** - Using industry standards an inspection will catalog the condition of the pipe. From this inspection a LoF (likelihood of Failure) is determined.
- **Risk Assessment** - The next step in the assessment project would be to create the CoF (consequence of failure) matrix.

These two inputs will help prioritize future CIP projects not only based on condition and location but by calculating the actual consequence of a failure. The end result is a complete report and inventory that helps make informed decisions on future CIP.

Pine Point Improvement Project: (2020) The design would be based on the outcome of the Pine Point Master planning effort done in 2017. The project scope is from the Pine Point/Jones Creek intersection to the Old Orchard Beach town line. East Grand Ave is eligible for grant funding through the PACTS process. \$2,000,000.00 of the project cost is eligible for 75% grant funding with the town paying 25%. The town share of the East Grand Ave project would be \$500,000.00.

The additional \$500,000 would be for drainage and pavement improvements for the ten side streets that intersect with East Grand Ave. The town's net cost on this project after grant funding would be \$1,000,000.

Route 1 Greening Initiative Phase III: (2020)

Public Works, in partnership with the Planning Department, is proposing a three-year capital improvement project to retrofit the Route 1 median islands located between the Sawyer Road intersection area and the Willowdale Drive and Enterprise Business Park area. The 3,400 linear feet of roadway has wide, raised center islands that exhibit a significant amount of paved impervious area and are generally unattractive. This greening initiative is proposed to transform them into pervious and vegetated islands that can provide treatment of the road runoff and to create a softer, more attractive road corridor with low maintenance groundcover and street trees. This project is intended to lessen the environmental footprint of Route 1, improve the health of Mill and Willowdale Brooks that flow under

Public Works Department Capital Projects - Continued

Continued - Route 1 Greening Initiative Phase III: the roadway, provide some traffic calming measures, and create a more attractive corridor for motorists and the adjacent businesses and commercial properties. Over the course of the three-phase project we plan to seek public-private partnerships to share in this investment as the opportunities arise. This final Phase will address the islands in the *Willowdale Road area*.

Mid-Level Road Rehabilitation: (2021) This is an annual paving program with a built-in yearly cost increase of \$20,000 per year. The funds are used to maintain roads identified in the Pavement Management Survey as requiring more than an overlay but less than a full drainage study and rebuild. This category of work does not typically require engineering services.

Gorham Road Reconstruction Phase III: (2021) The third phase of the project will include roadway, drainage and pedestrian improvements from *Ridgeway Road past the Nonesuch River Crossing*. The flooding issue at the Nonesuch River will be addressed by raising the road elevation. Visibility issues will also be fixed by the realigning of vertical curves in the area. Using the Complete Street policy adopted by council, the design will look at all modes of travel and will be responsive to the public process that was part of the design.

Subsurface Drainage Rehabilitation Project: (2021) Scarborough has approximately 70 miles of stormwater drainage pipe. The size, age and type of pipe varies greatly. This is the first phase of a multi-year project to repair or replace failing subsurface drainage. The work priority is based on a survey previously conducted.

Mid-Level Road Rehabilitation: (2022) This is an annual paving program with a built-in yearly cost increase of \$20,000 per year. The funds are used to maintain roads identified in the Pavement Management Survey as requiring more than an overlay but less than a full drainage study and rebuild. This category of work does not typically require engineering services.

Payne Rd Reconstruction (Cabela's to Flaherty's Hill): (2022) This section of Payne road has a steep grade with an open drainage ditch that continually erodes causing the road shoulder to be unstable at times. The erosion also causes occasional flooding problems. This project would include an enclosed drainage system and new road pavement.

Before this project could be constructed there should be discussion with the Scarborough Sanitary District about sewer being extended to the Heritage Acres neighborhood.

Tentative - Pending sewer extension

Subsurface Drainage Rehabilitation Project Phase II: (2022) Scarborough has approximately 70 miles of stormwater drainage pipe. The size, age and type of pipe varies greatly. This is the first phase of a multi-year project to repair or replace failing subsurface drainage. The work priority is based on a survey previously conducted.

Public Library Capital Projects

Description	5-Year Total	2018	2019	2020	2021	2022
Library Building Maintenance & Repair						
Parking Lot Sealing	\$ 4,500	\$ 4,500	A			
HVAC Maintenance and Controls	\$ 10,200	\$ 10,200	A			
Solar Panels /Agreement	\$ 20,000	\$ 20,000	A			
Building Expansion	\$ 5,650,000	\$ -	\$ 150,000		\$ 5,500,000	
Security Cameras	\$ 25,000		\$ 25,000			
Emergency Generator	\$ 75,000		\$ 75,000			
Total Public Library	\$ 5,784,700	\$ 34,700	\$ 250,000	\$ -	\$ 5,500,000	\$ -

Note: Projects with () an asterisk indicate FY2018 Budget*

***Parking Lot Sealcoat and Crack Sealing:** First application since the parking lot was constructed. We have been able to defer this project so far by proactive crack sealing.

***HVAC Maintenance:** Scheduled replacement of humidifier parts and condensation drain, \$3,500. Replacement of building controls including hardware and software. The current system is obsolete and no longer supported, \$6,700.

***Solar Panels:** ReVision Energy will finance, own and operate the 22.55 kilowatt solar array on the library rooftop and the Library will purchase the electricity generated by the system. The project will generate an estimated 24,403 kilowatt hours per year. The Library will enter into a power purchase agreement rather than an outright purchase of the array and \$20,000 will pay for the upfront Energy Premium Prepayment.

Building Expansion: (2019) First year expense (2018), \$150,000, will provide preliminary planning for the expansion anticipated in 2020, \$5,500,000. Actual cost of the expansion project will be determined following a comprehensive space needs assessment. Some private fundraising will supplement the municipal contribution.

Security Cameras: (2019) The Library is part of a municipal/school campus emergency and security plan. A new interior and exterior system for the Library will connect with the existing security network.

Emergency Generator: (2019) Originally split over two years, this request is compressed into one year and is included in the planning for a library building expansion. The installation includes two components. First phase will include contract for design specifications and possible preliminary cabling for a transfer switch. Second phase will include the generator acquisition. A generator is necessary to protect the valuable electronic assets within the building during power surges and extended power outages. This will also reduce the risk of damage throughout the building from a frozen sprinkler system. The generator will permit the Library to continue service in the case of community-wide power outages. Our citizens have come to rely on the library for warmth, cooling, electronic communications, human contact, information and recreation during emergencies. With a generator, the Library becomes eligible to become a FEMA Disaster Recovery Center or Volunteer Reception Center. Installing a transfer switch will provide readiness for temporary installation of a loaned generator during an emergency.

School Department Capital Projects

Description	5-Year Total	2018	2019	2020	2021	2022
School Department						
Technology						
MS Tech Refresh	\$ 199,200	\$ 199,200	B			
Disaster Recovery /BCP	\$ 10,000	\$ 10,000	A			
Facilities						
Long-range Planning	\$ 100,000	\$ 50,000	B	\$ 50,000		
Building envelope Maintenance	\$ 340,000	\$ 100,000	B	\$ 70,000	\$ 70,000	\$ 50,000
Energy Efficiency Upgrades	\$ 140,000	\$ 60,000	B	\$ 20,000	\$ 20,000	\$ 20,000
Flooring Repair and Replace	\$ 100,000	\$ 20,000	A	\$ 20,000	\$ 20,000	\$ 20,000
Paving/Sealcoat/Stripping	\$ 75,000	\$ 15,000	A	\$ 15,000	\$ 15,000	\$ 15,000
HVAC Repairs MS & K2	\$ 300,000	\$ 100,000	B	\$ 50,000	\$ 50,000	\$ 50,000
Roof Restoration	\$ 877,000	\$ 177,000	B	\$ 200,000	\$ 150,000	\$ 200,000
Security & Access Management	\$ 130,000			\$ 50,000	\$ 15,000	\$ 50,000
Total School Department	\$ 2,271,200	\$ 731,200		\$ 425,000	\$ 390,000	\$ 405,000

Note: Projects with () an asterisk indicate FY2018 Budget*


***Middle School Tech Refresh:** The School Department has a cyclical technology plan which guides us in ensuring that technology equipment and software receive regular, planned updates across the district. On a 4-year cycle, equipment replacement or renewal is primarily focused on one phase: K-2, Intermediate, Middle School and High School. In recent years, a tech refresh investment has averaged \$500 to \$550,000 per year, budgeted in CIP. Starting in FY2016, school leaders made a commitment to move the bulk of the funding for this annual upgrade from the capital to the operating budget, with a gradual increase of approximately \$100,000 per year in operating. The projected cost of the Middle School tech refresh in FY2018 is \$438,560, of which \$190,200 is funded in the capital budget.

The usual tech refresh process at Middle School has been compounded this year by changes in the State Dept. of Education's MLTI program; rather than providing physical devices and infrastructure directly to 7th and 8th graders across the state, the DOE proposes a new system of grants to allow school systems to purchase and manage their own devices. Anticipating these changes, our IT department has already replaced the wireless infrastructure at the Middle School, and is poised to replace the state-owned devices with locally purchased devices at an equivalent overall cost to the district.

***Disaster Recovery/Business Continuity Plan:** The IT Department has completed a comprehensive Disaster Recovery and Business Continuity plan for town and school technical operations. During the development of the plan, it became clear that there was need for a co-location facility south of Town Hall, and fiber connectivity to ensure that town and school facilities could remain connected and operational in the event of the loss of function in any one building. Total estimated cost for the project is \$20,000 - to be split equally between the Town and School.

***Long-range Planning:** The School Department has recently completed an in-depth facilities study and invested in an enrollment projection analysis to help guide thoughtful strategic planning for the future. Capital funding for long-range planning is typically connected with the groundwork required to develop future construction plans for an organization. FY2018 funding in this proposal will cover costs incurred in the process of making application to the State Department of Education for construction funds to address deficiencies at the K-2 schools and the Middle School.

School Department Capital Projects Continued



***Building Envelope Maintenance:** After years of exposure to the elements, the mortar and brick surfaces of masonry siding begin to be compromised, causing cracking and deterioration of both masonry and joinery of the surfaces. When the siding and trim of a building is compromised, water intrusion results, causing a variety of other problems including mold, indoor air quality issues, destruction of interior finishes and classroom/office equipment. Requested FY2018 funding supports masonry repairs throughout the district, replacement of leaking windows at the Middle School; and work on firewalls and insulation at the primary schools.

***Energy Efficiency Upgrades:** This funding supports ongoing efforts to replace high-energy-use fixtures with energy-efficient fixtures throughout the district, with primary attention to parking lots and multi-purpose rooms. Most projects over the past several years have been submitted to Efficiency Maine and have received offsetting rebates. FY2018 request includes additional funding to convert inefficient metal halide fixtures in Alumni Gym to new energy-efficient lighting.

***Flooring Repair & Replacement:** Commercial carpet has a useful life of 10-25 years depending on the quality used. Worn carpeting presents a tripping hazard for teachers and students, and creates an opportunity for moisture and dirt to penetrate the subfloor, which may lead to deterioration of the substructure and potential indoor air quality concerns. FY2018 funding will be used primarily for carpet replacement at the K-2 schools

***Pavement Upgrades:** Parking and driveway areas throughout the district undergo annual inspection for safety and maintenance concerns. Funding is allocated each year for re-paving, sealcoating and striping of parking areas on a rotating basis as determined by condition.

***HVAC Repairs:** Heating and cooling systems at the primary and Middle Schools are 20-25 years old, while components of these systems typically have a useful life of 15-20 years. System components are beginning to fail; capital funding allows us to replace these high-cost components with new higher-efficiency equipment. For example, funding in FY2017 has been used to replace an old, inefficient boiler at Blue Point School with modern equipment, and to repair and upgrade the heating/cooling glycol loop at the Middle School.

***Roof Restoration:** Roof inspections are conducted annually for all schools, and restoration projects that will extend the useful life of a roof system are recommended. Roofing leaks not only cause damage to the structure but also to mechanical equipment and building contents. Roof restorations can prevent leaks and extend the useful life of a roof system by 10 to 15 years, while replacements typically have a 20-year warranty. FY2018 funding is targeted for scheduled restorations at K-2 schools, the Transportation Department building, and the Middle School.

District-wide Security and Access Management: (2019) No new funding in FY2018. Future planned funding will provide for upgrades and additions to our security cameras and access control equipment system-wide.

Leadership Council's FY2017 Budget Proposal

TABLE OF CONTENTS

1. School Budget Summary & Analysis	
a. Superintendent's Introduction to the Leadership Council FY2017 Budget	<u>Page(s)</u> 1-7
b. Executive Summary for the Proposed FY2017 Budget	8-9
2. School Budget Supporting Documents	
a. Long-term Goals	10
b. Student Centered Learning	11
c. Education Improvement Plan	12-17
3. School Operating Budget – Department Reports	
a. Primary (K-2) Schools	18-22
b. Wentworth School	23-27
c. Scarborough Middle School	28-32
d. Scarborough High School	33-37
e. Special Services	38-43
f. Health Services	44-47
g. Curriculum & Assessment	48-52
h. Instructional Technology	53-54
i. Athletics & Activities	55-59
j. Student Transportation	60-61
k. Facilities & Maintenance	62-65
l. Central Office & Debt Service	66-71
m. Budget Summary by Phase & Department	72
n. Revenue Summary	73
4. School Capital Budget	74-78
5. School Budget – Other Funds	
a. Adult Education	79-82
b. School Nutrition	83-85
6. Exhibits	
a. School Budget Categories	86-88
b. Leadership Council's Budget Proposal FY2017 (by Voter Categories)	89
c. School Fund Balances – Year-End Surplus	90-91
d. Unfunded Mandates in Education	92
e. Positions Cut & Restored FY2011-16	93-96

**LEADERSHIP COUNCIL'S
FY2017 BUDGET PROPOSAL**

**SUPERINTENDENT'S
INTRODUCTION**

Superintendent's Introduction

Leadership Council's Proposed Budget for FY2017

Welcome

I am pleased to introduce to you the proposed FY 2017 budget for the Scarborough Schools. The budget is the culmination of data collection, analysis, and the collective hard work invested by the School and District-level leaders of the Scarborough Schools Leadership Council.

Our format for this proposed budget is a departure from the standard, state-mandated format which is spreadsheet heavy. While still satisfying the state budget reporting requirements, our new format is intended to balance the numbers with explanatory narrative that we believe will make the content more accessible (and more easily digestible) for more readers.

Our Budget Development Goals

For the past several years, our goals for the development of a fiscally responsible and credible budget - one that is also responsive to student needs - have remained essentially the same:

School Leaders strive to develop a credible, student-centered budget that:

- **Maintains a continuous-improvement and efficiency focus**
- **Provides no less than Mission Critical resources to achieve goals of:**
 - **Preparing all students for success in college, career, and civic engagement (citizenship)**
 - **Achieving organizational high performance (in student outcomes and in organizational efficiencies)**
- **Builds on critical investments made in prior fiscal years (making good on the community's earlier investments in their schools)**

Understanding the Link between the Work and the Budget

Improvement Planning

In this budget document, you will find extensive evidence of how the Leadership Council members have committed themselves to a comprehensive, improvement planning process. As well, they have identified multiple levels of success metrics, carefully monitored the work and the outcomes of that work - regularly sharing progress updates with their colleagues and with the School Board, and identified key accomplishments for their respective schools and departments.

School and District Leaders have planned their respective school's or department's work consistent with the goals and targets articulated in the overall improvement plan. We have executed our improvement planning process, religiously, for the last 5 year guided by the 24 Month Student Centered (School Improvement) Plan that was originally generated from the October 2011 Community Dialogue and refreshed in the subsequent Community Dialogues (April 2013 and April 2015).

Level Services, Mission Critical, and Student Needs-Based Budgets

Recognizing, as they have since the first school improvement plan in 2011 that the most effective budget process reflects a strong and direct connection to the plan for continuous improvement, School Leaders have identified the resources needed in FY 2017 to advance their work and achieve their targeted improvements. As is referenced in this document, the **Student Needs-Based Budget includes the level of funding required to advance on a rather aggressive trajectory of consistent, positive improvement in teaching and learning in Scarborough.** The Leadership Council and the School Board believe that it is our responsibility to keep the community apprised of the true needs of our schools and our students.

In past years, however, the Student Needs-Based Budget has inadvertently created some “sticker shock” as the local appetite for funding the schools at this level has been weak. Rather, the community has supported and funded the needs identified in a **Mission Critical Budget, one which combines Level Services (adequate funding to continue existing programs and services into the upcoming school year), with a high-priority-only list for essential (or mission critical), new investments.** The Leadership Council's **Education Improvement Plan for FY 2017** (which follows) provides a description of the resources that would be needed to support the Student Needs Based Budget and, as well, prioritizes those items which have been identified as “Mission Critical” for FY 2017. **It is only those on the Mission Critical list that have been included in the Leadership Council's budget proposal presented in this document.**

Including the Student Needs-Based Budget request would have increased the request for new investments, above Level Services, by \$1.1 MM (or 2.4% above Level Services). The inclusion of the request for Mission Critical investments, by contrast, increases the budget request 1.3% above Level Services (+\$590,000).

Critical to understanding the linkage between the planning process and the development of the budget (to support the targeted improvements) are an understanding of the following component pieces, including:

- Scarborough Public Schools Student-Centered Learning document (page 11)
- Scarborough Public Schools Long-Term Goals and 24-Month Improvement Targets, April 2015 - April 2017 (page 10)
- Education Improvement Plan for 2017, by School and Department (page 12)
- Summary of Mission Critical Investments - Leadership Council's FY 2017 Budget Proposal (page 17).

Cohort Comparisons Related to Investments and Student Learning Outcomes

In a study of school funding and academic performance in Scarborough and comparable communities of York and Cumberland Counties conducted by the Maine Education Policy Research Institute (UMaine) and the Center for Educational Policy, Applied Research, and Evaluation (USM):

- Scarborough Schools, out of a statistically-matched, York/Cumberland Counties cohort of 17 schools, find themselves **poised as the closest district to join the highest performing schools (referred to as Scarborough's *Aspirational Cohort*) of Falmouth, Cape Elizabeth, Yarmouth, York, and Cumberland (RSU 51) more so than any other district in the 2 counties;**
- Yet, Scarborough Schools **spent significantly below** the per-pupil cost of the *aspirational cohort* (5 districts, listed above) and **below the average per-pupil cost** of the remaining cohort members (8 districts) in the 2012 -2015 time period:
- All of the cohort districts increased their investments as measured by per-pupil costs during this time period. **Scarborough's investments went toward improving classroom instruction** - consistent with the focus of the Student Centered/School Improvement plans (investing in regular instruction, Special Education instruction, and student and staff supports); in fact, 68% of Scarborough's increase was in these areas. The average investment across all cohorts was 66% with a range of 63% (RSU 57, Waterboro) to 70% (Cape Elizabeth).
- During this same time period, **Scarborough's investment in System and School Administration, in contrast, was significantly below that of the *aspirational cohort* group and well below that of the remaining group of cohorts (8 districts).**
- Further, In the final 2 components of costs that make up per-pupil spending, Operations and Maintenance and Other (which includes Career & Technical Education, other instruction, transportation, and buses), **Scarborough invested at a level lower than the average of both cohort groups.** Only in debt service did Scarborough exceed the average of these 2 groups of cohorts - impacted most by the much appreciated, community-approved Wentworth School project.

First Reading Budget Challenges

Items Still in Motion

Presenting the School Department budget for First Reading in accordance with the timelines required under Town Charter and Board policy, by necessity, requires us to make a number of cost estimates that will be refined and adjusted as the budget moves through the approval process. **It is important to understand that the School Department budget presented at First Reading is a starting point for public discussion, reflection, and prioritization by both School Board and Town Council, and that the budget will be adjusted by School Leaders as better cost/pricing information is received.** Some examples of these items in motion are: collective bargaining agreements under negotiation (see below), health and dental insurance premiums, Workers' Compensation insurance premiums, and debt service costs for the May 2016 bond issue.

Personnel Costs (Salaries and Benefits) Make Up 75% of the School Budget

With a small number of exceptions/exemptions, School Department employees are represented by 6 employee unions. Most salary/wage and benefit structures are determined through collective bargaining. Apart from the School Administrators group and the Maintenance Workers, these bargaining units are members of the Maine Education Association (MEA) and affiliated with the National Education Association (NEA). Two of our current collective bargaining agreements (CBAs) will expire on June 30, 2016, and replacement contracts are under negotiation; while the Maintenance Workers' CBA only affects 3 employees, the Teachers & Professionals' CBA covers 300+ employees and therefore has a significant impact on our budget projections for FY 2017. During the most recent contract negotiations with the teachers' union (2014), analysis of local districts showed that Scarborough's teacher salary scale was second to last among 16 communities. The Board and the Scarborough Education Association agreed at that time to a salary table that would move Scarborough to the middle of this group by the end of the contract term. A similar analysis is being undertaken.

Revenue Challenges

While the expenditure side of the School Department budget does not present anything unusual (4-5% growth consistent with prior years), the revenue picture continues to be challenging for our community. **State subsidy (called General Purpose Aid, or GPA) for Scarborough Schools has been reduced by just over \$1 million in preliminary figures** from the Department of Education, continuing a trend that has become all too familiar in recent years. In FY 2016, state subsidy supports 11% of our approved school budget; in FY 2017 if preliminary figures hold, this contribution will be reduced to around 8 cents on the dollar.

REVENUES	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	
8-year budget trend	actual	actual	actual	actual	actual	actual	actual	enacted	preliminary	
State/Federal Subsidy*	7,069,801	5,913,102	5,680,518	5,849,478	4,305,782	4,241,404	4,747,923	4,645,179	3,589,147	Change from
										FY09 to FY17 projected
\$ change from prior year - Total		(1,156,699)	(232,584)	168,960	(1,543,696)	(64,378)	506,519	(102,744)	(1,056,032)	(3,480,654)
% change from prior year - Total		-16.4%	-3.9%	3.0%	-26.4%	-1.5%	11.9%	-2.2%	-22.7%	-49.2%

*State subsidy was supplemented with other Federal "stabilization" revenues in FY09 through FY12.

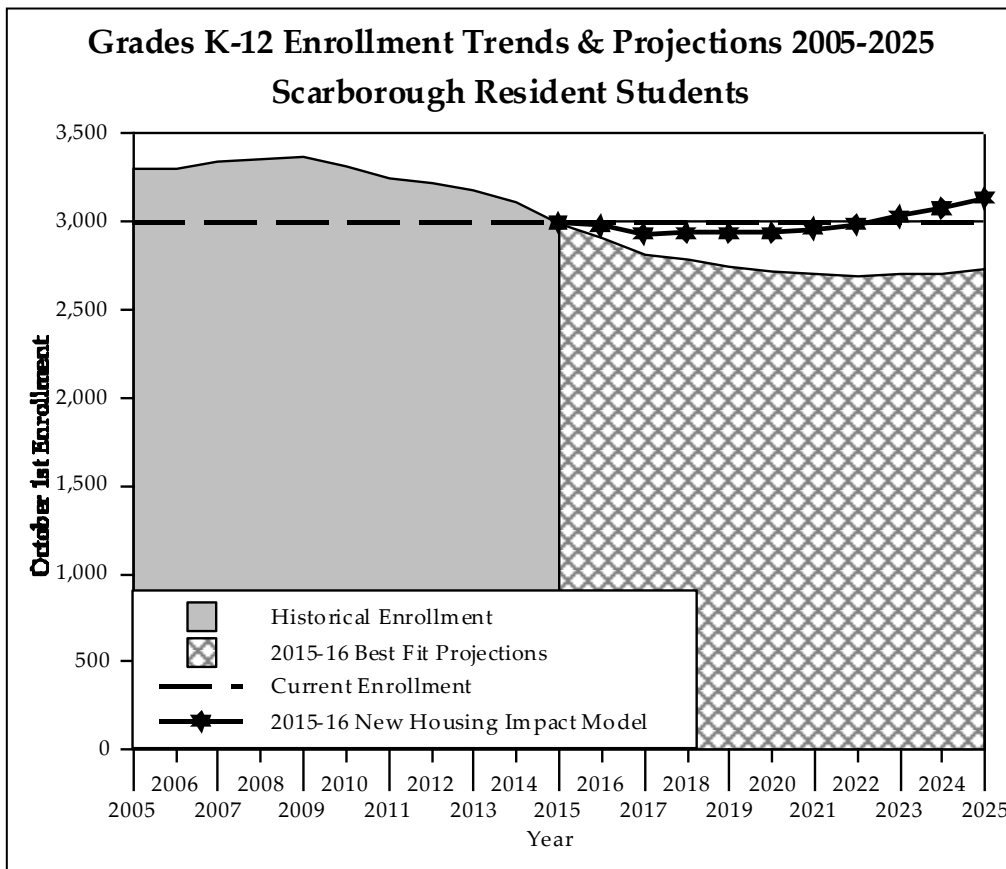
With limited revenue-generating options, the School Department relies on local tax dollars to make up the loss of non-tax revenue. Even if the school budget remained flat in FY 2017, this could drive a 2.9% increase in our need for local tax support. Fortunately, with the formal closing of the Wentworth School building project, the availability of some remaining project funds will reduce our Wentworth debt service obligations in FY 2017 and offset this loss of state revenue.

Staffing Levels

Staffing levels continue to be an area of concern in school budget development. While some ground has been gained in the past 4 budget years, the loss of staff due to layoffs in FY2011 and FY2012 continue to adversely impact programs and services. The Positions Cut & Restored document (posted on our website Budget page and available in the Exhibits at the end of this document) shows that there are still 14.28 fewer FTEs right now than there were in FY2009. The FY2017 budget proposal would add 6.5 FTEs as described in the Leadership Council's Education Improvement Plan, all targeted to address current limits in our ability to provide effective, student-centered teaching and learning. A position-for-position restoration is not the goal, however, what is advocated for is a thoughtful investment strategy addressing the areas where resources are most critically needed.

Student Enrollment

Because of the unique nature of the town of Scarborough (size, location, character, historic growth patterns - both residential and commercial, housing affordability, school quality, etc), Planning Decisions, specialists in demographic research and planning, developed an alternative to the standard “Best Fit” model to more accurately incorporate housing starts into the calculations. This “New Housing Impact” model can best predict enrollment “if new single-family development continues at a rate of 80 homes added annually, and if development continues to impact enrollment as it has in the past.” (Planning Decisions, 2016).



The district has been advised to closely monitor whether the new housing impact model is accurately reflecting actual student head-count trends in the upcoming months and years. **As of March 31, 2016 actual enrollment in Scarborough Schools is 3013 students (in contrast to numbers last reported by the DOE for 2015 of enrollment of 2973 students).** This graph generated by Planning Decisions contrasts the enrollment predictions for the next 10 years of the Best-fit model and the New Housing Impact model (which suggests that current enrollment numbers will hold and continue to increase as we approach 2025).

Operating Efficiencies - Shared Services

The School Department works continually to find efficiencies in our use of resources, deployment of staff, organization of work/work systems, and integrating and leveraging technology. As a Municipal district, we are fortunate to have instituted a number of successful shared services independently as a department, with the Town of Scarborough, and this year, with the Town of Cape Elizabeth.

School/Municipal Shared Services

- Our Information Technology (IT) Department is a Town/School department. The IT staff are technically Town of Scarborough employees but the School Department pays a portion of their salary and benefits. This cost is set by the Town and shows as an expense in the school budget and a revenue in the Town budget;
- The School Facilities Department and Community Services collaborate both on the rental of school space to outside groups and on the use of school space by the before and after-care programs, especially now that the Child Care program is located in the new Wentworth School. Community Services also works with the School Athletics Department to maintain and share use of fields and facilities;
- The School Department's Central Office services are located in Town Hall, avoiding the cost of a separate building;
- Because the School Department falls under the Town's tax ID, we rely on the Town Finance office for financial services including banking and payroll tax reporting, so our own Business Office staff is very small compared with that of other school districts;
- School Department buses and trucks are cared for by the Public Works Department - DPW takes ownership of our vehicles in a way that no outside contracted company could be expected to, and at a considerable savings over typical vehicle maintenance costs.

School Generated Operational Efficiencies

- School leaders have analyzed the district benefit package in comparison to those of both other area school districts and private employers. Because of legislation requiring that school employees be offered health insurance during retirement, there are obstacles to finding attractive insurance plans and rates on the open market. Even so, school employees are covered under plans sponsored by the MEA Benefits Trust - through these plans we are able to leverage group rates with school districts all over the state, as well as benefit from cost reductions provided by the trust's endowment. Recently, the School Board has worked with employee groups through collective bargaining to change the structure of district contributions to employee premiums. We estimate that these changes will save the district close to \$400,000 in FY 2016.

Scarborough Schools/Cape Elizabeth Schools Shared Services Agreement

- *New this school year (2015-2016) is shared services agreement with the Cape Elizabeth School Department to share a very talented and creative School Nutrition/Food Services Director. Not only has this agreement proven to be financially beneficial (to both districts), Scarborough is seeing student and staff interest in farm-to-table and house made meals really take off. Our shared Director has also made very positive inroads related to Food Service Department staffing and staff training.*

Budget Process Changes

During the development of the FY2016 budget, school and town leaders began a collaboration to better serve the community by providing more public discussion of both the School and Municipal budgets. Joint workshops gave Town Council and School Board members the opportunity to learn more about each other's budget and better understand how financial decisions would impact programs and services. A Budget Forum was held to allow members of the public to ask questions of Town and School staff, and forum topics and responses were posted on the Town and School web pages along with other resource documents. This year the collaborative process has started even earlier, with joint Town Council and School Board Finance Committee meetings scheduled twice a month beginning in January 2016. In addition, a new web page has been created and linked to both Town and School websites, so that citizens can find consistent, accurate information in one place. To find the budget page, go to:

<http://www.scarboroughmaine.org/town-government/budget>

Executive Summary of the Proposed FY 2017 Budget

The purpose of this summary is to provide the reader with a snapshot of the proposed FY 2017 Budget for the Scarborough Schools. Below, the key components of the budget are presented - these components, taken together, provide the snapshot. As you continue to read this document, you will find details on all school departments, as well as an Exhibits section which includes more detailed information on topics including: voter budget categories break-down, unfunded mandates (state and federal requirements that require local funding), and the use of fund balance.

Level Services

The Level Services change presents the impact of the resources needed to adequately fund the continuation of currently existing programs and services into the new FY2017 school year (July 1, 2016 - June 30, 2017). The increase of 2.8% identified takes into consideration known and anticipated increases in healthcare premiums, multiple types of insurance coverage, contractual wage adjustments, energy costs, and other fixed costs.

Mission Critical

Mission Critical investments in the proposed FY 2017 Budget are those essential to continuing improvement in teaching and learning, for all students, in the new school year. Each of the Mission Critical investments are identified in the 2017 Education Improvement Plan, by school and department, and found contained in this proposal.

General Fund Operating	2016 APPROVED BUDGET	FY2017 LEVEL SERVICES	\$ CHANGE	% CHANGE	FY2017 MISSION CRITICAL	\$ CHANGE	% CHANGE
Level Services	38,425,319	39,503,433	1,078,114	2.8%	39,503,433	1,078,114	2.8%
Ed Improvement Plan Investment					590,000	590,000	
Debt Service	5,118,437	5,761,633	643,196	12.6%	5,761,633	643,196	12.6%
Mission Critical Budget	43,543,756	45,265,066	1,721,310	4.0%	45,855,066	2,311,310	5.3%
Non-tax Revenues	5,884,269	6,121,057	236,788	4.0%	6,121,057	236,788	4.0%
Tax Request	37,659,487	39,144,010	1,484,522	3.9%	39,734,010	2,074,522	5.5%

Debt Service

Debt Service is the amount budgeted in each year to make principal and interest payment on capital financing - it is unique in that it represents the cost of financing expenditures committed to in earlier years. In FY 2017, debt service payments will be offset with available funds remaining from the Wentworth project (reflected in the Non-tax Revenues in the table). Non-tax revenues include fund balance (reference the Exhibit), state subsidy for education, miscellaneous fees and reimbursements, remaining project funds (which can only be applied to reduce the balance on the project).

Tax Request

The Tax Request represents the balance of funds required to support the proposed school budget. This is NOT the projected increase in tax rate but this figure becomes a factor that gets incorporated into the Municipal calculations which then guide the setting of the tax assessment and tax rate.

In Closing

It has been my pleasure to serve as Scarborough's Superintendent of School for these last five years. I have had the pleasure of working with some of the finest educators, school leaders, School Board members, parents, students, and community members - all dedicated to improving teaching and learning in Scarborough to ensure that students leave here prepared to be successful in college, career, and citizenship. I want to thank all of them for their passion and support.

Respectfully submitted,

Dr. George Entwistle

**SCHOOL OPERATING BUDGET
SUPPORTING DOCUMENTS**

Scarborough Public Schools
Long Term Goals and 24 Month Improvement Targets
April 2015 – April 2017

Goal 1: Provide world-class, student centered teaching and learning to prepare every student to thrive in learning, career, and life.

Improvement Targets:

- Ensure clear K-12 curriculum standards and reporting practices to advance student learning.
- Create and utilize a variety of formative and summative assessments to advance learning and provide multiple options for all students to demonstrate their learning.
- Continuously monitor effectiveness of student centered decisions by examining student growth data.
- Provide resources, optimize time, and facilitate multiple pathways to ensure that students are able to engage in cooperative, inquiry-based, authentic, and relevant activities to advance their learning.
- Engage in the Professional Learning System (PLT, PE/PG, Instructional coaching and mentoring) with fidelity to support a student-centered learning focus.

Goal 2: Provide welcoming and inclusive learning environments that promote safety, foster meaningful relationship building, and enhance the well-being (physical, social, and emotional) of students and staff.

Improvement Target:

- Advocate for and nurture a positive climate and culture of student-centered learning in which all school community members are engaged, have opportunities for voice and choice, and feel safe to take risks.
- Instill a shared responsibility for the growth of all students within the K-12 learning community and across all content areas.

Goal 3: Develop, in each student, the skills for engaged citizenship (locally and globally), the appreciation of one's own and other's cultures, and the disposition to use individual talents to make positive changes in the world.

Improvement Target:

- Create and strengthen student-directed opportunities for community service, civic- learning, and service learning (K-12) that encourage high levels of student engagement.
- Promote each student's understanding of and advocacy for directing their own learning, promoting resiliency and confidence in every student.

Goal 4: Partner with the Scarborough Community by responsibly managing school resources, making better use of community and business resources, and regularly communicating progress on school improvement efforts.

Improvement Targets:

- Build and support a positive student centered culture and climate where there is a shared responsibility by all stakeholders.
- Develop and maintain a consistent and reliable process to keep the community informed about our schools (news, accomplishments, and expectations).
- Find operational efficiencies and explore alternative, non-tax revenue sources (grants, awards, etc.).
- Increase use of community and business resources in student experiential learning and career exploration.
- Make organizational decisions with students' needs and interests in mind to ensure that both operational and human resources are available to foster a student centered learning environment and facilitate continuous professional growth.

Scarborough Public Schools

Student-Centered Learning

Scarborough Public Schools are committed to all students becoming college, career, and civic ready through student-centered learning.

Using our Student-Centered Learning focus, decisions in planning instruction and in the continuous improvement of our schools are made with students' needs and interests as our primary consideration.

Students...

- understand what they are learning, why they are learning it; and can describe their learning goal and track their progress.
- can “show what they know” by applying what they have learned to new or real-life situations.
- know their own interests and strengths and can advocate for themselves both in and out of the classroom.
- feel comfortable and confident speaking up in agreement, disagreement, or wonderment as they pursue their learning with their peers and with their teachers.
- engage in cooperative, inquiry-based, authentic, and relevant activities to advance their learning.

Teachers...

- create engaging, inclusive learning environments, safe for students to take risks.
- listen to students' voices - their ideas, their wonders, their concerns - every day.
- encourage student choice – they provide multiple options for students to learn and to demonstrate their learning.
- know their content, standards, and each student well enough to craft learning that appropriately challenges and engages every student.
- focus on the gradual development of student independence in their learning.
- understand where each student is in the learning process and provide feedback to each student focusing on individual learning goals.

Leaders...

- ensure a student-centered approach in the organization and its operations.
- facilitate flexibility in time, schedule, resources, and groups.
- promote learning as the constant for students and teachers.
- lead by example to create a purposeful community of learners.

Parents and Community...

- engage in children's learning.
- partner with the schools in support of children's education.
- actively communicate with the school.
- involve themselves in the school community.

LEADERSHIP COUNCIL'S EDUCATION IMPROVEMENT PLAN FOR 2016-2017

Primary (K-2) Schools

➤ **Continue implementation of new ELA curriculum.**

2016-17 work will introduce Reading Units of Study. Funding for ELA (English Language Arts) curriculum is located in the Curriculum and Assessment budget for FY2017.

➤ **Support students with behavioral challenges.**

Continued development of interventions and strategies to reduce negative behaviors; need supports to minimize school & classroom disruption and ensure student safety. Investment needed: teacher professional learning for proactive behavior management programming. District-wide funding request for additional teacher day is reflected here.

➤ **Advance classroom Technology Integration.**

Continue ongoing work of Instructional Coaches to ensure successful deployment of tech refresh resources for students & teachers.

FY2017 PRIMARY SCHOOLS INVESTMENT REQUEST

- Professional learning and staff training are **Mission Critical**.
- K-2 budget includes portion of district-wide funding for additional teacher learning day.
- No other new funding request, use level services to meet goals. Contributes \$67,000 from staff reduction (enrollment-based), to offset costs of needed new investments across the district.

Wentworth School

➤ **Advance Science & Technology instruction.**

Continue FY2016 investment in STEM (Science, Technology, Engineering and Mathematics) learning by adding additional teacher. Would collaborate with current STEM teacher, Technology Instructional Coach and classroom teachers to promote and implement interdisciplinary STEM activities into the core curriculum. This position would enable all Wentworth students to receive STEM-oriented instruction through project-based learning methods. This new position will:

- Expand engineering opportunities, including Robotics, to all students in place of co-curricular, limited access;
- Ensure full utilization of investment in technology (3D printing, online applications, laptops, Eno Boards, tablets);
- Provide expanded and more robust Allied Arts program to all students including the ability to make the Learning Commons open-schedule vision a reality;
- Leverage resources available in all 4 STEM Labs; create vibrant and functional learning spaces.

FY2017 WENTWORTH SCHOOL INVESTMENT REQUEST

- Advance and expand STEM instruction is **Mission Critical** - add 1.0 FTE teaching position. Increase of \$68,000 in Regular Instruction, offset by \$20,000 reallocation (projected savings from retirement).
- Wentworth budget includes portion of district-wide funding for additional teacher learning day.

Scarborough Middle School

➤ **Create Academic Coach position (1.0 FTE Teacher).**

Teacher needed to work with students who need periodic/short-term alternatives to regular classes in Math and English Language Arts (ELA) due to illness, including head injuries, school phobia, depression/anxiety, and for students new to public school. Students would receive direct instruction to get them back to the mainstream classes more quickly. The hope is that this intervention will alleviate some of the special education testing that we currently do to find ways to temporarily support students.

In the last 3 years at the Middle School:

- 65 students were treated for concussions and required separate instruction;
- 5 to 7 students yearly needed academic support due to severe illnesses;
- 8 to 10 students who were dealing with depression, anxiety, or school phobia only came to school for partial days;
- 8 - 10 students each year who had never been to a public school with a rigorous curriculum needed to learn how to successfully acclimate to school.

➤ **Increase capacity for student supervision (1.0 Student Safety Ed Tech).**

Additional staffing is needed to monitor students outside (with 2 distinct and physically separate school buildings), during lunches (with two physically separate dining areas), and to cover classes for teachers who are pulled out to address other student/coverage matters.

➤ **Provide library services using 21st Century Learning Commons model (0.8 FTE Librarian).**

Current Middle School Librarian is shared with High School; best practice would be to have a full-time librarian in each location. (NEASC standards require full-time librarian for student populations over 400.) Currently the librarian is at the Middle School only one day per week. Staffing to address the needs of all students would mean an increase of 0.8 FTE Librarian.

FY2017 MIDDLE SCHOOL INVESTMENT REQUEST

- Academic Coach is **Mission Critical**: add 1.0 FTE teaching position. Increase of \$68,000 in Regular Instruction.
- Defer Safety Ed Tech and Librarian to FY2018.
- Middle School budget includes portion of district-wide funding for additional teacher learning day.

Scarborough High School

➤ **Increase student access to learning, including choice and multiple pathways.**

High School leaders have developed a two-year, incremental plan to develop and broaden existing programs, revise the class schedule, and offer electives. Current class sizes in core courses are too large to allow effective, individualized instruction, and there is insufficient staff to allow development of elective courses. Class sizes are at capacity, and students have consistently been turned away from selected courses due to over-enrollment of existing sections. Funding requested for FY2017 will allow all students appropriate access to existing programs and services, while additional funding in FY2018 will provide resources to complete the full implementation of an 8-period schedule.

➤ **Increase student access to Guidance services.**

Current staffing carries significantly higher than recommended student caseload. Responsibilities include advancing the district's commitment to ensuring college & career readiness for all students, as well as ensuring sufficient resources to meet the social and emotional needs of the student population. Adding a 0.4 FTE Guidance Counselor position would bring us to the recommended ratio of 250:1. Adding a 0.5 FTE Student Assistance Counselor (Substance Abuse Counselor) would enable staff to more effectively address the increasing number of student referrals for substance abuse and social/emotional concerns. Guidance Department as a whole would be able to work more proactively to develop effective student interventions.

➤ **Provide library services using 21st Century Learning Commons model.**

Current High School Librarian is shared with Middle School; best practice would be to have a full-time librarian in each location. (NEASC standards require full-time librarian for student populations over 400.) Staffing to address needs of all students would mean an increase of 0.2 FTE Librarian.

FY2017 HIGH SCHOOL INVESTMENT REQUEST

- 5.0 FTEs per incremental plan are **Mission Critical**. Increase of \$312,800 in Regular Instruction and \$27,200 in Guidance Services, offset by \$20,000 reallocation (projected savings from retirement).
- High School budget also includes portion of district-wide funding for additional teacher learning day.

For FY2017, requested new staff investments are:

- 0.6 FTE English Teacher
- 0.5 FTE French Teacher
- 0.5 FTE Latin Teacher
- 1.0 FTE Mathematics Teacher
- 1.0 FTE Science Teacher
- 1.0 FTE Social Studies Teacher
- 0.4 FTE Guidance Counselor

Total 5.0 FTEs

For FY2018, additional requests are planned as follows:

- 0.4 FTE English Teacher
- 0.5 FTE Chinese Teacher
- 1.0 FTE Science Teacher
- 1.0 FTE Social Studies Teacher
- 0.5 FTE Student Assistance Counselor
- 0.2 FTE Librarian

Total 3.6 FTEs

Special Services

- **Enhance Middle School study skills instruction.**
Middle School educators are currently piloting a new study skills model and curriculum for special education students. The selected program engages each student through an online questionnaire that identifies their strengths and weakness in 8 different areas of executive functioning (organizational and work skills). Students set personal goals which are reviewed and monitored with their special education teacher, with practice focused in such areas as time management, planner use, note taking, planning for large assignments, homework completion, backpack organization and active reading. Dedicating support of an education technician has assisted in delivering this instruction to 40 students.
- **Continue High School study skills workshop course.**
This is the second year of an elective pass/fail course offered to high school special education students who demonstrate weaknesses with study skills. Instruction is focused on planner usage, materials, attendance, assignment completion, work habits and any additional individual need identified in the student's Individualized Education Plan (IEP). Grading is based on a rubric that is scored by student and teacher. This as well as awarding credit has significantly increased student engagement during specialized study halls. Currently 65 students are enrolled in this course.

FY2017 SPECIAL SERVICES INVESTMENT REQUEST

- Professional learning and staff training are **Mission Critical**. Special Services budget includes portion of district-wide funding for additional teacher learning day.
- No other new funding request, use level services to meet goals.

Athletics & Activities

- **Improve operational efficiency beyond current focus on event management.**
Current staffing does not have capacity to keep up with operational requirements (e.g. student eligibility, fee collection, purchasing, equipment inventory). Addition of a 1.0 FTE secretary position would increase the department's ability to keep up with necessary management tasks.
- **Fund essential program components.**
Current funding model relies on booster and gate funds to support programs. High-cost programs such as ice hockey, swimming and football would not be able to run based only on funds available in the operating budget, causing us to rely on unpredictable, uncontrolled outside revenues. 7th Grade sports teams were cut in FY15, and would require significant additional funding to be restored to preferred levels. Building the true cost of athletic programs into the operating budget, or choosing to run fewer programs if the resources are not available, would be a more responsible approach.

FY2017 ATHLETICS & ACTIVITIES INVESTMENT REQUEST

- \$50,000 incremental investment toward program restoration and appropriate funding is **Mission Critical**.
- 1.0 Business Secretary deferred to FY2018 and additional funding for essential program components to be added annually.

District-Wide

➤ **Increase available time for teacher professional learning.**

Resources will be allocated from existing Professional Learning and Contracted Services budgets to support iObservation (teacher evaluation and growth planning) system and professional library (Level Services budget). District-wide funding request supports one additional teacher day to allow professional learning without additional impact on student schedule.

➤ **Expand capacity for technical data support (0.5 Instructional Application Specialist).**

Additional staff needed to provide technical data support that will maximize the school's use of numerous instructional applications to inspire student achievement. A .6 position was added in FY15 with excellent ROI, but additional support is needed as well as capacity for cross-training & coverage.

➤ **Continue K-5 ELA curriculum implementation.**

The K-5 ELA Curriculum Committee is recommending a two year implementation of a core reading curriculum aligned to the Common Core Standards. This will include two years of investment in professional learning and classroom libraries. The data indicates that there is not significant trend in either direction in the area of reading. In addition, the current state of our classroom libraries is far less than satisfactory to effectively teach reading. Many teachers have chosen their own titles and have used their own funds to do so. Teachers will improve their ability to teach reading. We will be closer to offering world class teaching and learning as will be closer to a guaranteed and viable curriculum in the area of reading over the course of the next two years.

K-5 reading curriculum including Classroom Libraries requires investment of approximately \$146,000 to be split into \$73,000 each year. No new funds requested; reallocation of funds from the implementation of the K-5 writing and word knowledge and MS science curricula.

➤ **Modernize Health Services case management.**

Recommendation from data specialists for new software to manage student health services case files. Software license will be annual cost of approximately \$6,000 with additional \$4,000 in year one for implementation and training.

FY2017 DISTRICT-WIDE INVESTMENT REQUEST

- All recommended investments are **Mission Critical**. Professional learning time has been requested through the school calendar, but efforts to balance teacher learning time with student schedule have been challenging. New proposal is to add one teacher day to the professional contract, with funding request spread across all academic departments.

**SUMMARY: MISSION CRITICAL INVESTMENTS
LEADERSHIP COUNCIL'S FY2017 BUDGET PROPOSAL**

Primary Schools

Reduces 1.0 FTE

Investment funding needed:	\$19,000
Existing staff/resources reallocated:	(\$67,000)
Net new funds requested:	(\$48,000)

Wentworth School

Adds 1.0 FTE

Investment funding needed:	\$89,000
Existing staff/resources reallocated:	(\$20,000)
Net new funds requested:	\$69,000

Middle School

Adds 1.0 FTE

Investment funding needed:	\$91,000
Existing staff/resources reallocated:	0
Net new funds requested:	\$91,000

High School

Adds 5.0 FTEs

Investment funding needed:	\$370,000
Existing staff/resources reallocated:	(\$20,000)
Net new funds requested:	\$350,000

Special Services

No new FTEs

Investment funding needed:	\$30,000
Existing staff/resources reallocated:	0
Net new funds requested:	\$30,000

Athletics & Activities

No new FTEs

Investment funding needed:	\$50,000
Existing staff/resources reallocated:	0
Net new funds requested:	\$50,000

District-wide

Adds 0.5 FTEs

Investment funding needed:	\$121,000
Existing staff/resources reallocated:	(\$73,000)
Net new funds requested:	\$48,000

Totals:

6.5 FTEs added/restored.

\$123,000 divided across academic departments to fund additional teacher learning day.

Funds needed \$770,000/Reallocations \$180,000/Net new request \$590,000.

\$590,000 represents 1.29% of the total FY2017 Leadership Council's Budget Proposal.

**SCHOOL OPERATING BUDGET
DEPARTMENT REPORTS**

Scarborough Primary Schools

Scarborough has three neighborhood schools at the K-2 grade level: Blue Point, Eight Corners and Pleasant Hill. Students in the primary schools are taking their very first steps toward learning in a structured community, discovering how to be good citizens while building their foundational skills as learners. Students learn basic skills in literacy and mathematics, with exploration of effective collaboration, other cultures, and service to the community.



BLUE POINT SCHOOL

Staff - 2016 Employees

42.8 FTE Teachers
0.5 FTE Librarian
2.8 FTE Library Ed Techs
8.0 FTE Building/Academic Support Ed Techs
3.0 FTE Principal/Asst. Principals
3.0 FTE Clerical/office staff

See separate section for Special Services staff.

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

Targeted Investments for Continued Improvement

- Continue implementation of new English Language Arts (ELA) curriculum.
- Support students with behavioral challenges.
- Advance classroom Technology Integration.

Improvement Targets for 2016-17

Goal 1: Provide world-class, student centered teaching and learning to prepare every student to thrive in learning, career, and life.

- Foster close collaboration between School Leaders, Lead Teachers, and Instructional Coaches to provide clear communication for all stakeholders (teachers, support staff, professional staff, and families) regarding curriculum expectations and reporting practices.
- Monitor progress to inform teaching and learning using a variety of curriculum-based and standardized assessments including Units of Study (Writing and Reading), Math In Focus, and Children's Progress (CPAA).
- Encourage and explore multiple pathways to learning at K-2.

Goal 2: Provide welcoming and inclusive learning environments that promote safety, foster meaningful relationship building, and enhance the well-being (physical, social, and emotional) of students and staff.

- Explore positive school-wide and classroom strategies and philosophy to enhance positive behavioral programs in place at each school.
- Strengthen and implement our redesigned leadership structure which includes Building Leaders, Lead Teachers and Instructional Coaches, in order to enhance effectiveness of student-centered learning decisions.

Goal 3: Develop, in each student, the skills for engaged citizenship (locally and globally), the appreciation of one's own and other's cultures, and the disposition to use individual talents to make positive changes in the world.

- Involve students in Parent/Teacher conferences by asking them to set age-appropriate goals and/or explain/demonstrate their learning.

Goal 4: Partner with the Scarborough Community by responsibly managing school resources, making better use of community and business resources, and regularly communicating progress on school improvement efforts.

- Offer opportunities to support student learning about others' cultures and shared teacher experiences.
- Continue teacher newsletters and classroom blogs, initiate trimester newsletter for parents for three schools, and improve and expand use of our website.

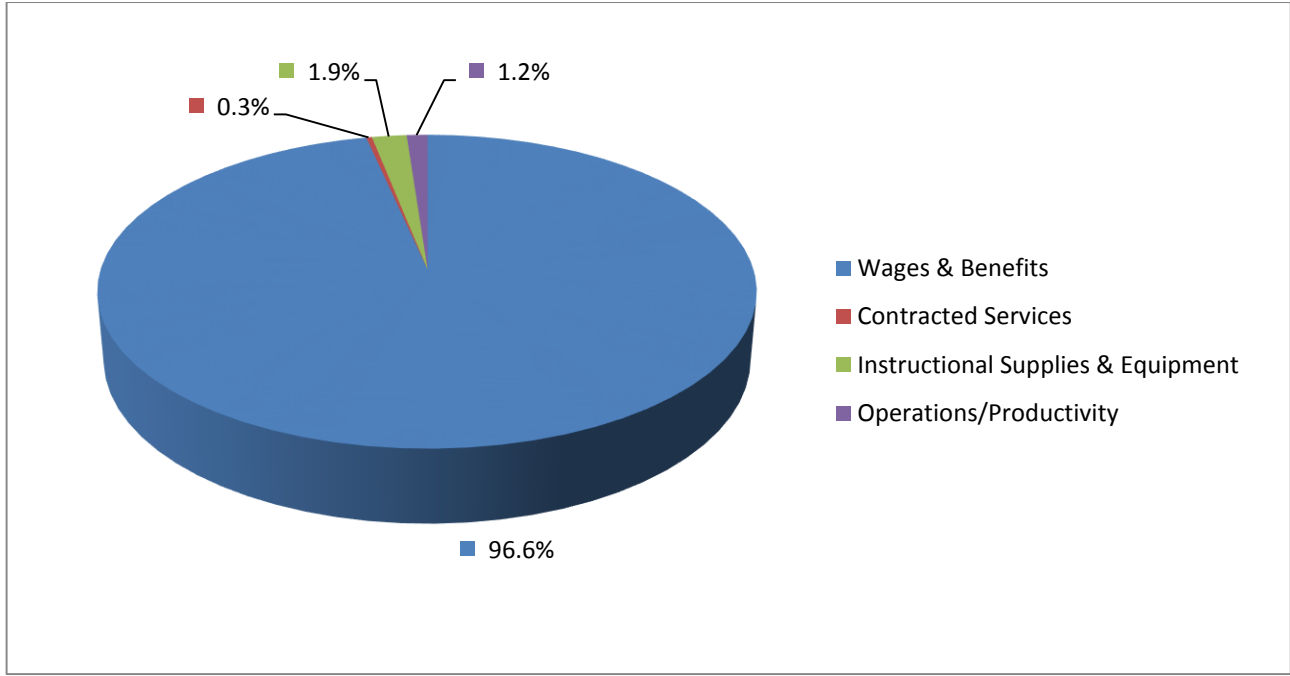


EIGHT CORNERS SCHOOL

Successes and Accomplishments 2015-16

- **ELA Curriculum** - Completed our second year of Units of Study for Writing and Words Their Way, improving student writing significantly. Created a pilot group of Reading Pioneers to explore Units of Study in Reading.
- **Communication** - Improved communication with parents and consistency among three buildings by developing a trimester phase-wide newsletter.
- **Student Goals** - Provided professional learning for setting rigorous goals for students, and tracking their progress.
- **Student-Centered Learning** - Provided student-centered learning opportunities such as parent/student/teacher conferences.
- **Academic Support** - Improved the process for identifying and supporting struggling students.
- **Enrollment Systems** - Further improved Kindergarten Information Night, registration and screening process.
- **Pre-K Outreach** - Arising from the Spring 2015 Community Dialogue, formed a committee of administration, parents, and community members to explore the communication between pre-K providers and K-2 schools.
- **Incoming Kindergarten Programs** - Incoming Kindergartners have the opportunity to participate in one of 2 summer programs: Kindergarten Jumpstart and Kindergarten Kamp. Jumpstart is a six week program that offers an intense, high energy, research-based literacy immersion. Kindergarten Kamp evolved from Kindergarten Jumpstart. It is a 3 week experience that offers students the opportunity to practice school skills and a variety of academics to meet the needs of students in Scarborough.
- **Leadership Coordination** - Strengthened K-2 leadership, phase wide, through regular communication and long-range planning.
- **Tech Refresh** - Planned and prepared for a K-2 Technology Refresh and are poised to deploy new technology at K-2.
- **Performance Evaluation and Professional Growth** - Engaged in professional development through Professional Learning Teams and the iObservation Evaluation model to provide feedback and opportunity for growth with instructional practices.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	4,231,778	4,333,511	101,733	2.4%	4,285,511	53,733	1.3%
Contracted Services	18,511	13,850	(4,661)	-25.2%	13,850	(4,661)	-25.2%
Instructional Supplies & Equipment	84,945	86,256	1,311	1.5%	86,256	1,311	1.5%
Operations/Productivity	51,025	51,825	800	1.6%	51,825	800	1.6%
Totals	4,386,259	4,485,442	99,183	2.3%	4,437,442	51,183	1.2%

FY2017 INVESTMENT REQUEST

Professional learning and staff training are Mission Critical. No new funding request, use level services to meet goals. Contributes \$67,000 from staff reduction (enrollment-based).

Budget drivers

- Personnel costs make up 96.6% of the Primary Schools' Level Services budget (existing staff). Proposed investment (additional teacher learning day) maintain the percentage at 96.6% of the Mission Critical budget.
- Wages and benefits are determined by 3 Collective Bargaining Agreements (Teachers & Professionals, Education Support Staff and School Administrators). The Teachers & Professionals current bargaining agreement expires on June 30, 2016; budget estimates for FY2017 have been projected based on the terms of the expiring contract.
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Reduced cost of contracted services reflects consolidation of online subscriptions into school libraries as well as shift to Central Office funding of assessment licensing.



PLEASANT HILL SCHOOL

Wentworth School

Wentworth School serves almost 700 students in grades 3-5. Guided by our dedicated staff members, Wentworth students encounter an expanded set of social, emotional, physical and academic connections building upon their experience during their primary years. Each child moves toward independence of thought while acquiring a more defined set of academic skills. Students gain perspective on the achievement of good citizenship, grow as learners, and practice decision making through a diverse set of experiences.



Staff - 2016 Employees

47.0 FTE Teachers
2.0 FTE Guidance Counselors
0.5 FTE Librarian
2.0 FTE Library Ed Techs
9.0 FTE Building/Academic Support Ed Techs
2.0 FTE Principal/Asst. Principals
2.0 FTE Clerical/office staff

See separate section for Special Services staff.

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

Targeted Investments for Continued Improvement

- Continue implementation of new English Language Arts (ELA) curriculum.
- Advance Science & Technology instruction.

Improvement Targets for 2016-17

Goal 1: Provide world-class, student centered teaching and learning to prepare every student to thrive in learning, career, and life.

- Focus on Design Question 1 - focusing closely on ELA and math.
- Further develop our report card to include standards for all curriculum areas consistent with the trimester structure.
- Use Children's Progress (CPAA), STAR, Math Test Prep and Writing On-Demand assessment data regularly to inform instruction.
- Create a scheduling review committee to optimize the effectiveness of student-centered schedule design.
- Streamline and improve our processes to ensure appropriate time and support are provided to more effectively meet individual student needs.
- Redesign Allied Arts programming to include a stronger emphasis on inquiry-based science and technology and student wellness.

Goal 2: Provide welcoming and inclusive learning environments that promote safety, foster meaningful relationship building, and enhance the well-being (physical, social, and emotional) of students and staff.

- Examine student wellness practices related to recess and free play.
- Develop regular enrichment programming for all students.
- Collaborate across phases to ensure consistent positive behavior expectations.

Goal 3: Develop, in each student, the skills for engaged citizenship (locally and globally), the appreciation of one's own and other's cultures, and the disposition to use individual talents to make positive changes in the world.

- Leverage technology resources to promote meaningful global connections and refresh traditional school-wide service learning.
- Encourage the use of electronic portfolios for student-centered goal-setting and reflection.
- Focus on Developmental Guidance, Social Thinking Curriculum, Zone of Regulation, Coaching.

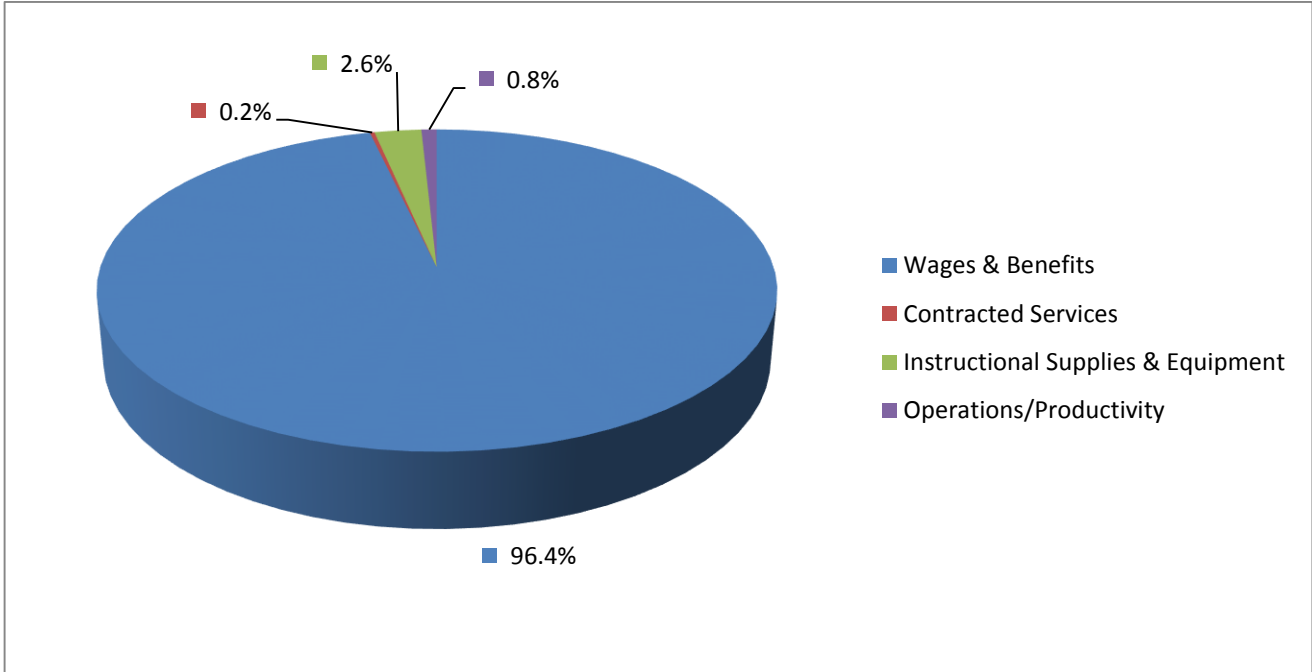
Goal 4: Partner with the Scarborough Community by responsibly managing school resources, making better use of

- Examine RESPECT practices to ensure consistency.
- Continue weekly email communication to families, trimester newsletter, and expanded use of our website.

Successes and Accomplishments 2015-16

- **Arts Programs** - Developed and implemented Allied Arts Enrichment Programming for all students to expand, connect and experience diverse offerings in the Arts.
- **Professional Learning** - Creatively scheduled enrichment courses to afford grade level teachers additional professional learning time to enhance and support reading, writing, and math instruction with leadership from our English Language Arts (ELA) and Math Instructional Coaches .
- **STEM Learning** - Leveraged the investment in a highly qualified Science and Technology Teacher to provide all students the opportunity to participate in STEM (Science, Technology, Engineering, Math) courses weekly for 1-2 trimesters.
- **English Language Arts (ELA)** - Fully and successfully implemented Units of Study for Writing, our powerful new writing curriculum, and Words Their Way, a word study, spelling, and vocabulary curriculum for all students. Teacher representatives from each grade level have volunteered to pioneer the new reading curriculum we are fully implementing next year, Units of Study for Reading.
- **Social Studies** - Revised and realigned Social Studies curriculum to integrate with and better support the reading and writing curriculum.
- **Building Procedures** - Refined and polished procedures created for the opening year to ensure an organizationally successful second year in our new school.
- **Community Partnerships** - Experienced thriving community involvement through volunteerism, a strong Parent-Teacher Association (PTA), Bikes for Books through the local Masonic Lodge, the addition of a Senior Center through Community Services (located at our school!), and hosting local college internships in multiple disciplines.
- **Student/Staff Supports** - Enjoyed substantial return on investment in our new 3-8 Behavior Specialist position, which has built capacity among staff to further support a broad spectrum of student needs.
- **Emergency Preparedness** - Furthered ongoing collaboration with Public Safety to enhance emergency response efforts through the use of Share 911.
- **Technology in the Classroom** - Continued to support increased technology integration through professional learning opportunities and the leadership by our Technology Instructional Coach.
- **Garden Project** - Transformed a designated plot of land on our campus into a thriving and productive school garden and outdoor living classroom.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	4,504,754	4,702,885	198,131	4.4%	4,771,885	267,131	5.9%
Contracted Services	10,600	12,300	1,700	16.0%	12,300	1,700	16.0%
Instructional Supplies & Equipment	121,793	126,775	4,982	4.1%	126,775	4,982	4.1%
Operations/Productivity	38,630	41,200	2,570	6.7%	41,200	2,570	6.7%
Totals	4,675,777	4,883,160	207,383	4.4%	4,952,160	276,383	5.9%

FY2017 INVESTMENT REQUEST

Student Needs Budget & Mission Critical Budget: Advance and expand STEM instruction - add 1.0 FTE teaching position. Increase of \$68,000 in Regular Instruction, offset by \$20,000 reallocation (projected savings from retirement).

Budget drivers

- Personnel costs make up 96.3% of the Wentworth School's Level Services budget (existing staff). Proposed investments (new position & additional teacher learning day) increase the percentage to 96.4% of the Mission Critical budget.
- Wages and benefits are determined by 3 Collective Bargaining Agreements (Teachers & Professionals, Education Support Staff and School Administrators). The Teachers & Professionals current bargaining agreement expires on June 30, 2016; budget estimates for FY2017 have been projected based on the terms of the expiring contract.
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Increased cost of contracted services reflects shift to online teaching resources as well as cost of Ferry Beach Ecology School capstone project for 5th graders.

Scarborough Middle School

Scarborough Middle School serves a diverse, respectful, and energetic population of 750+ students in grades 6, 7, and 8. The students are organized in grade level Learning Communities. Each Learning Community is made up of three Inquiry Teams which include four core subject teachers. Students in the middle school receive instruction in English Language Arts (ELA), Mathematics, Science, and Social Studies as core courses. Spanish or French are also available to students in 8th grade as a core course (taught daily). Other courses are offered on a rotating schedule throughout the three years of middle school instruction: Spanish (grades 6 and 7), Art, Music, Band, Engineering and Technology, Wellness (an integrated approach of Health and Physical Education). There is also an intervention period for all students each week; using a program designed by Middle School staff called Remediate - Improve - Stretch - Excel (RISE). Additionally, Scarborough Middle School currently offers athletics to 8th graders and co-curricular activities to all students.



Staff - 2016 Employees

56.0 FTE Teachers
2.0 FTE Guidance Counselors
0.2 FTE Librarian
2.0 FTE Library Ed Techs
3.0 FTE Building/Support Ed Techs
2.0 FTE Principal/Asst. Principals
3.0 FTE Clerical/office staff

See separate section for Special Services staff.

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

Targeted Investments for Continued Improvement

- Provide Academic Coach supports for transitioning students.
- Increase capacity for student supervision with Student Safety Ed Tech.
- Provide library services using 21st Century Learning Commons model.

Improvement Targets for 2016-17

Goal 1: Provide world-class, student centered teaching and learning to prepare every student to thrive in learning, career, and life.

- Build common understanding of student-centered grading practices using a book study (including 15 Fixes); begin to identify Habits of Work which will be reported separately; focus on Design Question 1 - focusing on tracking student progress and celebrating success in every subject area.
- Develop common summative assessments in all curriculum areas; calibrate the scoring of assessments in curriculum teams; develop common grading practices which will allow for multiple pathways for learning.
- Develop a school-wide data plan to continue to develop a data-focused culture; measure the effectiveness of student-centered practices, as well as student growth, using data for the following purposes: Remediate - Improve - Stretch - Excel (RISE), Jigsaw and Inquiry Team meetings, Multi-Disciplinary Teams (MDT), Content meetings; refine school-wide Response To Intervention (RTI) system with a focus on meeting the needs of all students; redesign the Study Center to include individual, measurable goals for each student which will be assessed on a regular basis.

Goal 2: Provide welcoming and inclusive learning environments that promote safety, foster meaningful relationship building, and enhance the well-being (physical, social, and emotional) of students and staff.

- Redesign Connections with a goal of fostering meaningful relationships while giving voice and choice for students and teachers of Inquiry Teams and Learning Communities.
- Refine the RISE program by using data to inform students/teachers and focus on progress monitoring.

Goal 3: Develop, in each student, the skills for engaged citizenship (locally and globally), the appreciation of one's own and other's cultures, and the disposition to use individual talents to make positive changes in the world.

- Create a method for each student to develop their own SMART goal (Specific, Measurable, Achievable, Realistic and Timely) and track their progress; continue to develop electronic portfolios for goal-setting and reflection.

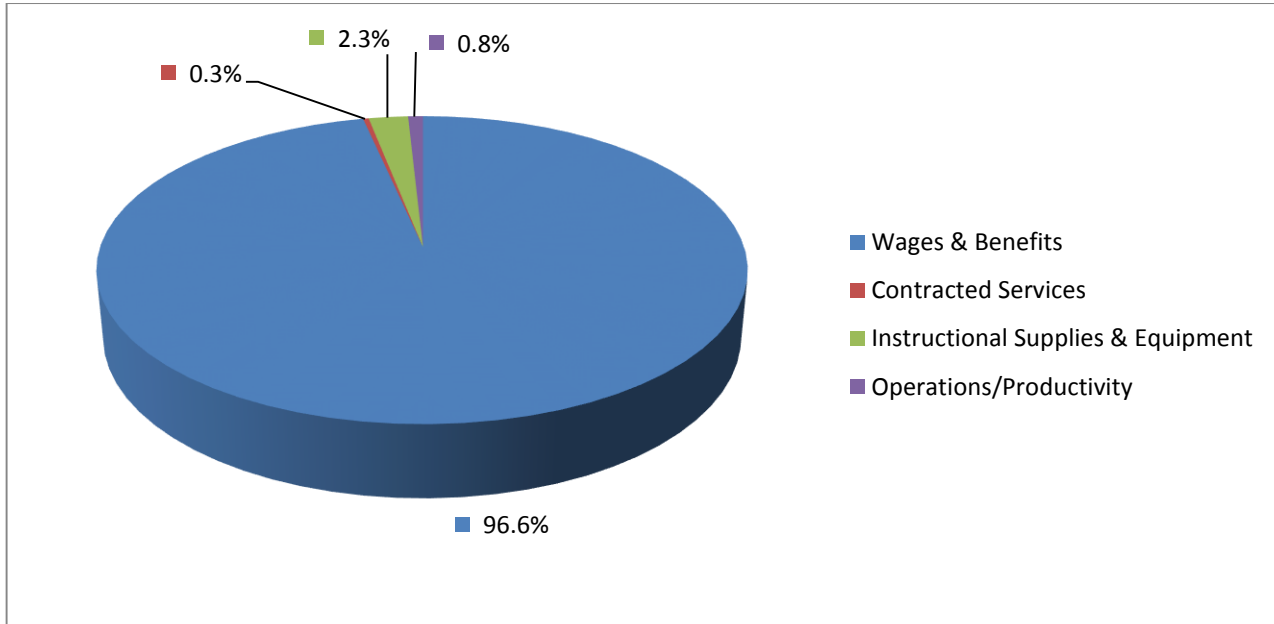
Goal 4: Partner with the Scarborough Community by responsibly managing school resources, making better use of community and business resources, and regularly communicating progress on school improvement efforts.

- Redesign a quarterly newsletter to keep all stakeholders informed; develop a plan to update the school website regularly; support teachers as they learn to post nightly homework assignments.

Successes and Accomplishments 2015-16

- **Schedule Innovation** - Created a schedule which provides time within the school day for teachers to work together and plan student-centered learning opportunities for students.
- **New Curriculum** - Implemented a new inquiry-based Science curriculum (iQuest) and Social Studies curriculum - the Document-Based Question (DBQ) approach - for grades 6, 7, and 8.
- **Student Data & Measures** - Provided time for staff to learn and work together to develop a more student-centered approach to the measurement of student learning.
- **Habits of Work** - Implemented a plan for reporting to parents about students' habits of work.
- **Learning Goals** - Provided teachers time within the school day to develop rigorous learning goals and scales for students.
- **Student Support** - Improved the process for identifying and supporting struggling students.
- **Academic Support** - Redesigned the Academic Center to support students struggling to develop their executive functioning skills.
- **RISE Program** - Continued to refine the intervention period for all students. The Remediate - Improve - Stretch - Excel (RISE) program was designed by SMS staff to offer guidance, mentoring and support for all students.
- **Communication** - Created a new and improved quarterly SMS Newsletter.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	5,009,462	5,293,417	283,955	5.7%	5,384,417	374,955	7.5%
Contracted Services	10,500	17,500	7,000	66.7%	17,500	7,000	66.7%
Instructional Supplies & Equipment	80,950	125,560	44,610	55.1%	125,560	44,610	55.1%
Operations/Productivity	43,850	47,150	3,300	7.5%	47,150	3,300	7.5%
Totals	5,144,762	5,483,627	338,865	6.6%	5,574,627	429,865	8.4%

FY2017 INVESTMENT REQUEST

Student Needs Budget: add 1.0 FTE teaching position - Academic Center/Bridge Teacher; add 1.0 FTE Student Safety Ed Tech; add 0.8 FTE Librarian. **Mission Critical Budget:** add Academic Center/Bridge Teacher. Increase of \$68,000 in Regular Instruction.

Budget drivers

- Personnel costs make up 96.5% of the Middle School's Level Services budget (existing staff). Proposed investments (new position & additional teacher learning day) increase the percentage to 96.6% of the Mission Critical budget.
- Wages and benefits are determined by 3 Collective Bargaining Agreements (Teachers & Professionals, Education Support Staff and School Administrators). The Teachers & Professionals current bargaining agreement expires on June 30, 2016; budget estimates for FY2017 have been projected based on the terms of the expiring contract.
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Increased cost of contracted services reflects shift to online teaching resources.
- Increased cost of instructional supplies and equipment reflects shift of material costs for new Science curriculum from district-wide implementation funds in FY2016 to school-based funds in FY2017.

Scarborough High School

Scarborough High School serves 1000+ students in grades 9 through 12. Our faculty is comprised of 100 teachers qualified in specific disciplines and content areas, divided into seven departments: English Language Arts (ELA), Mathematics, Social Studies, Science, Foreign Language, Physical Education/Health and Fine Arts. Instruction at the high school level is perhaps the most rigorous and content-specific of the K-12 spectrum, with focus on insuring that all students will graduate with the skills and abilities that will allow them to thrive as adults.

Scarborough High School students have access to a variety of supports and services. In the Student Services department, Guidance Counselors monitor student academic progress to ensure a successful path to graduation, while the College Placement office assists students wishing to pursue secondary education. Alternative Education and Special Education staff work to provide supports and pathways for students who are not finding success in a traditional classroom setting. The Learning Commons takes the old-fashioned school library to a new level, providing a center for study, research and collaboration. Students with interest in hands-on learning of vocational skills may take classes at Westbrook Vocational Center or PATHS (Portland Arts and Technology High School).



Staff - 2016 Employees

68.6 FTE Teachers
4.1 FTE Guidance Counselors
1.0 FTE Senior Placement Counselor
0.8 FTE Librarian
2.2 FTE Library Ed Techs
3.0 FTE Building/Support Ed Techs
3.0 FTE Principal/Asst. Principals
5.0 FTE Clerical/office staff

See separate section for Special Services staff.

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

Targeted Investments for Continued Improvement

- Increase student access to learning, including choice and multiple pathways.
- Increase student access to guidance services.
- Provide library services using 21st Century Learning Commons model.

Improvement Targets for 2016-17

Goal 1: Provide world-class, student centered teaching and learning to prepare every student to thrive in learning, career, and life.

- Align Content Area Standards aligned with Common Core State Standards, Maine Learning Results, and/or National Standards for the following content areas: 1. Career & Education Development 2. English Language Arts 3. World Languages 4. Health, Physical Education & Wellness 5. Mathematics 6. Science & Technology 7. Social Studies 8. Visual & Performing Arts.
- Embed the “guiding principles” across the content areas in five discrete areas, so that each student can become a: Clear and effective communicator; self-directed and lifelong learner; creative and practical problem-solver; responsible and involved citizen; and integrative and informed thinker.
- Content area staff will develop and conduct common assessments utilizing common grading rubrics.
- Utilize current standardized testing and classroom assessment data to examine student learning growth.
- Develop, implement, and evaluate a school schedule that provides a student-centered learning focus with the capacity/flexibility to meet the needs of all students.
- SHS leadership will provide the direction, time and resources for staff to engage in professional learning that supports a student-centered culture of learning.

Goal 2: Provide welcoming and inclusive learning environments that promote safety, foster meaningful relationship building, and enhance the well-being (physical, social, and emotional) of students and staff.

- Continue to advance and provide opportunities for feedback from stakeholder groups so as to promote a culture of continuous improvement in student-centered learning.
- Collaborate with all phase levels (K-8) to provide opportunities for vertical teaming within the school and throughout the District.

Goal 3: Develop, in each student, the skills for engaged citizenship (locally and globally), the appreciation of one's own and other's cultures, and the disposition to use individual talents to make positive changes in the world.

- Continue to promote opportunities for community connections through co-curricular/extracurricular activities and school-wide service learning initiatives to encourage every student to higher levels of social and civic engagement.

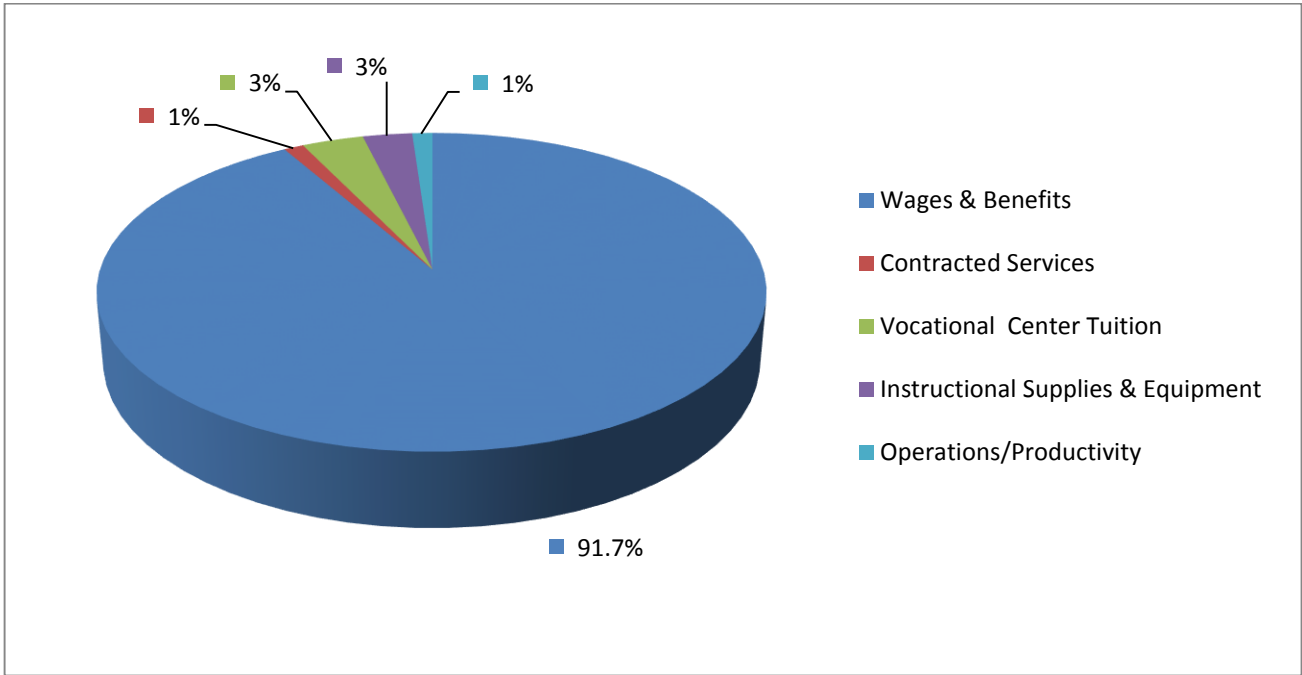
Goal 4: Partner with the Scarborough Community by responsibly managing school resources, making better use of community and business resources, and regularly communicating progress on school improvement efforts.

- Work within our leadership structure and decision making process to empower stakeholders in shared responsibility building and supporting a positive, student-centered culture and climate.
- Engage the following resources to keep the families and community informed about our schools: Newsletters, Website, Parent Advisory Groups, PowerSchool Announcements, School Board meetings, Information Nights.
- Build on the outcomes and feedback from the April 15, 2015 College & Career Day (providing students a college and job shadow experience) to increase the use of community and business resources in student experiential learning and career exploration.
- Utilize district and school leadership to make organizational decisions with student needs and interests in mind to ensure that both operational and human resources are available to foster a student-centered learning environment and facilitate continuous professional growth.

Successes and Accomplishments 2015-16

- **Student Centered Learning** - Using our Student-Centered Learning focus, decisions in planning instruction and in the continuous improvement of our schools are made with students' needs and interests as our primary consideration.
- **1:1 Laptop Program** - Scarborough High School students and staff were provided a Lenovo laptop computer with programs and software aligned to academic course images on each device. A technology integration coach works with staff to help them integrate technology into the classroom.
- **Curriculum Standards** - Each content area has worked to align their curriculum to national and state standards. Graduation standards will be created from this work and will lead to common assessments and grading rubrics for each course in each department.
- **School Schedule Development** - Staff and students have worked collaboratively to develop a schedule that is student centered and best meets the needs of SHS. The new schedule will be student centered, provide greater capacity and flexibility, academic support time embedded in daily schedule, and an advisory program. Transition to the new schedule will be a 2-year process commencing in 2016-17.
- **NEASC Self-Study** - Planning and preparation for the 2016-2017 Self-Study has been completed. Co-Chairs for the Steering Committee and Chairs for the Standards Committee have been formed. Staff have selected the Standards Committee that they will participate in during the Self-Study, the Endicott Survey will be completed by staff this spring, and key NEASC Self-Study leaders will be attending Accreditation Evaluation Visits at schools throughout New England.
- **Emergency Preparedness** - District wide emergency preparedness plans have been implemented with an Incident Command Team to lead SHS through emergency responses. Share911 has been added to help ensure effective communication during emergency responses. Practice drills and table top exercises have been completed to help students and staff prepare for emergency responses. Campus safety and security personnel have provided support for our ongoing efforts to ensure SHS is a safe and caring school for students and staff.
- **Community Health Awareness Team**- Community and staff have partnered with Opportunity Alliance to raise awareness, educate, and provide resources for students, staff, and parents regarding the challenges created by drug and alcohol use.
- **Student Health Advisory Board** - Student leaders have formed an advisory board of fellow students to address issues students face at SHS. This is a student led initiative. Potential areas of focus for the SHAB include, but are not limited to, raising awareness and support for students with mental health issues, drug and alcohol use, and bullying.
- **Performance Evaluation and Professional Growth** - SHS has been engaged in professional development through Professional Learning Teams and the iObservation Evaluation model to provide feedback and opportunity for growth with instructional practices.
- **Communication** - SHS continues to improve and provide timely, accurate information to the school community. Newsletters, PowerSchool Announcements, the PTC Wizard for Parent/Teacher Conferences, building-wide LCD monitors, parent advisory groups, and a new Website are examples of the varied communication vehicles SHS utilizes.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	6,412,567	6,632,279	219,712	3.4%	6,982,279	569,712	8.9%
Contracted Services	82,275	83,300	1,025	1.2%	83,300	1,025	1.2%
Vocational Center Tuition	293,591	259,555	(34,036)	-11.6%	259,555	(34,036)	-11.6%
Instructional Supplies & Equipment	193,100	207,800	14,700	7.6%	207,800	14,700	7.6%
Operations/Productivity	80,300	84,850	4,550	5.7%	84,850	4,550	5.7%
Totals	7,061,833	7,267,784	205,951	2.9%	7,617,784	555,951	7.9%

FY2017 INVESTMENT REQUEST

Student Needs Budget: add 7.5 FTE teaching positions; add 0.4 Guidance Counselor; add 0.5 Student Assistance Counselor; add 0.8 FTE Librarian. **Mission Critical Budget:** add 5.0 FTE teaching positions. Increase of \$312,800 in Regular Instruction and \$27,200 in Guidance Services, offset by \$20,000 reallocation (projected savings from retirement).

Budget drivers

- Personnel costs make up 91.3% of the High School's Level Services budget (existing staff). Proposed investments (new positions & additional teacher learning day) increase the percentage to 91.7% of the Mission Critical budget.
- Wages and benefits are determined by 3 Collective Bargaining Agreements (Teachers & Professionals, Education Support Staff and School Administrators). The Teachers & Professionals current bargaining agreement expires on June 30, 2016; budget estimates for FY2017 have been projected based on the terms of the expiring contract.
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Vocational Tuition is determined through a formula designating costs to the sending school districts proportional to the number of students attending in the prior year from each district. FY2017's projected costs will be slightly reduced from FY2016.
- Increased cost of instructional supplies and equipment reflects need to update curriculum materials for Science and Engineering course offerings.

Special Services

The Special Services department oversees programming in the areas of Special Education, Gifted and Talented, Section 504, English as a Second Language and Homeless Youth.

Special Education

Every student with a disability has a right to a free, appropriate program of instruction and supportive services designed to meet his or her individual needs. Special education services are provided to Scarborough students by certified and/or licensed professionals or supervised support staff at no cost to the parents. Students receiving special education are encouraged to participate in the regular school program wherever possible. The special education process has several components. The first component involves screening all students to determine whether a student may have a disability that would require referral to Special Education. A second phase includes more individualized evaluations of each referred student and a discussion of the results by the Individual Education Program Team (I.E.P.), which is composed of school staff and parents. The I.E.P. Team is then responsible for determining whether the student is a student with a disability in need of special education services, and what services are appropriate for the student's educational needs. Once these determinations are made, the I.E.P. Team writes an I.E.P. for the student. The I.E.P. is reviewed at least annually by the I.E.P. Team. Currently about 13% of our students receive special education services.

Gifted and Talented Education Services (GATES)

Gifted and Talented Education Services (GATES) offers a variety of program options for students who are identified as gifted and talented and whose educational needs cannot be met within the regular classroom setting. Maine law, Chapter 104, defines gifted and talented students, K-12, who excel, or have the potential to excel, beyond their age peers, in the regular school program, to the extent that they need and can benefit from programs for the gifted and talented. Gifted and talented children shall receive specialized instruction through these programs if they have exceptional ability, aptitude, skill, or creativity in one or more of the following categories: general intellectual ability, specific academic aptitude, or artistic ability. Students are screened annually for identification and notification of GATES programming. Currently about 5% of our students grades 3-12 receive GATES services.

English as a Second Language (ESL)

The Scarborough School Department is committed to providing programming to ELLs (English Language Learners) in order to become English proficient as well as to effectively participate in all district academic and special programs. As required by state and federal laws all students enrolling in a school district must complete a Home Language Survey. Students who indicate a primary or heritage language other than English are then screened for their level of English language proficiency. Identified students receive an annual individualized learning plan. Small group instruction, classroom support or ESL content classes are examples of services provided. If a student is identified as an English Learner the State requires an English language proficiency assessment called ACCESS for ELLs to be administered annually. The ACCESS provides information on English language skills in the areas of listening, speaking, reading, writing, and comprehension. The results of this assessment as well as teacher, staff, parent and student input are used in developing the annual learning plan. Currently about 2% of our students receive ESL services.

Special Services

Section 504

Section 504 is part of the federal Rehabilitation Act of 1973 to combat discrimination against individuals with disabilities in services, programs and activities administered by any entity that receives federal funds, including public schools. Section 504 provides protections for qualified individuals with a disability. For a student to be identified under Section 504, the school must conclude that the child has a physical or mental disability that substantially limits a major activity. These students may need specific services and accommodations in order to access the school program, but it may occasionally be true that an eligible child under Section 504 is not in need of any interventions at the present time. Eligible students receive an annual Accommodation Plan with input from teacher, staff, parents and student. Currently about 7% of our students are identified under Section 504.

Homeless Youth Services

Scarborough Public Schools follow the provisions of the federal McKinney-Vento Homeless Assistance Act, which aims to minimize the educational disruptions experienced by homeless students. Under McKinney-Vento, homeless students are guaranteed the right to a free, appropriate, public education. When students become homeless, they can remain enrolled in the schools they have been attending, although they might no longer meet residency requirements. McKinney-Vento also guarantees homeless students the right to enroll in a public school even if they lack the typically required documents and immunizations. In addition, homeless students are guaranteed the transportation they need to attend school.

Staff - 2016 Employees	HS FTEs	MS FTEs	WS FTEs	K-2 FTEs	DW FTEs
Special Education Teachers	10.0	8.5	7.0	5.0	
ESL Teachers	1.0	1.0	1.0	1.0	
GATES Teachers	0.6	2.0	1.0		
Specialists*	1.0	2.8	2.4	4.0	6.4
Social Workers**	2.5	2	2	1.5	
Ed Techs	24	12	8	13	
Medical Assistants	2	1			
Director of Special Services					1.25
Admin Assistants					2.0

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

*Specialists include: Speech Therapists, Occupational Therapists, Physical Therapists, Behavior Specialists & Psychological Examiners.

**Half of each Social Worker's compensation is paid from building budgets (under Guidance).

Improvement Targets for 2016-17

Goal 1: Provide world-class, student centered teaching and learning to prepare every student to thrive in learning, career, and life.

- Implement new progress monitoring tools that more effectively inform student programming decisions.
- Implement a web based data management system for Section 504.
- Refine study skills curricula to improve student academic and functional outcomes.

Goal 2: Provide welcoming and inclusive learning environments that promote safety, foster meaningful relationship building, and enhance the well-being (physical, social, and emotional) of students and staff.

- Create building based teams to develop/implement/monitor behavior interventions that support inclusion for all students.

Goal 3: Develop, in each student, the skills for engaged citizenship (locally and globally), the appreciation of one's own and other's cultures, and the disposition to use individual talents to make positive changes in the world.

- Create additional opportunities for students with disabilities to have meaningful inclusive experiences.
- Ensure student engagement in the development and understanding of their IEP/504 plan.
- Increase independent functioning for students with IEP's who require additional adult supports.

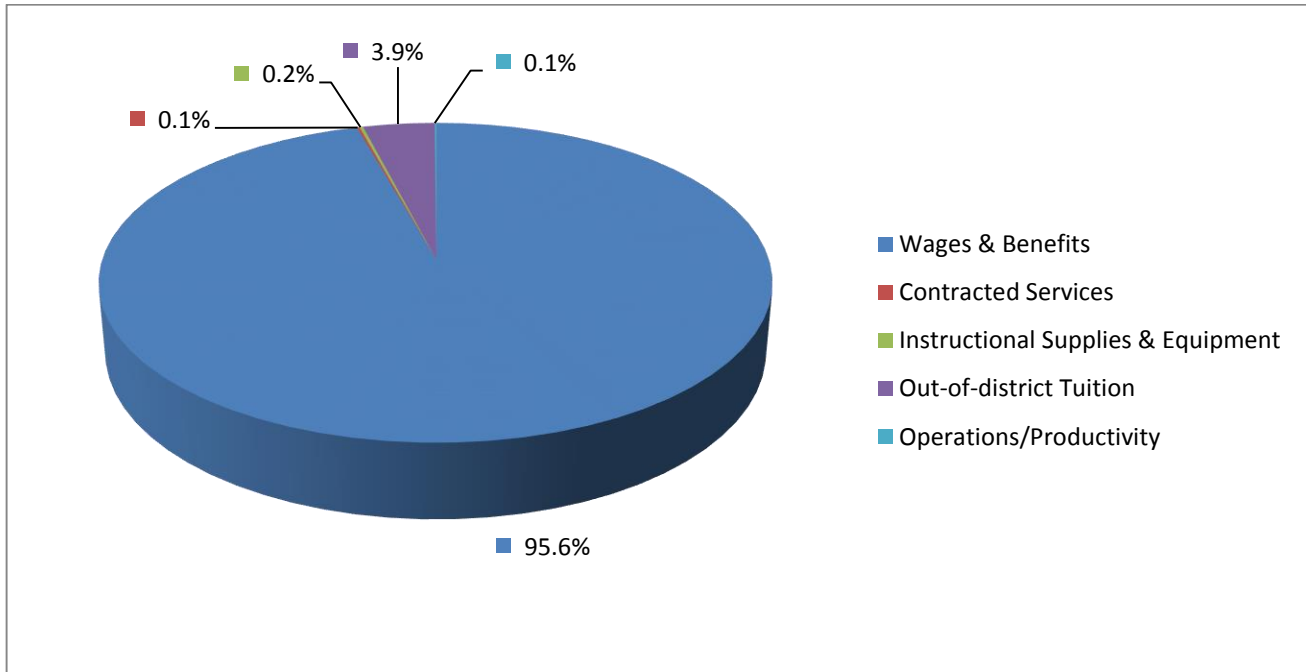
Goal 4: Partner with the Scarborough Community by responsibly managing school resources, making better use of community and business resources, and regularly communicating progress on school improvement efforts.

- Pilot our own therapeutic swim program for students with physical disabilities.
- Participate in the development and implementation of a regional secondary transition program.
- Utilize area business for their expertise and support in further development of the GATES Internship program.

Successes and Accomplishments 2015-16

- **Recreational Swim Program** - Piloted a weekly swim program for our middle school and high school functional life skills students.
- **Section 504 Case Management** - Implemented a web based program to manage Section 504 documentation requirements.
- **Student Independence** - Fostered opportunities for students whose level of need requires adult support to become more independent.
- **GATES Internship Program** - Offered a series of three workshops for high school GATES students about career exploration and real world readiness.
- **Study Skills Instruction**- Piloted a new study skills model and curriculum for middle school special education students.
- **Study Skills Workshop Course** - Refined the high school Study Skills Workshop Course and grading rubric aligned to IEP goals.
- **Professional Development** - Staff participated in specialized reading instruction programs (Lindamood Bell).
- **Student Engagement** - Increased student understanding and participation with their I.E.P. meetings.
- **Regional Post-Secondary Program** - Students participated in a new regional post-secondary skills program for academic life skills students.
- **Progress Monitoring** - Integrated new progress monitoring tools for K-12 students in ELA and math.
- **Behavior Interventions** - Increased support for all staff working with students with behavioral needs.
- **Positive Behavior Supports** - Trained of building based teams for development of effective behavior interventions.
- **Public School Programming** - Transitioned four out of district students back to their public schools.
- **Social/Emotional Resources** - Provided additional psychological and behavioral consultation support for our social life skills programs.
- **Community Partnerships** - Increased local business involvement with supported employment opportunities of students with life skills curricula.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	7,020,483	7,261,610	241,127	3.4%	7,291,610	271,127	3.9%
Contracted Services	8,000	11,000	3,000	37.5%	11,000	3,000	37.5%
Instructional Supplies & Equipment	14,900	15,100	200	1.3%	15,100	200	1.3%
Out-of-district Tuition	505,150	300,000	(205,150)	-40.6%	300,000	(205,150)	-40.6%
Operations/Productivity	6,600	7,100	500	7.6%	7,100	500	7.6%
Totals	7,555,133	7,594,810	39,677	0.5%	7,624,810	69,677	0.9%

FY2017 INVESTMENT REQUEST

None - use level services funding. Reallocate staff from High School to K-2 to accommodate enrollment changes.

Budget drivers

- Personnel costs make up 95.6% of the Special Services Level Services budget (existing staff). Proposed investments (additional teacher learning day) maintain the percentage at 95.6% of the Mission Critical budget.
- Wages and benefits are determined by 2 Collective Bargaining Agreements (Teachers & Professionals and Education Support Staff). The Teachers & Professionals current bargaining agreement expires on June 30, 2016; budget estimates for FY2017 have been projected based on the terms of the expiring contract. Administrative staff is not covered by Collective Bargaining Agreements; wages and benefits generally mirror those of bargained professional staff.
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Increased cost of contracted services reflects rental costs for pool time; offset by savings created in tuition line by developing self-directed therapeutic swim program.
- Additional savings in outside tuition costs are due to slower than anticipated fee increases in FY2016 as well as successes in returning students to district programming.
- Many program costs in Special Services are supplemented with federal IDEA grant funds (\$724,416 in FY2016).

Health Services

The Health Services department has the responsibility of ensuring student health and safety during the school day. Many of our students have medical conditions that require management during the school day. School nurses are licensed and trained to support student needs with long-term conditions such as diabetes as well as one-time injuries and illnesses, logging and delivering medications and emergency care. School nurses assess student safety on a daily basis and make sure that health reasons do not impede access to learning. Some responsibilities of our school nurses across the district are:

- To train support staff, bus drivers, select teachers, and first responders in CPR, first aid, and some in medication administration.
- To coordinate and collaborate with the VNA to provide Flu Clinics in each school in the fall.
- To coordinate, complete, provide follow-up, and report on state mandated vision/hearing screenings in the fall.
- To maintain compliance with state immunization requirements and report status for student population.

Staff - 2016 Employees	HS FTEs (1020 students)	MS FTSS (747 students)	WS FTEs (645 students)	K-2 FTEs (591 students)
School Nurses	2.0	1.6	1	1
LPN			1	
Medical Assistant		1		

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

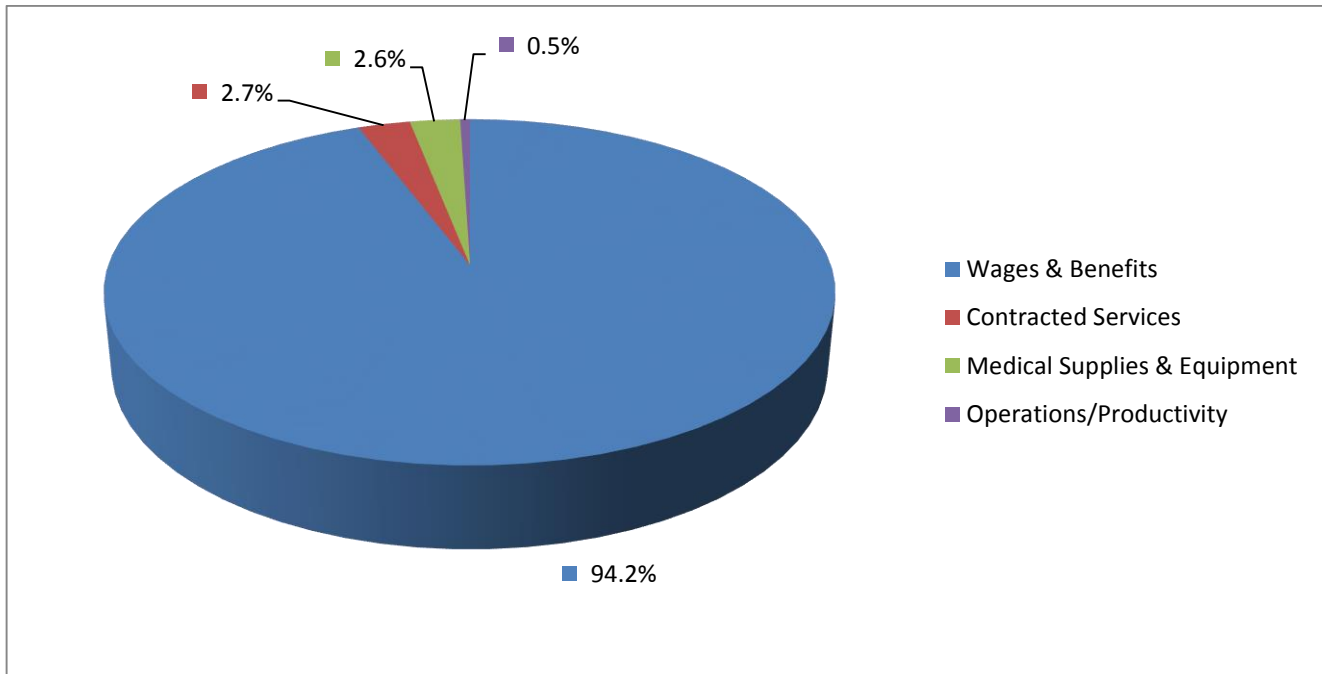
Goals & Priorities 2016-17

- Keep up to date with protocols and procedures to maintain the services and quality of care that are currently provided in all the school clinics.
- Establish more time to pursue professional learning, update current protocols, and review and respond to health-related school and state policies.

Successes and Accomplishments 2015-16

- **Basic Nursing Services** - Delivered nursing services to 50-100 students daily in school clinics at each phase level (high school, middle school, intermediate and K-2). These services included assessment, health maintenance, medical guidance, medication administration, and care involving accidents and emergencies.
- **Suicide Awareness Training** - Provided several Suicide Awareness trainings throughout the district. This training is mandated by the state Dept. of Education for all employees.
- **Crisis Response Team** - Participated as active members of each school's Crisis Response Team, providing resources in the event of a crisis.
- **Incident Command Team** - Engaged as members of the Incident Command Team which serves the district Emergency Management Team, and participated in roundtable discussions with team members, local police, fire, and rescue personnel.
- **Students of Concern** - Worked closely with guidance and social work staff to assist with students of concern (i.e. students with mental health, emotional health and well-being, and academic issues).
- **Diabetes Education** - Provided individual teaching to coaches and teachers on glucagon administration with an overview of diabetes/ low blood sugar management.
- **Diabetes Care** - Coordinated and managed the care of 14 students with diabetes (each student reports to the clinic for assistance at least three times per day).
- **Concussion Management** - Administered academic and health management for all students with concussions (64 students this year as of April 1, 2016). Academic support includes weekly guidance for teachers and staff. Health care support includes daily and frequent contact with students, parents, physicians, and the athletic trainer.
- **Resources for Athletics** - Consulted with the High School athletic trainer on a daily basis to manage students with complicated medical issues and concussions.
- **Medical Management** - Provided medical management for all students with significant medical concerns (63 students this school year). Significant medical concerns include conditions such as asthma and allergies.
- **Medical Interventions** - Conducted skilled nursing procedures, assessment and lengthy intervention regularly for 9 medically compromised and fragile students (feeding tubes, catheters, seizure disorder).
- **Resources for Staff** - Served as a resource to staff members for workplace injuries and medical emergencies.
- **504 Plans** - Acted as case managers for 29 student 504 accommodation plans (see Special Services section).
- **Individual Health Plans** - Developed, maintained, and implemented 87 Student Individual Health Plans (written protocols for student care).

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	548,962	565,356	16,394	3.0%	565,356	16,394	3.0%
Contracted Services	6,000	6,000	0	0.0%	16,000	10,000	166.7%
Medical Supplies & Equipment	13,950	15,450	1,500	10.8%	15,450	1,500	10.8%
Operations/Productivity	2,750	3,050	300	10.9%	3,050	300	10.9%
Totals	571,662	589,856	18,194	3.2%	599,856	28,194	4.9%

FY2017 INVESTMENT REQUEST

Student Needs Budget & Mission Critical Budget: \$10,000 funding for new student case management software (includes license, implementation & initial training).

Budget drivers

- Personnel costs make up 95.8% of the Health Services Level Services budget (existing staff). Proposed investment (case management software) reduces the percentage to 94.2% of the Mission Critical budget.
- Wages and benefits are determined by 2 Collective Bargaining Agreements (Teachers & Professionals and Education Support Staff). The Teachers & Professionals current bargaining agreement expires on June 30, 2016; budget estimates for FY2017 have been projected based on the terms of the expiring contract.
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Increased cost of contracted services reflects proposed investment in medical case management software.
- Increase in supply budget reflects need to replace failing CPR training dummies.

Curriculum & Assessment

The coordination and management of the curriculum across all grades and content areas is an ongoing collaborative endeavor. With building leadership, instructional coaches, and teachers, we work to continually improve our curriculum and instruction so that all students have high quality learning experiences that engage and challenge them to grow and perform at their highest levels. While our students generally, on average perform well compared to others in the state, our goal is to ensure that all of our students are college, career and civic ready when they move on from our schools. We strive to provide the highest quality curriculum materials, but more importantly, we work even harder to provide ongoing teacher training and supports, to ensure that all teachers provide the highest quality, effective instruction to all of our students.

Staff - 2016 Employees	FTEs
Director of Curriculum & Assessment	1.0
District Librarian/Media Specialist	1.0
Student Data & Technology Specialists	2.5
Clerical staff	0.6

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

Targeted Investments for Continued Improvement

- Continue K-5 ELA curriculum implementation.
- Increase Data Specialist support for online learning applications.

Goals & Priorities 2016-17

Goal 1: Provide world-class, student centered teaching and learning to prepare every student to thrive in learning, career, and life.

- Continue to review the vertical articulation of the curriculum so that the content of the curriculum builds upon the previous year across K-12 and provides what students will need to be college, career and civic ready.
- Coordination and continued development of a comprehensive K-12 STEM programming for all students including expanding engineering, robotics, and computer science opportunities for students.
- Support the implementation of the new K-5 reading curriculum in terms of time, materials and training for teachers.
- Explore more current materials and instructional resources for K-5 science and social studies that will allow more authentic, cross-disciplinary experiences for students.
- Sufficient time within the day for all teachers K-12 to continue their development with the support of the Instructional Coaches and to work on the coordination of curriculum, develop lessons and common performance assessments to ensure a high quality curriculum for all students.
- Time for teachers to work together within the school day to work together to prepare quality lessons and then reflect and make improvements in their lessons.
- Continued support in developing teacher leadership expertise (Instructional Coaches) to ensure high quality teaching in all classrooms.

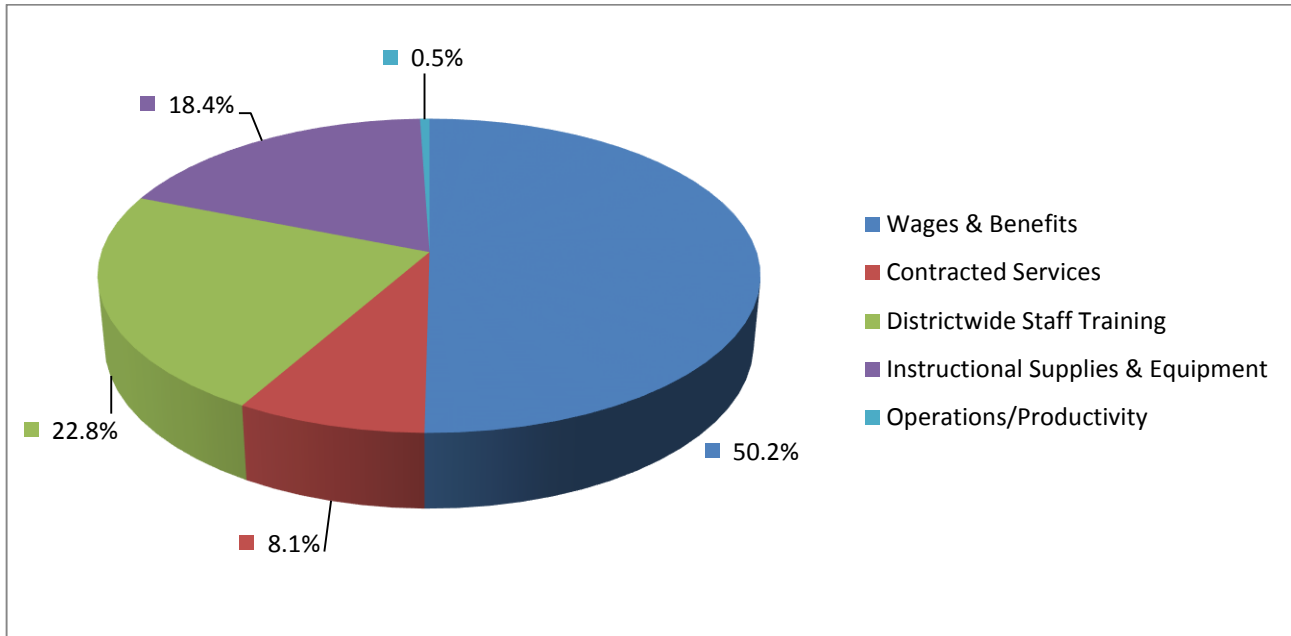
Goal 4: Partner with the Scarborough Community by responsibly managing school resources, making better use of community and business resources, and regularly communicating progress on school improvement efforts.

- Increase staff to support the use of the online learning applications that are being used and which teachers want to use in order to better prepare students for our ever changing technologically dependent world.
- Continue to connect community resources (public library and parent volunteers) to assist in the development and implementation of new courses in computer science and coding.

Successes and Accomplishments 2015-16

- **Writing Skills** - Measured significant improvement in students' writing, including word knowledge (phonics, vocabulary, spelling) as a result of the second year of our implementation of a new writing curriculum K-5.
- **STEM at Wentworth** - Established new STEM (Science, Technology, Engineering, and Mathematics) programming at WS and coordinated that new program with the current STEM programming K-12.
- **Computer Science & Coding** - Initiated new High School courses in AP Computer Science and other new courses in computer science and coding by connecting community resources (public library and parent volunteers) to assist in the development and implementation of these opportunities for students.
- **Middle School Science** - Improved engagement and performance in middle school science as the result of the implementation of a new science curriculum and training and support for teachers.
- **Instructional Coaches** - Provided instructional coaches for technology (technology Integrators), literacy and mathematics at each phase level to support the continued growth of teachers in these very important curriculum areas.
- **Teacher Training/Technology** - Conducted summer technology training for all teachers K-12 through our first Digital Learning Days led by our Technology Instructional Coaches (Integrators).
- **Teacher Training/Writing Curriculum** - Invested time in significant professional learning last summer to provide training in the new K-5 writing curriculum.
- **Curriculum Continuity** - Began to review the vertical articulation of the curriculum so that the content of the curriculum in each subject area builds upon the previous year across K-12.
- **Curriculum Updates** - Provided supports for teachers to meet and collaborate in curriculum review and revision efforts in math, social studies, English, science across grades 6-12.
- **Commitment to Teaching Excellence** - Worked to develop a common language for having conversations about what quality teaching looks like through the Marzano Instructional Framework, which is the foundation of the teachers' Performance Evaluation & Professional Growth (PEPG) system and a focus for their professional learning planning.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	453,198	460,481	7,283	1.6%	498,481	45,283	10.0%
Contracted Services	75,000	80,000	5,000	6.7%	80,000	5,000	6.7%
Districtwide Staff Training	246,100	226,100	(20,000)	-8.1%	226,100	(20,000)	-8.1%
Instructional Supplies & Equipment	163,000	183,000	20,000	12.3%	183,000	20,000	12.3%
Operations/Productivity	5,550	5,300	(250)	-4.5%	5,300	(250)	-4.5%
Totals	942,848	954,881	12,033	1.3%	992,881	50,033	5.3%

FY2017 INVESTMENT REQUEST

Student Needs Budget & Mission Critical Budget: Add 0.5 District Data Applications Specialist - \$38,000; \$73,000 in funding for new K-5 reading curriculum will be offset by reallocation of funding for K-5 writing and word knowledge curriculum and Middle School science curriculum, both now funded under individual school budgets.

Budget drivers

- The Curriculum & Assessment budget funds the selection, initial purchase, training and implementation of new curricula across all K-12 classrooms. Once new curricula are established, ongoing costs shift to the individual school budgets, and Curriculum & Assessment budgeted funds are re-allocated to new initiatives. Consequently, about half of the Curriculum & Assessment budget is made up of instructional materials and staff training.
- Contracted Services budgeted funds in this department pay for both district-wide student testing costs and online subscriptions and services connected with curriculum development.
- Curriculum Department staff work in support of K-12 teaching and learning, with responsibility for library and media services, student data and implementation of instructional technology. Personnel costs make up 48.2% of the Curriculum Level Services budget (existing staff). Proposed investment (data specialist) increases the percentage to 50.2% of the Mission Critical budget.
- Wages and benefits are determined by 1 Collective Bargaining Agreement (Teachers & Professionals). The Teachers & Professionals current bargaining agreement expires on June 30, 2016; budget estimates for FY2017 have been projected based on the terms of the expiring contract. Administrative and district-wide support staff are not covered by Collective Bargaining Agreements; wages and benefits generally mirror those of bargained professional staff.
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).

Instructional Technology

The Scarborough Information Systems Department was formed in 1996 when the Town's Information Services Department and the School Department's Computer Technology Department were combined to meet the ever-increasing technology needs of the Town of Scarborough. This consolidation has led to a single combined staff of specialists that can better serve the technology needs of the town and schools alike. In this shared services agreement, IT employees work for the Town, and a portion of staff costs is reimbursed by the School Department.

To ensure thoughtful planning and direction in the fast-moving world of instructional technology, Scarborough's Comprehensive Plan for Technology is developed and updated every three years by the School Department's Technology Advisory Committee, made up of teachers, administrators, citizens and business community members.

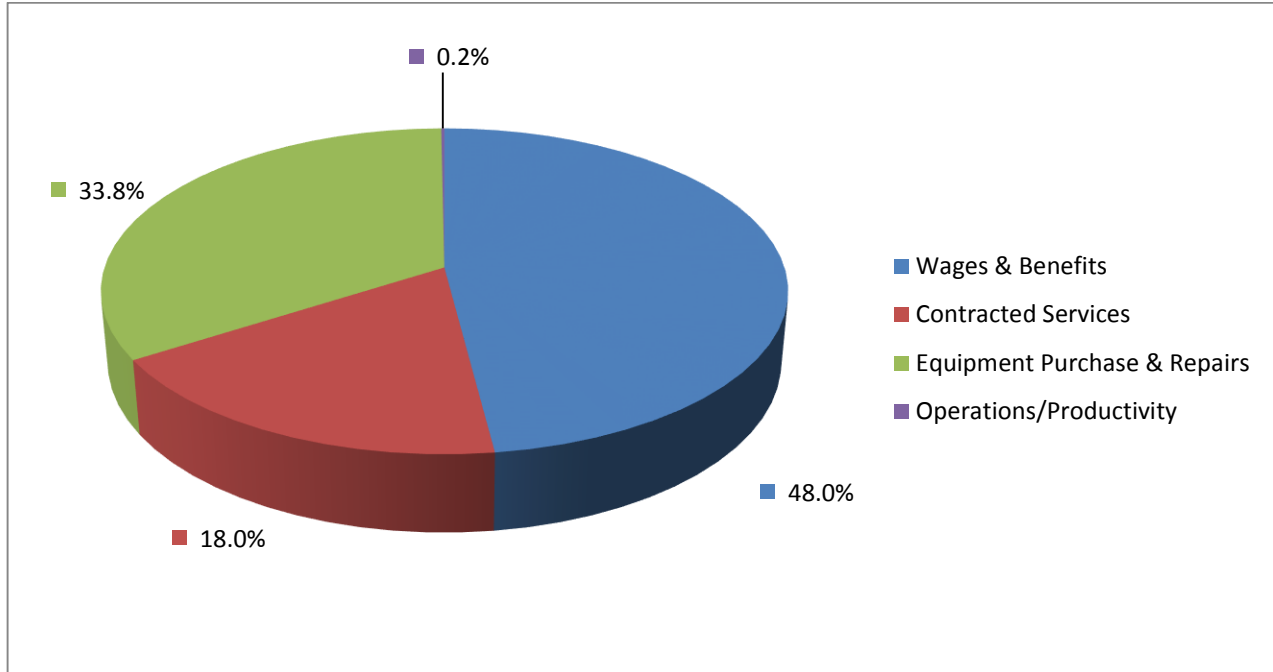
The School Department has a cyclical technology replacement plan which guides us in ensuring that technology equipment and software receive regular, planned updates across the district. On a 4-year cycle, equipment replacement or renewal is primarily focused on one phase: K-2, Intermediate, Middle School and High School. In recent years, a tech refresh investment has averaged \$500 to \$550,000 per year, budgeted in CIP. Starting in FY2016, school leaders made a commitment to move funding for this annual upgrade from the capital to the operating budget, with a gradual increase of approximately \$100,000 per year in operating. The projected cost of the tech refresh in FY2017 is \$441,700, of which \$194,275 is funded in the capital budget and the balance is reflected here in the operating budget.

SEE TOWN BUDGET PAGES FOR COMPLETE INFORMATION ABOUT TECHNOLOGY SERVICES.

Staff - 2016 School Employees	FTEs
Director of Instructional Technology	1.0
Tech Specialists	5.0

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	478,739	479,724	985	0.2%	479,724	985	0.2%
Contracted Services	175,625	178,809	3,184	1.8%	178,809	3,184	1.8%
Equipment Purchase & Repairs	200,700	335,700	135,000	67.3%	335,700	135,000	67.3%
Operations/Productivity	1,675	1,675	0	0.0%	1,675	0	0.0%
Totals	856,739	995,908	139,169	16.2%	995,908	139,169	16.2%

Budget drivers

- IT staff is employed by the Town and paid according to Town personnel ordinance. Cost increase for FY2017 was minimized due to staff turnover.
- Contracted services include licensing fees & software subscriptions as well as maintenance agreements for tech equipment and systems.
- Increase of \$135,000 in Equipment budget reflects the second installment in the district’s 4-year plan to shift regularly scheduled tech refresh into operating budget (see capital projects section).

Athletics & Activities

Scarborough Public Schools believes that a dynamic program of extra-curricular athletics and activities is vital to the educational development of our students. Athletic competition and club membership give all students an opportunity to learn in ways which are rarely available in the classroom. These experiences involve preparation, dedication, and hard work. The reward for student athletes is measured in different ways by each individual, ranging from simply participating, to making the first team, placing in a tournament or meet, winning the conference or being a state champion. Club members find enrichment through participation in activities including service organizations, academic competition, music, theater, and student government.

Benefits of School Activities

At a cost of only one to 3 percent (or less in many cases) of an overall school's budget, middle school and high school activity programs are one of the best bargains around. Activities support the academic mission of schools. They are not a diversion, but rather an extension of a good educational program. Students who participate in activity programs tend to have higher grade-point averages, better attendance records, lower dropout rates and fewer discipline problems than students generally.

Activities are inherently educational, and provide valuable lessons for many practical situations. Through participation in activity programs, students learn teamwork, sportsmanship, winning and losing, the rewards of hard work, self-discipline, build self-confidence, and develop skills to handle competitive situations. These are qualities the public expects schools to produce in students so they become responsible adults and productive citizens. Participation in middle and high school activities is often a predictor of later success - in college, a career, and becoming a contributing member of society.

The Pillars of Educational Athletics

Coaches' Education

At the heart of the high school sport experience is the quality of coaching provided to student-athletes. A key element of having high quality coaching is ensuring that coaches have proper and ongoing training.

Community Service

Scarborough firmly believes that each student-athlete serves as a role model. They are looked up to for their athletic talents; however they have the ability to make an even greater impact upon others with their actions off the playing field.

Wellness

Promoting health and wellness for all students is the shared responsibility of families, schools, communities and the students themselves. To that end, Scarborough strives to help create programs and educational opportunities for all constituencies on a regular basis to address any matter that might enhance or improve the well-being of the student.

Leadership

Every action taken by a student-athlete has an impact upon their peers, families and community. Student-athletes are looked up to for their athletic talents, and share an incredible power of influence as visible figures in and out of the school setting. Scarborough is committed to promoting positive leadership traits through educational opportunities for all student-athletes.

Sportsmanship

Scarborough is committed to encouraging and promoting the high ideals of sportsmanship, integrity and ethics, as well as developing a positive environment for athletic events at all levels of interscholastic competition. The goal of interscholastic athletics is to give young people the opportunity to expand their educational horizons by experiencing fair and friendly competition with their peers. Ingrained in this competition is respect for rules, regulations, opponents and officials.

Programs

High School Athletics

- Student participation by season: Fall = 368; Winter = 319; Spring = 300
- 48 different athletic teams in 19 different sports
- All teams participated in post-season tournaments - multiple League/State Championship teams

Fall Cheering	Basketball (Boys/Girls)	Baseball
Cross-Country (Boys/Girls)	Ice Hockey (Boys/Girls)	Softball
Football	Indoor Track (Boys/Girls)	Lacrosse (Boys/Girls)
Field Hockey	Swimming (Boys/Girls)	Outdoor Track (Boys/Girls)
Soccer (Boys/Girls)	Wrestling	Tennis (Boys/Girls)
Golf	Competition Cheering	
Volleyball	Alpine Skiing	

Middle School Athletics

- Student participation by season = Fall = 71; Winter 1 = 31; Winter 2 = 63; Spring = 70

Cross-Country (Boys/Girls)	Basketball (Boys/Girls)	Baseball
Field Hockey	Indoor Track (Boys/Girls)	Softball
Soccer (Boys/Girls)	Swimming (Boys/Girls)	Lacrosse (Boys/Girls)
	Wrestling (Boys/Girls)	Outdoor Track (Boys/Girls)

High School Club Activities

Academic Decathlon	Math Team	Model United Nations
Speech & Debate	Science Bowl	Select Chorus
Jazz Bands & Combo	One Act Play	Oak Hill Players (Musical)
Civil Rights Team	ECOS	Natural Helpers
Interact Club (Rotary affiliate)	Key Club (Kiwanis affiliate)	Storm for a Cure
National Honor Society	Student Council/Class Officers	Yearbook

Middle School Club Activities

Builders Club	Math Team	WSMS News
Peer Helpers	Student Leadership Council	Chorus
Computer Club	Muse's Pen	Oak Hill Players (Musical)
Theater Team	Red Storm Strikes Out Cancer	Yearbook
CSI (Tech Team)		



Staff - 2016 Employees	FTEs
Director of Athletics & Activities	1.0
Athletic Trainer	1.0
Athletics & Activities Assistant	1.0
Coaches & Advisors	140+

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

Goals & Priorities 2016-17

- Advance coaching quality with professional learning opportunities & regular evaluation.
- Continue focus on concussion management and safety protocols.
- Increase academic club opportunities connected with STEM learning.
- Improve office productivity, management of compliance paperwork.
- Establish incremental investment plan to fund essential program components:

Current funding model relies on booster and gate funds to support programs. High-cost programs such as ice hockey, swimming and football would not be able to run based only on funds available in the operating budget, causing us to rely on unpredictable, uncontrolled outside revenues. 7th Grade sports teams were cut in FY15, and will require significant additional funding to be restored to preferred levels. Building the true cost of athletic programs into the operating budget, or choosing to run fewer programs if the resources are not available, would be a more responsible approach.

Successes and Accomplishments 2015-16

Department/Operations

- Implemented FamilyID (Online Registration)
- Deployed Coach Evaluator (web-based Coach's Evaluation System)
- Implemented Pinwheel - Scheduling system
- Developed use of ImPact Testing and protocol (Concussion)
- Added Assistant Athletic Trainer resources through contract with Saco Bay PT
- Continued cycle of investment in safety (wrestling mats, cheering mats, hurdles, etc.)
- Increased utilization of social media (web page, Twitter, etc.)
- Purchase of a Chattanooga Intellect Legend Stimulation Unit - used to control pain with musculoskeletal injuries
- Installed Middle School outdoor batting cage

Athletics - High School

- Wrestling Team- State of Maine Sportsmanship Award recipient
- Introduced School Mascot
- Increased focus on School Pride
- Establishment of Coaches Handbook
- Coaches College: (NFHS trainings, Workshops, etc.)
- Meet the Coaches Night - Parent Information meeting
- Establishment of Booster Handbook
- SAC/Booster - Funding for College Scholarships
- Worked collaboratively with Community Services on facility use, scheduling and upgrades
- Increased participation in Strength and Conditioning Program
- Preparation for participation in Collegiate athletics
- Increased education leading to proper treatment of concussions
- Increased ability to provide injury evaluation, treatment and rehabilitation

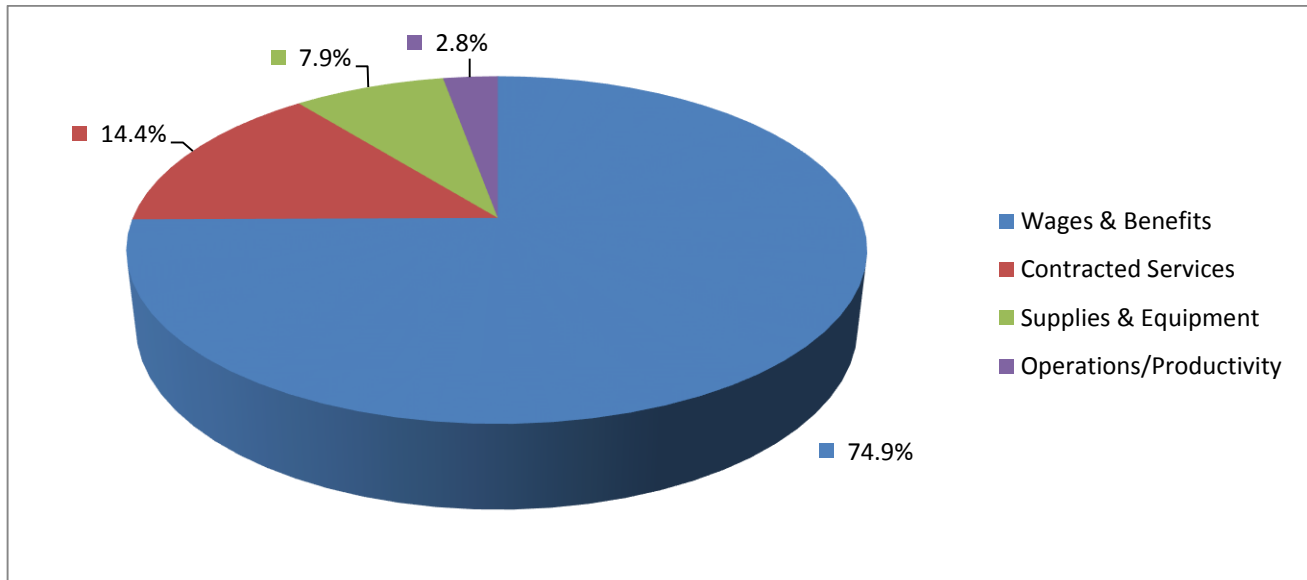
Athletics - Middle School

- Participation in the SMMSAC -Sportsmanship Summit
- Preparation for participation in athletics at the high school level
- Boys/Girls Lacrosse being offered again as a school-sanctioned sport
- Registration process (google forms)

Activities

- Successful Community Outreach (Key Club leaf raking, Storm for a Cure fundraising, etc)
- Successful Community and Competitive Drama productions (Oak Hill Players, One Act Play)
- Academic Decathlon - Multiple year State Champions
- Speech and Debate - Multiple year State Champions

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	730,468	729,263	(1,205)	-0.2%	752,628	22,160	3.0%
Contracted Services	108,892	140,192	31,300	28.7%	144,692	35,800	32.9%
Supplies & Equipment	64,600	65,261	661	1.0%	79,396	14,796	22.9%
Operations/Productivity	21,157	20,600	(557)	-2.6%	28,600	7,443	35.2%
Totals	925,117	955,316	30,199	3.3%	1,005,316	80,199	8.7%

FY2017 INVESTMENT REQUEST

Student Needs Budget: Add 1.0 Business Secretary - \$48,000; Add \$179,864 in funding for restoration of 7th Grade sports and ability to adequately fund programs without current level of reliance on boosters.

Mission Critical Budget: \$50,000 incremental investment toward program restoration and appropriate funding.

Budget drivers

- In the Athletics & Activities budget, wages and benefits are primarily for coaches, advisors and bus drivers.
- Contracted services funding pays for game officials as well as rental of pool and ice time.
- Increases in all areas reflect projected minor cost increases plus \$50,000 restored investment.

Student Transportation

In the Scarborough School Transportation Department, our mission is to transport students to and from school and other activities in a professional and safe manner. Scarborough is one of the single largest school districts in southern Maine. We transport roughly 3,000 students a year covering 56 square miles. We transport to all of the Scarborough Schools and seven out-of-district schools. We employ 22 full-time drivers, 4 spare drivers, 4 education technicians, 1 dispatcher and 1 supervisor. We have 27 school buses and 4 mini-vans traveling 450,000 miles a year. Traveling around the world is approximately 25,000 miles, therefore we could travel around the world 18 times annually! All Transportation employees are trained in First Aid, CPR and emergency procedures including bus evacuation. All vehicles are checked daily by drivers for safety and compliance and are maintained by Scarborough Public Works.

Staff - 2016 Employees	FTEs
Transportation Supervisor	1.0
Dispatcher	0.5
Bus Drivers	22.0
Bus Aides	4.0

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

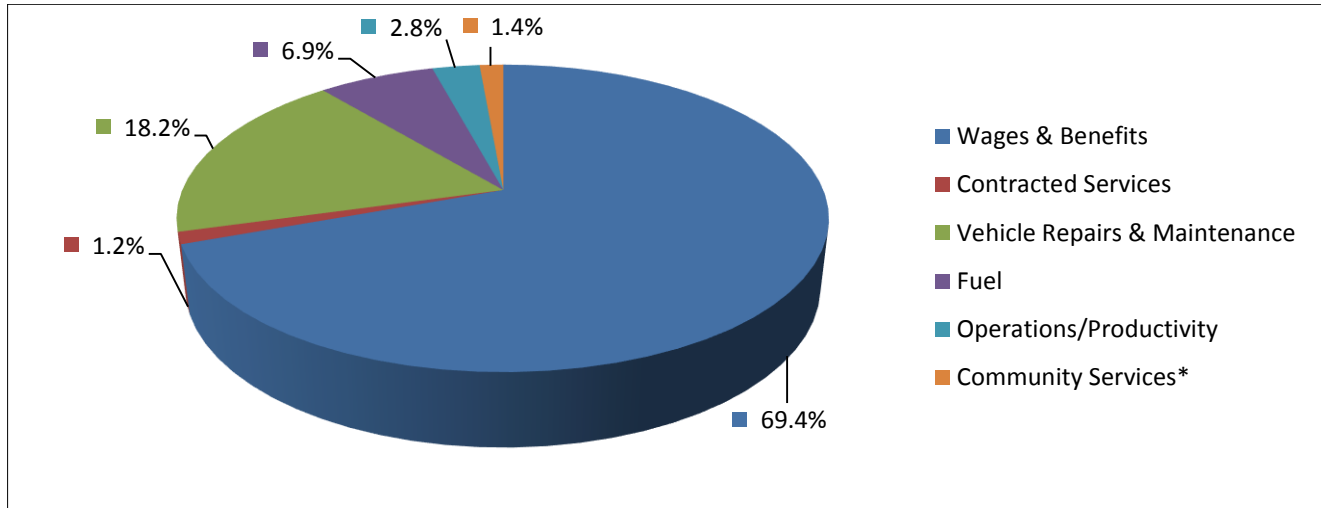
Successes and Accomplishments 2015-16

- **Late Starts** - Revamped transportation schedule to smooth out late start logistics.
- **Driver Training** - Offered training program to new drivers to help fill multiple vacant positions.
- **Team Building** - Worked to improve team culture and climate with wellness programming and newsletter.

Goals & Priorities 2016-17

- Maintain positive culture and climate with continued training and team building opportunities.
- Review and determine potential value of GPS positioning software.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	1,030,841	1,006,887	(23,954)	-2.3%	1,006,887	(23,954)	-2.3%
Contracted Services	13,500	18,000	4,500	33.3%	18,000	4,500	33.3%
Vehicle Repairs & Maintenance	251,000	264,000	13,000	5.2%	264,000	13,000	5.2%
Fuel	173,000	100,000	(73,000)	-42.2%	100,000	(73,000)	-42.2%
Operations/Productivity	40,525	40,690	165	0.4%	40,690	165	0.4%
Community Services*	20,300	20,300	0	0.0%	20,300	0	0.0%
Totals	1,529,166	1,449,877	(79,289)	-5.2%	1,449,877	(79,289)	-5.2%

* provided for summer rec and vacation trips - reimbursed by Community Services.

FY2017 INVESTMENT REQUEST

None - use level services funding.

Budget drivers

- Personnel costs make up 69.4% of the Student Transportation Level Services budget (existing staff) as well as the Mission Critical budget. Personnel turnover accounts for the decrease in this area.
- Wages and benefits are determined by 1 Collective Bargaining Agreement (Bus Drivers). Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Increased cost of contracted services reflects need to rent buses to cover sports and field trips.
- Decrease in fuel budget reflects savings in commodity prices through Public Works contracted supply purchase.

Facilities & Maintenance

The Facilities Department serves to preserve, maintain and clean the buildings and grounds of the Scarborough Public Schools. Areas of responsibility in this department include six schools and the transportation building/lot, with approximately 700,000 sq. ft. of building space. The school structures range in age from 63 years (original 1953 portion of the High School) to the nearly two-year-old state of the art (2014 construction) Wentworth School. The maintenance department runs efficiently with only four full-time staff members, and functions fluidly with the help of a work order system that helps to track and process work requests. Teachers and staff serve as the eyes and ears of the buildings and access the system through daily requests and inquiries. The mechanical systems serving the buildings run virtually year-around serving the needs of not only operations but also a full assortment of community and regional events during the evenings, weekends and vacations. The Community Services Department partners with the School Department to run the various programs and offerings within each of the schools on a daily basis as well.

Staff - 2016 Employees	HS FTEs	MS FTEs	WS FTEs	K-2 FTEs	DW FTEs
Director of Facilities, Grounds & Maintenance					1.0
Maintenance Foreman					1.0
Maintenance Workers					3.0
Custodians	11.875	7.0	6.375	5.125	
Admin Assistant					1.0

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

Goals & Priorities 2016-17

- Continue transition to energy efficient fixtures district-wide.
- Advance building security with ongoing system upgrades.
- Increase quality and efficiency of custodial services.

Capital projects

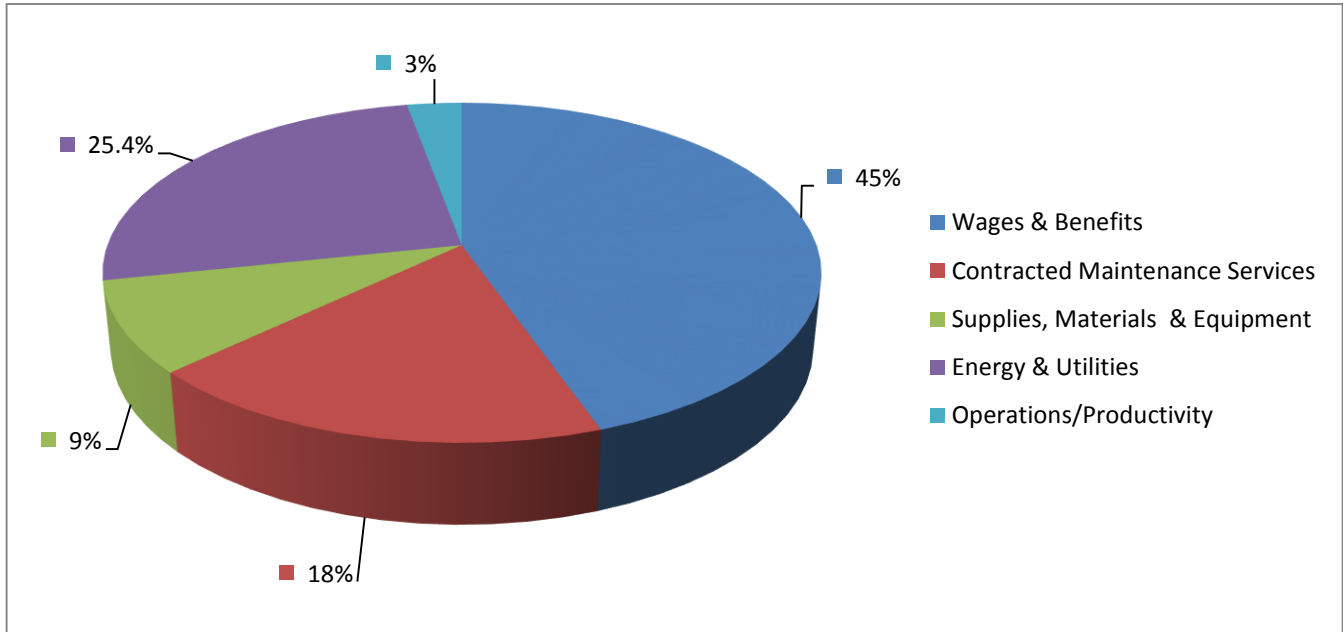
While a portion of the cost of building maintenance is carried in the operating budget, another significant portion is found in the school Capital Budget. The Department of Education recommends that school districts invest 2% of the value of their physical plant each year to maintain buildings that are safe, efficient and provide a healthy environment for learning.

The district's school buildings and contents are currently valued at approximately \$130,000,000, which means that the annual 2% recommended would be \$2.6 million. Capital budgets for facilities in Scarborough have not been built at this level (Facilities capital request for FY2017 is \$834,875), but it is critical to recognize the importance of ongoing repairs and maintenance to avoid deterioration and system breakdowns like we experienced with the Wentworth School.

Successes and Accomplishments 2015-16

- **Wentworth School** - Completed the first full year and entered the second full year of operations at the new Wentworth School with only minor issues.
- **Staffing Efficiencies** - Restructured the custodial department and re-allocated Custodial Supervisor position to help in the Maintenance Department. Hired new Maintenance Supervisor and two new Maintenance Staff members to replace retiring/departing employees. Implemented new Evening Lead Custodian positions to streamline communication and efficiencies within the three large schools. With help from Administrative Assistant, created process for callouts, scheduling extra events, communication and planning for Custodial Department.
- **HVAC Upgrades** - Improved efficiency in operations of mechanical components at high school with VFD (variable frequency drives) on two of the oldest air handler units, allowing “soft starts” of air handler motors to save on electricity consumption. At Pleasant Hill, brick chimney was restored and extended to provide better draft for boilers.
- **Energy Conservation** - Replaced old, energy inefficient fixtures in school parking lots with high efficiency LED lights, saving over 50% per fixture in electricity consumption. Replaced old, energy inefficient multi-purpose room lights at Eight Corners and Blue Point Schools with high efficiency T-5 florescent light fixtures salvaged from the old Wentworth.
- **Pavement Repairs** - Repaired, seal-coated and painted parking lots at High School; repaired dumpster pad at Blue Point.
- **K-2 Air Conditioning** - Installed air conditioning units (two salvaged from old Wentworth) to serve data/hub rooms and protect costly tech equipment from damage.
- **Building Exteriors** - Repaired masonry and wood framing at high school and middle school.
- **Stair Restoration** - Outside stairs rebuilt at the high school (from Alternative Education area) and middle school (6th Grade Learning Community - portable) to ensure safe access. Kitchen loading dock and steps at the high school repaired with slip-resistant treads.
- **Walkway safety** - At the Middle School, steps were installed between two levels of teacher parking lot, all ADA ramps were replaced, and the pathway leading to the 6th Grade Learning Community was re-graded, widened and re-paved.
- **Flooring** - Entrance areas at the High School were repaired with new flooring materials installed; High School Auditorium stage floor and gymnasium floors at High School, Middle School and Wentworth School were refinished.
- **Winslow Homer Auditorium** - All curtains onstage were taken down, cleaned, and treated with fire-retardant.
- **Middle School Kitchen** - Walk-in freezer and cooler were cleaned and resealed.
- **Safety Upgrades** - Cameras added, replaced and repaired across the district.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	1,672,953	1,708,821	35,868	2.1%	1,708,821	35,868	2.1%
Contracted Maintenance Services	683,000	706,000	23,000	3.4%	706,000	23,000	3.4%
Supplies, Materials & Equipment	304,268	332,500	28,232	9.3%	332,500	28,232	9.3%
Energy & Utilities	989,300	973,600	(15,700)	-1.6%	973,600	(15,700)	-1.6%
Operations/Productivity	104,238	110,260	6,022	5.8%	110,260	6,022	5.8%
Totals	3,753,759	3,831,181	77,422	2.1%	3,831,181	77,422	2.1%

FY2017 INVESTMENT REQUEST

None - use level services funding.

Budget drivers

- Personnel costs make up 45% of the Facilities & Maintenance Level Services budget (existing staff) as well as the Mission Critical budget.
- Wages and benefits are determined by 2 Collective Bargaining Agreements (Custodians & Food Service and Maintenance Workers).
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Contracted services funds pay for repairs and maintenance performed by outside vendors (HVAC, painting, plumbing construction, snow removal, roof repairs, security system repairs, elevator maintenance, waste disposal, etc.).
- Funds budgeted for supplies and equipment pay for cleaning products used by custodians as well as materials for in-house repairs and maintenance by our own staff.
- Decrease in energy budget reflects savings in commodity prices, especially fuel oil, through contracted supply purchase.
- The operations area shows a slight increase due to property/casualty insurance projections.

Central Office

School Board

The Scarborough Board of Education is an elected body of 7 town citizens serving 3-year terms. The School Board works for both the families and students of Scarborough and the State and Federal Boards of Education. Their role is to advocate for resources for education, ensure quality and integrity of instruction and operations, create legally required policies and partner with the Superintendent in the direction of the district.

Office of the Superintendent

The district Central Office houses the Superintendent, Assistant Superintendent, their administrative assistant, a part-time employment applications manager and the office receptionist. This is the command central of the district: while all building leaders and department heads have discretion in managing the needs of their staff, students and daily operations, it is the Superintendent who ensures a clear and consistent voice and vision for the school department. The Superintendent and Assistant Superintendent work as a team to act as management executives, leading and consulting in all district operations including hiring, training, personnel concerns, labor negotiations, staff professional growth and evaluation, student concerns and community outreach. The Superintendent works closely with the School Board to set and implement pathways for district-wide improvement in quality of instruction as well as business operations and efficiencies. The Assistant Superintendent also oversees the Student Transportation, School Nutrition and Adult Education programs.

Business Office

The Business Office houses some of the basic operational functions of the district. Under the Director of Business & Finance, two specialists and a bookkeeper ensure smooth functioning of: human resources, payroll processing, employee benefits management, purchasing, accounts payable, accounts receivable, school bank accounts and student activity fees. The Director of Business & Finance is responsible for budget development and financial reporting, and reports regularly on school operations to the School Board Finance Committee as well as to the State and Federal Departments of Education. The Business Office works in partnership with the Town Finance Office on many operational processes.

Staff - 2016 Employees	FTEs
Superintendent of Schools	1.0
Assistant Superintendent	0.75*
Director of Business & Finance	1.0
Payroll/Benefits Specialist	1.0
Accounts Payable/Receivable Specialist	1.0
Bookkeeper	0.4
Administrative Assistants	2.6

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

*The Assistant Superintendent's salary is split, with .25 carried under Adult Education.

Goals & Priorities 2016-17

Goal 1: Provide world-class, student centered teaching and learning to prepare every student to thrive in learning, career, and life.

- Continue to develop instructional leadership capacity to support teachers to improve curriculum and reporting practices (see Curriculum & Assessment).
- Support and reinforce a clear understanding of student-centered learning by students, teachers, school leaders and the community.
- Develop, implement and model a student data analysis model, looking at group data and trends, over time and based on best practices.
- Organize and advocate for adequate resources (including time) to ensure sufficient and sustained support for the Professional Learning System.
- Continue to build and ensure cohesiveness in the Professional Learning System.

Goal 2: Provide welcoming and inclusive learning environments that promote safety, foster meaningful relationship building, and enhance the well-being (physical, social, and emotional) of students and staff.

- Support phase-specific initiatives (see individual school reports).
- Continue to build connections across the K-12 learning communities (see Curriculum & Assessment).

Goal 3: Develop, in each student, the skills for engaged citizenship (locally and globally), the appreciation of one's own and other's cultures, and the disposition to use individual talents to make positive changes in the world.

- Support phase-specific initiatives (see individual school reports).

Goal 4: Partner with the Scarborough Community by responsibly managing school resources, making better use of community and business resources, and regularly communicating progress on school improvement efforts.

- Create communication vehicles that encourage the community to better understand the link between the budget and school programs.
- Continue to increase operational efficiencies through shared-services and other models.
- Continue to expand and strengthen connections and partnerships.
- Monitor district-wide decision-making to ensure student-centered focus.

Successes and Accomplishments 2015-16

Improvement of Teaching and Learning

- Continued deployment of Instructional Coaches across the district; targeted training for and instituted regular reports of progress from Instructional Coaches.
- Implemented new cross-phase-level conversations with leaders and teachers across all content areas.
- Devoted Leadership Council meeting time to clarify and support DQ1 shared district learning goal rollout; devoted Central Office leadership time to identify and prepare learning resources.
- Established a Student-Centered Learning PLT to coordinate the building of the SCL System.
- Began to develop a Central Office Student Data Team to engage school leaders and report out to School Board.
- Proposed a school calendar that adds more dedicated professional learning time.
- Implemented pilot plan for Marzano/iObservation.
- Ensured leadership supports to connect PLT inquiries to individual growth plans and PEPG.
- Explored alternate student school schedules and best practices for access to learning.

Communication & Outreach

- Created targeted, informative communications for parents, students & the community.
- Created a dashboard system with success metrics to monitor each school's/department's progress on the 24-Month Student Centered Plan.
- Established a new district website with enhanced content.
- Developed a new budget format to more clearly communicate the work of the schools and the allocation of town resources.
- Created a Facebook page for the Superintendent.

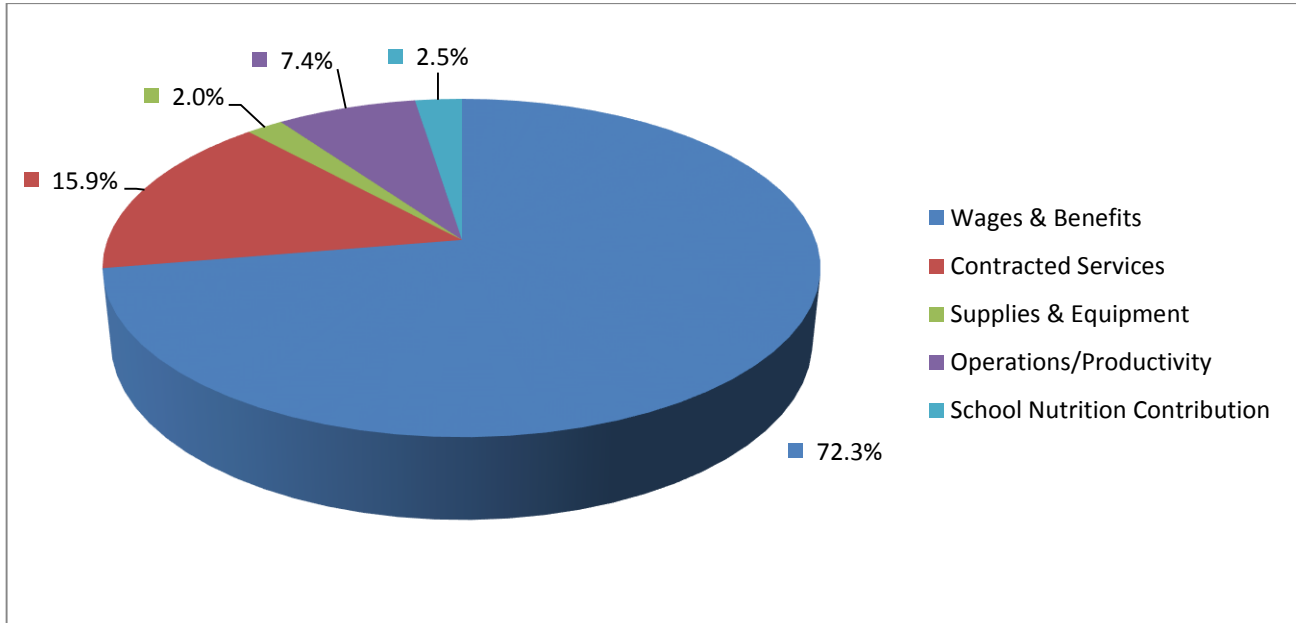
Community Partnerships

- Began collaboration with Right At School to develop student enrichment opportunities outside classroom time.
- Expanded Business Partners engagement and created two additional Partnership events
- Expanded relationship with local farmers (see School Nutrition).
- Engaged in conversation and planning with MMSA to develop STEM programming.
- School leaders now attend SEDCO Visionary Committee.

Business Operations & Staff Services

- Revamped transportation schedule to smooth out late start logistics.
- Gained operational improvements and cost efficiencies through new shared-services agreement for School Nutrition Director.
- Leveraged budget priorities to endure success of HS laptop initiative - other investments deferred to support best practice for HS students.
- Changed banks for student activity accounts to earn interest and eliminate fees.
- Created new IRS-required ACA reports for insured employees.
- Developed School/Town Wellness initiative for all employees.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	719,434	731,641	12,207	1.7%	731,641	12,207	1.7%
Contracted Services	180,500	160,500	(20,000)	-11.1%	160,500	(20,000)	-11.1%
Supplies & Equipment	16,200	19,750	3,550	21.9%	19,750	3,550	21.9%
Operations/Productivity	81,130	74,700	(6,430)	-7.9%	74,700	(6,430)	-7.9%
School Nutrition Contribution	25,000	25,000	0	0.0%	25,000	0	0.0%
Totals	1,022,264	1,011,591	(10,673)	-1.0%	1,011,591	(10,673)	-1.0%

FY2017 INVESTMENT REQUEST

Professional learning time requested (funding spread across all instructional cost centers) in the form of one additional contracted day to provide staff with the opportunity to work on district initiatives without taking away from student learning time.

Budget drivers

- Personnel costs make up 72.3% of the Central Office Level Services budget (existing staff) as well as the Mission Critical budget.
- Administrative staff is not covered by Collective Bargaining Agreements; wages and benefits generally mirror those of bargained professional staff.
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Contracted Services is the next largest category of Central Office expenditure at 15.9%. Budgeted funds in this area pay for major district-wide software licenses such as iObservation (evaluation tool), Protraxx (staff training tool), Serving Schools/Applitrack (hiring/recruitment tool), Aesop (substitute placement system), and other business costs such as membership to Ruth’s Reusable Resources, audit services and legal services. The reduction in this area of the FY2017 budget reflects anticipated lower costs for legal fees.
- The reduction in operations costs projected for FY2017 is due to a projected decrease in Unemployment Compensation liability.
- The School Nutrition Program is budgeted as self-funded, but in recent years revenues have not kept up with costs. The School Nutrition Contribution is budgeted to help balance any year-end shortfall in that program.

Debt Service

Debt Service is the amount budgeted in each fiscal year to make principal and interest payments on capital financing approved in prior years. Debt Service payments in FY2017 will be offset with available funds remaining from the Wentworth building project (shown in revenues).

Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Debt Service	5,118,437	5,761,633	643,196	12.6%	5,761,633	643,196	12.6%

Scarborough Public Schools

LEADERSHIP COUNCIL'S BUDGET PROPOSAL FY2017

Operating Budget by Department	FY16 General Fund Voter Approved	FY17 Level Services Budget	\$ change		% change		FY17 Leadership Council's Budget	\$ change		% change	
			(from FY16)	(from FY16)	(from FY16)	(from FY16)		(from FY16)	(from FY16)		
High School	7,061,833	7,267,784	205,951	2.9%	7,617,784	555,951	7.9%				
Middle School	5,144,762	5,483,627	338,865	6.6%	5,574,627	429,865	8.4%				
Wentworth School	4,675,777	4,883,160	207,383	4.4%	4,952,160	276,383	5.9%				
Primary Schools	4,386,259	4,485,442	99,183	2.3%	4,437,442	51,183	1.2%				
Special Services	7,555,133	7,594,810	39,677	0.5%	7,624,810	69,677	0.9%				
Health Services	571,662	589,856	18,194	3.2%	599,856	28,194	4.9%				
Curriculum & Assessment	942,848	954,881	12,033	1.3%	992,881	50,033	5.3%				
Instructional Technology	856,739	995,908	139,169	16.2%	995,908	139,169	16.2%				
Athletics & Activities	925,117	955,316	30,199	3.3%	1,005,316	80,199	8.7%				
Student Transportation	1,529,166	1,449,877	(79,289)	-5.2%	1,449,877	(79,289)	-5.2%				
Facilities & Maintenance	3,753,759	3,831,181	77,422	2.1%	3,831,181	77,422	2.1%				
Central Office	1,022,264	1,011,591	(10,673)	-1.0%	1,011,591	(10,673)	-1.0%				
Debt Service	5,118,437	5,761,633	643,196	12.6%	5,761,633	643,196	12.6%				
TOTAL K-12 OPERATING BUDGET	43,543,756	45,265,066	1,721,310	4.0%	45,855,066	2,311,310	5.3%				

Scarborough Schools - FY2017 Operating Budget		Leadership Council's Proposed Budget		April 1, 2016			
OPERATING REVENUE SUMMARY - BY GENERAL FUND REVENUE SOURCE							
	FY 2016 Estimated Operating Budget & Estimated Revenues	FY2017 Level Services Budget & Estimated Revenues	\$ Change	% Change	FY2017 Leadership Council's Budget & Estimated Revenues	\$ Change	% Change
GENERAL FUND OPERATING BUDGET	43,543,756	45,265,066	1,721,310	3.95%	45,855,066	2,311,310	5.31%
State General Purpose Aid (as of 3/7/16)* * preliminary -- pending legislative approval	4,645,179	3,589,147	(1,056,031)	-22.73%	3,589,147	(1,056,031)	-22.73%
Other Miscellaneous Revenues:	539,700	521,000			521,000		
Audit Balance Forward:							
Use of unassigned fund balance	425,000	425,000	0	0.00%	425,000	0	0.00%
Unused Wentworth project funds	250,000	1,569,553	1,319,553	527.82%	1,569,553	1,319,553	527.82%
Debt service premium (2015 CIP)	24,390	16,357	(8,034)	-32.94%	16,357	(8,034)	-32.94%
Total Non-Property Tax Revenues	5,884,269	6,121,057	236,788	4.02%	6,121,057	236,788	4.02%
Net Operating Budget (tax request)	37,659,487	39,144,010	1,484,522	3.94%	39,734,010	2,074,522	5.51%
Scarborough Schools - FY2017 Operating Budget							

SCHOOL CAPITAL BUDGET

Please note: the School Capital Budget is also included in the Municipal Capital Budget section.

School Capital Equipment & Projected 5 Year Plan

School Technology Capital Equipment

Item Description	5-Year Plan	FY2017 Proposed	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Replacement IT vehicle	10,000	10,000	0	0	0	0

Vehicle Replacement: The van used by the IT Department to transport equipment throughout the district is ten years old. Public Works has advised the IT Department that it needs to be replaced due to the difficulty in conducting routine maintenance and finding parts. Total estimated cost for the vehicle is \$20,000 - to be split equally between the Town and School.

Student Transportation Capital Equipment

Item Description	5-Year Plan	FY2017 Proposed	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
School bus replacement	1,639,273	315,000	321,300	327,726	334,281	340,966

Bus Replacement: School vehicles are maintained by the Scarborough Department of Public Works, leveraging our shared services agreement to combine exceptional quality of care with cost savings. School buses travel 15,000 miles per year of stop-and-go driving in all weather and road conditions, and are subject to considerable wear and tear. Because of the quality of our maintenance program, we are able to keep buses in excellent condition for the safety of our students; however, a regular vehicle replacement schedule is critical.

National studies have found that after 12 years of use, the annual operating costs of Type C and D school buses begin to increase significantly and continue an annual increase each year thereafter¹. In addition, it is difficult to find replacement cost insurance coverage for vehicles that are more than 10 model years old. In 2004 and 2005, a large capital investment was made to purchase a total of 11 school buses; unfortunately this has created a bottleneck in the replacement schedule, forcing us to purchase 3 buses per year for several years to get back on schedule. The 5-year capital plan for Student Transportation reflects this recommended replacement schedule.

¹January 2002, National Association of State Directors of Pupil Transportation Services.

School Facilities Capital Equipment

Item Description	5-Year Plan	FY2017 Proposed	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Maintenance truck replacement:						
GMC box truck #223568	37,000	37,000	0	0	0	0
GMC pickup #315116	38,000	0	38,000	0	0	0
GMC pickup #207100	38,000	0	0	38,000	0	0
GMC pickup #548799	38,000	0	0	0	38,000	0
GMC dump truck #271018	50,000	0	0	0	0	50,000
Furnishings replace & renew	125,000	50,000	30,000	15,000	15,000	15,000
Kitchen equipment replacement	60,375	38,375	12,000	10,000	0	0
Auditorium acoustical shells	27,500	10,000	10,000	7,500	0	0
HS Athletics equipment	50,000	50,000	0	0	0	0
Facilities support equipment	45,000	15,000	0	15,000	0	15,000
Totals	508,875	200,375	90,000	85,500	53,000	80,000

Truck Replacement: School vehicles are maintained by the Scarborough Department of Public Works, leveraging our shared services agreement to combine exceptional quality of care with cost savings. The Facilities Department uses pickup trucks to transport staff, tools and equipment to and from the 8 locations served by the department. Trucks are also used to plow and to haul larger equipment in tow. The department also owns a box truck to move larger loads and a dump truck for plowing and site work. All of these vehicles are included in a replacement schedule recommended by Public Works. 5 vehicles are included in the 5-year capital equipment plan published here, with FY2017 funding earmarked for replacement of the box truck (2004 model year).

Furnishings Replacement & Renewal: School furnishings such as desks, chairs and tables are used daily and subject to regular wear and tear. Most quality school furnishings have a useful life of 15-20 years, and furnishings at the Middle School and K-2 schools are currently well beyond that threshold (20-25 years old). Project funding will allow replacement based on inventory of the most critical need. Funding will also support ongoing deployment of ergonomic peripherals for office/desk work.

Kitchen Equipment Replacement: The School Nutrition Program operates 3 full-size kitchens at High School, Middle School and Wentworth, and 3 satellite kitchens at the primary schools, producing breakfast and lunch for thousands of students every school day. Investment in kitchen equipment has been deferred due to program revenue shortfalls in recent years, and equipment with a useful life of 12-15 years has been stretched to 20+. Capital budget request for the next 3 years are intended to bring equipment back up to standard so that regular investment can be made at a sustainable level in the program operating budget. Capital funding in FY2017 will purchase a new commercial dishwasher and combi-oven for the High School, and upgrade the districtwide POS system (software used for menu planning, nutrition analysis, state reports and payment systems including cash registers).

Auditorium Acoustical Shells: This funding is part of a 3-year investment for equipment to improve sound quality from the stage of the Winslow Homer Auditorium at the High School. Acoustical shells will be used for student musical performances for grades K-12.

HS Athletics Equipment: Although most equipment for athletics is funded through the school operating budget, there are larger one-time expenses typically proposed as capital projects. The FY2017 funding request will replace a 10-year-old pole vault mat which is becoming a safety hazard, as well as batting cages which were constructed on-site several years ago as a cost-saving measure, but which are now deteriorating and difficult to maneuver safely.

Facilities Support Equipment: The School Department owns a number of commercial-grade automated floor cleaning machines which allow custodians to keep floors sanitary and in excellent condition with maximum efficiency. The largest machines have a 7-8 year useful life; while these machines are under a preventive maintenance contract, we need to replace the two oldest of them in FY2017.

School Capital Projects & Projected 5 Year Plan

School Technology Capital Projects

Item Description	5-Year Plan	FY2017 Proposed	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
K-2 tech refresh	194,275	194,275	0	0	0	0
MS tech refresh	300,000	0	300,000	0	0	0
WS tech refresh	150,000	0	0	150,000	0	0
HS 1:1 replacement cycle	0	0	0	0	0	0
Core switch upgrade	26,680	26,680	0	0	0	0
Totals	670,955	220,955	300,000	150,000	0	0

K-2 Tech Refresh: The School Department has a cyclical technology plan which guides us in ensuring that technology equipment and software receive regular, planned updates across the district. On a 4-year cycle, equipment replacement or renewal is primarily focused on one phase: K-2, Intermediate, Middle School and High School. In recent years, a tech refresh investment has averaged \$500 to \$550,000 per year, budgeted in CIP. Starting in FY2016, school leaders made a commitment to move funding for this annual upgrade from the capital to the operating budget, with a gradual increase of approximately \$100,000 per year in operating. The projected cost of the tech refresh in FY2017 is \$441,700, of which \$194,275 is funded in the capital budget.

Core Switch Upgrade: This project funds an equipment upgrade to increase reliability of data transfer. Shared cost with Town for IT department; see Town Capital Budget for full description.

School Facilities Capital Projects

Item Description	5-Year Plan	FY2017 Proposed	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Building envelope maintenance	225,000	125,000	0	50,000	0	50,000
Energy efficiency upgrades	140,000	60,000	20,000	20,000	20,000	20,000
Flooring repair and replace	100,000	20,000	20,000	20,000	20,000	20,000
HS Science lab retrofit	50,000	50,000	0	0	0	0
Paving/sealcoat/stripping	75,000	15,000	15,000	15,000	15,000	15,000
Fencing - baseball & softball fields	26,000	26,000	0	0	0	0
HVAC repairs MS & K-2	300,000	100,000	50,000	50,000	50,000	50,000
Roof restoration	515,500	238,500	77,000	100,000	50,000	50,000
Security & access management	100,000	0	0	50,000	0	50,000
Totals	1,531,500	634,500	182,000	305,000	155,000	255,000

Fencing - Baseball & Softball Fields: Current fencing at the baseball and softball fields in the Mitchell Sports Complex (Scarborough High School) is rusty and deteriorating, with broken sections and sharp edges. This creates a safety hazard for both student athletes and spectators. FY2017 funding will replace the old fencing.

Building Envelope Maintenance: After years of exposure to the elements, the mortar and brick surfaces of masonry siding begin to be compromised, causing cracking and deterioration of both masonry and joinery of the surfaces. When the siding and trim of a building is compromised, water intrusion results, causing a variety of other problems including mold, indoor air quality issues, destruction of interior finishes and classroom/office equipment. Requested FY2017 funding supports masonry repairs throughout the district, especially at the High School; replacement of leaking windows at the Middle School; and repairs to siding, trim and soffits at the primary schools.

Energy Efficiency Upgrades: This funding supports ongoing efforts to replace high-energy-use fixtures with energy-efficient fixtures throughout the district, with primary attention to parking lots and multi-purpose rooms. Most projects over the past several years have been submitted to Efficiency Maine and have received offsetting rebates. FY2017 request includes additional funding to address the deteriorating lighting system in the Winslow Homer Auditorium (High School). Stage light fixtures range from 15 to almost 30 years old and are beginning to break down; concerns include sockets and glass lenses cracking, high heat output and high electricity costs. Project will replace these fixtures with energy-efficient, long-lasting LED lights.

Flooring Repair & Replacement: Commercial carpet has a useful life of 10-25 years depending on the quality used. Worn carpeting presents a tripping hazard for teachers and students, and creates an opportunity for moisture and dirt to penetrate the subfloor, which may lead to deterioration of the substructure and potential indoor air quality concerns. FY2017 funding will be used primarily for carpet replacement at the K-2 schools.

High School Science Lab Retrofit: This project will remodel one of the science labs at the High School which is currently poorly laid out for the delivery of expected curriculum. Unlike other labs, this room is in the 1953 wing of the high school and has not been renovated to modern standards of science instruction. Planned work will replace existing side wall counters with peninsula-style counter units.

HVAC Repairs: Heating and cooling systems at the primary and Middle Schools are 20-25 years old, while components of these systems typically have a useful life of 15-20 years. System components are beginning to fail; capital funding allows us to replace these high-cost components with new higher-efficiency equipment. The Facilities Department has commissioned an ROI for the Middle School boiler plant and will use extra funding in FY2017 to make improvements pending the results of the study.

Pavement Upgrades: Parking and driveway areas throughout the district undergo annual inspection for safety and maintenance concerns. Funding is allocated each year for re-paving, sealcoating and striping of parking areas on a rotating basis as determined by condition.

Roof Restoration: Roof inspections are conducted annually for all schools, and restoration projects that will extend the useful life of a roof system are recommended. Roofing leaks not only cause damage to the structure but also to mechanical equipment and building contents. Roof restorations can prevent leaks and extend the useful life of a roof system by 10 to 15 years, while replacements typically have a 20-year warranty. FY2017 funding is targeted for scheduled restorations at Blue Point and the Middle School.

District-wide Security and Access Management: no new funding in FY2017. Future planned funding will provide for upgrades and additions to our security cameras and access control equipment system-wide.

OTHER SCHOOL FUNDS

ADULT EDUCATION

SCHOOL NUTRITION

Scarborough Adult Learning Center

The Scarborough Adult Learning Center offers a variety of academic, career preparation, college transitions and enrichment programs to our community members and, through participation in the Maine Adult Education Association web portal, to interested participants in surrounding communities. Our instructional focus is to provide activities that equip program participants with the skills and knowledge necessary to meet their long-range educational objectives. We provide the fundamental tools of learning through adult literacy and ESL programs, offer college preparation classes and career exploration and counseling. In addition, we provide career development opportunities through certificate programs and boast a large array of enrichment workshops taught by experienced professionals which allows community members to learn new skills in a friendly, comfortable environment.

Programs

High School Diploma

Adult high school diploma classes are offered primarily through web-based instruction and are available for adults who only need a few credits to graduate. The HSET program (high school equivalency) program is an option for those adults who are in need of a high school credential for work or college.

Credit Recovery for Scarborough High School Students

The Adult Learning Center offers credit recovery classes for students who may need to make up credit for a failed subject, as well as SAT preparation classes for SHS students.

College & Career Preparation

The Adult Learning Center offers college and career counseling to all adults at no cost to the participants. Both a career counselor and a college counselor are available by appointment at the Adult Learning Center, to provide individual assistance with the process. The Adult Learning Center offers college preparation classes in math and English and provides Accuplacer Testing on site. With the assistance of a Maine College Transition Grant we are able to offer these services at little or no cost to community members.

Certificate Programs

The Adult Learning Center offers a variety of web-based and instructor-led classes, particularly in the Allied Health professions. Currently, as in the past, C N A has been the most successful. This year we partnered with Genesis, HHC so that we could reduce the costs for the participants. To date we have offered three classes since September with another one scheduled for late March. In the summer we also plan to offer a class with Comfort Keepers utilizing the Maine Veterans Home and anticipate at least 32 licensed CNAs this year.

English Language Learners

While still offering evening classes on Mondays and Wednesdays, the Adult Learning Center also trained a cadre of tutors to work with new English speakers and have been able to secure space for daytime meetings with The Rock Church. This has allowed the Learning Center to expand our offerings to a number of new students for whom English is not their first language. To date the Learning Center serves approximately 20 learners in this program and receives referrals constantly. We are proud that we can assist these new Mainers transition successfully.

Enrichment

The Adult Learning Center offers over 100 enrichment classes throughout the school year with over 300 participants. Classes range from the arts - painting, music, languages - to self-improvement options. The Learning Center offers a huge variety of green living home and outdoor programs.

Staff - 2016 Employees

0.25 FTE Program Supervisor*
0.6 FTE Adult Education Director
0.8 FTE Admin Assistant/Program Coordinator
30+ part-time instructors

Note: "FTE" stands for full-time equivalent. Two part-time staff members may combine to equal 1.0 FTE.

*Role currently held by the Assistant Superintendent.

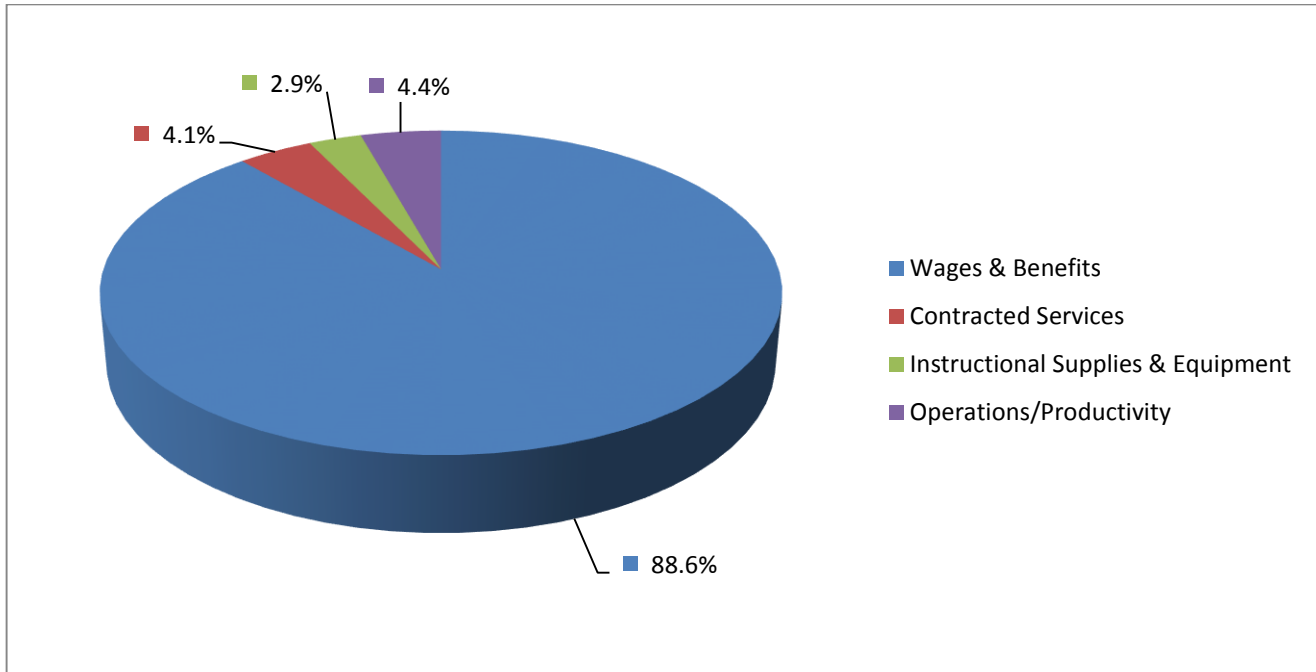
Successes and Accomplishments 2015-16

- **High School Completion** - Enrolled 12 students in High School Diploma program with 4 students completed and an additional 5 expected to be finished by the end of the school year.
- **Graduation Credits** - Enrolled 18 Scarborough High School students in online credit recovery classes, allowing for alternative pathways to graduation.
- **CNA Program** - Certificate program will graduate at least 32 licensed CNAs this year.
- **CNA Program Efficiencies** - Partnered with Genesis, HHC to reduce costs and lower tuition for CNA program students.
- **Popular Course Choices** - Continued active engagement in community's interests through enrichment course programming.

Goals & Priorities 2016-17

- Offer summer learning option for English Language Learners if current enrollment levels continue.
- Offer a summer CNA class with Comfort Keepers utilizing the Maine Veterans Home.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	155,752	162,055	6,303	4.0%	162,055	6,303	4.0%
Contracted Services	10,000	7,500	(2,500)	-25.0%	7,500	(2,500)	-25.0%
Instructional Supplies & Equipment	8,250	5,250	(3,000)	-36.4%	5,250	(3,000)	-36.4%
Operations/Productivity	7,550	8,000	450	6.0%	8,000	450	6.0%
Totals	181,552	182,805	1,253	0.7%	182,805	1,253	0.7%

Budget drivers

- Minimal increase in expenditure request represents projected wage and benefit increases for administrative personnel, printing and advertising. All are offset by projected increased revenues which creates no net impact to the school's tax request (see next page).

Revenues

Scarborough Public Schools - FY2017 Adult Learning Center

Leadership Council's Proposed Budget

April 6, 2016

	FY 2016 Approved Budget & <u>Estimated Revenues</u>	FY2017 Estimated Operating Budget & <u>Estimated Revenues</u>	<u>\$ Change</u>	<u>% Change</u>
ADULT EDUCATION OPERATING BUDGET	181,552	182,805	1,253	0.69%
Adult Education Revenues:				
State Subsidy	25,000	25,000	0	0.00%
Class Tuition	55,000	55,000	0	0.00%
Driver's Ed Fees	2,000	2,000	0	0.00%
Fund balance forward	0	1,253	1,253	100.00%
 Total Adult Ed Non-Property Tax Revenues	 82,000	 83,253	 1,253	 1.53%
Adult Ed Net Operating Budget (Tax Levy)	99,552	99,552	0	0.00%

Scarborough Public Schools - FY2017 Adult Learning Center

School Nutrition Program

The Scarborough School Nutrition Program provides safe, healthy and appetizing meals for our students. School meals, both breakfasts and lunches, are planned using dietary analysis to determine the appropriate amounts of multiple nutrients to support each age group. School meals are prepared and served in a clean, safe environment, and all school nutrition workers are trained and certified as sanitarians.

Our healthy school meals help students achieve academically and physically to the best of their abilities. It is well-documented in scientific data that hungry children cannot reach their greatest level of achievement. Healthy school meals also provide an opportunity for children to learn to make good food choices that they will carry into their adult lives.

In 2015, the district responded to the opportunity created by the retirement of our long-time School Nutrition Director by collaborating with Cape Elizabeth in a shared-services agreement. Under the leadership of our shared Director, our School Nutrition staff has spent the 2015-16 school year transitioning to new recipes and cooking techniques, cooking from scratch and sourcing local foods, with a resulting increase in student and staff meal purchases.

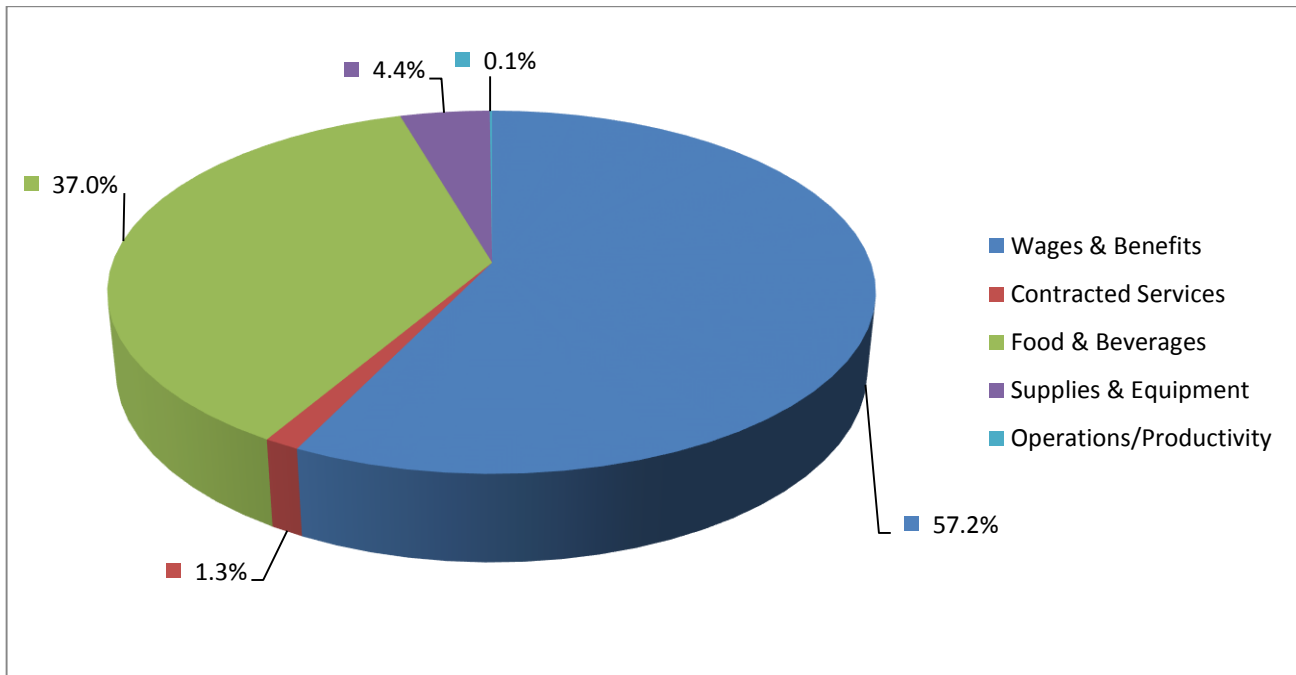
Successes and Accomplishments 2015-16

- **Staff Resources Allocated** - Reorganized staff for most efficient use of labor.
- **K-2 System Improvements** - Restructured primary school systems for better service.
- **New Menus and Recipes** - Revamped menus with emphasis on cooking and baking from scratch.
- **Improved Food Quality** - Lowered food costs while incorporating fresh local foods into menus.
- **Boosted Meal Counts** - Increased student and staff meal participation (+ 8% district-wide year-to-date compared with FY2015).
- **Staff Training** - Cross-trained staff to develop skills and program flexibility.
- **State Audit** - Completed successful audit by state Department of Education's monitoring team.

Goals & Priorities 2016-17

- Continue staff training and cross-training.
- Replace aging equipment for better productivity.
- Streamline Point-of-Sale (POS) systems for more efficient lunch service.
- Continue to increase student and staff participation in the program.
- Bake more breads to serve at deli bars.
- Work more with school gardens to utilize student-grown foods.
- Involve more students in Harvest Lunch preparation.

Budget Proposal for 2016-17



Expense Type	2016 BUDGET	2017 PROPOSED BUDGET					
		LEVEL SERVICES	\$ CHANGE	% CHANGE	MISSION CRITICAL	\$ CHANGE	% CHANGE
Wages & Benefits	805,893	841,841	35,948	4.5%	841,841	35,948	4.5%
Contracted Services	15,000	19,000	4,000	26.7%	19,000	4,000	26.7%
Food & Beverages	607,875	543,675	(64,200)	-10.6%	543,675	(64,200)	-10.6%
Supplies & Equipment	63,050	64,800	1,750	2.8%	64,800	1,750	2.8%
Operations/Productivity	3,750	1,750	(2,000)	-53.3%	1,750	(2,000)	-53.3%
Totals	1,495,568	1,471,066	(24,502)	-1.6%	1,471,066	(24,502)	-1.6%

Budget drivers

- Personnel costs make up 57.2% of the School Nutrition Level Services budget (existing staff) as well as the Mission Critical budget. Increased expense for staff is offset by reduction in food costs (in-house production requires more labor hours).
- Wages and benefits are determined by 1 Collective Bargaining Agreement (Custodians & Food Service).
- Health insurance rate increases for FY2017 will be received in April 2016; this budget proposal contains an estimated increase of 5.5% (based on average of past 5 years).
- Food cost projected decrease is due to reduction in use of pre-packaged, processed foods.

Revenues

The School Nutrition Program operates as a stand-alone fund within the school budget. The program receives revenues from the Federal USDA under the National School Lunch Program (NSLP), often referred to as “Free & Reduced Lunch”. Students qualify for the program on the basis of family income, and school districts receive reimbursements for a portion of the cost of these meals. The program is supported by funding from these state reimbursements, funding from food sales, and with support from the General Fund. According to statute, School Lunch programs cannot end the fiscal year with a deficit, which is why fund transfers from the General Fund have been required in recent years.

Scarborough Public Schools - FY2017 School Nutrition Program				
Leadership Council's Proposed Budget				
	<u>FY2016 Approved Budget</u>	<u>FY2017 Proposed Operating Budget & Estimated Revenues</u>	<u>\$ Change</u>	<u>% Change</u>
SCHOOL NUTRITION OPERATING BUDGET	1,495,568	1,471,066	(24,502)	-1.64%
State/Federal Food Service Subsidy	273,000	273,000	0	0.00%
PROGRAM REVENUES				
School Lunch Sales	554,000	575,000	21,000	3.79%
School Breakfast Sales	68,530	43,066	(25,464)	-37.16%
A La Carte Sales	483,972	452,000	(31,972)	-6.61%
Milk & Juice	16,000	20,500	4,500	28.13%
Summer Lunch Sales	18,500	18,500	0	100.00%
Other Misc. Revenues	44,000	64,000	20,000	45.45%
General Fund Appropriation	37,566	25,000	(12,566)	-33.45%
Total Non-Property Tax Revenues	1,495,568	1,471,066	(24,502)	-1.64%
Net Operating Budget (Tax Levy)	0	0	0	

Scarborough Public Schools - FY2017 School Nutrition Program				
--	--	--	--	--

**EXHIBITS FOR
SCHOOL BUDGET**

School Budget Categories

In 2007, a state statute (MRSA 20-A, §1486) was passed requiring school budgets to be validated each year by local referendum. An accompanying statute stated that school budgets were to be presented in 11 defined categories, and Dept. of Education reporting requirements were developed to ensure that all school districts in the state would break out expense types in the same way. This is why our detailed budget account document is presented in its current format, by category and then by school/location. Obviously it is more intuitive to think of our schools as unified organizations, rather than separating out types of services. Since the School Budget Referendum figures will be posted in these categories, however, we want to be sure that citizens know what they include.

REGULAR INSTRUCTION

Regular Instruction Programs

Includes salaries and benefits for all regular-ed classroom and academic support teachers, instructional support staff and substitutes; instructional supplies, books, equipment and online resources; staff professional learning and course reimbursement; and operational expenses like equipment repairs, copiers and printing, mileage reimbursement, and dues and fees for professional memberships. Each of these expense types is further broken out by school.

ESL - Programs for English Language Learners

Includes salaries and benefits for teachers of English language learners, contracted interpreters, staff development and instructional supplies.

GATES - Gifted & Talented Education Services

Includes salaries and benefits for teachers of Gifted and Talented Education Services, staff development and instructional supplies.

SPECIAL EDUCATION PROGRAMS

Includes salaries and benefits for all special education classroom teachers and specialists (speech therapists, occupational therapists, physical therapist and psychologists), social workers, ed techs and substitutes; instructional supplies, books and equipment. Also included in this category are salaries and benefits for directors and admin staff, summer program costs, legal fees for SpEd related services, and tuition for outside placements including charter school students who have been identified as requiring special services (FY2016 funding not required, will go directly to charter schools from the State). Significant funding received from Federal IDEA grant supplements local (general fund) spending.

CTE INSTRUCTION - Career & Technical Education

This category holds the funds we pay to PATHS and Westbrook Voc for Scarborough's attending students.

OTHER INSTRUCTION

Co-Curricular

Includes stipends for MS and HS club advisors, supplies, purchased services, transportation and participation fees for MS and HS clubs.

Extra-Curricular

Includes stipends for MS and HS athletic coaches, game officials, ice and pool time, supplies, equipment and transportation. Also includes salaries and benefits for the Director of Athletics and Activities, his administrative assistant, and the Athletic Trainer.

STUDENT AND STAFF SUPPORT

Student Support Services

Guidance Services

Includes salaries and benefits for guidance counselors and (starting FY15) 50% of district social workers, as well as support staff at HS, MS and WS; software licenses (college placement/testing), supplies, books postage (parent/ student communications) and professional dues. Each of these expense types is further broken out by school.

Health Services

Includes salaries and benefits for school nurses, LPNs and substitutes; consulting physician fee, staff immunizations (HepB), medical supplies, books and equipment, postage (parent communications), staff development, mileage reimbursement and professional dues.

Instructional Technology

Includes salaries and benefits for IT staff (paid to the Town), software licenses and service agreements, tech equipment purchases and repairs.

Staff Support Services

Improvement of Instruction

Includes salaries and benefits for Director of Curriculum and Assessment, admin assistant, district info specialist, student data specialists, and district technology coordinator; testing and student assessment materials and processing; books, equipment, online resources and instructional materials for new curricula, professional learning in support of new curricula and Q.A. (teacher stipends, workshops/speakers/resources); copiers, phones and staff mileage reimbursement.

Library Services

Includes salaries and benefits for librarians and library ed techs; online services (circulation management) and resources (instructional), books and equipment, staff mileage reimbursement and professional dues. Each of these expense types is further broken out by school.

SYSTEM ADMINISTRATION

Includes salaries and benefits for the Superintendent, Assistant Superintendent, Business Manager and Central Office support staff, as well as School Board stipends; district-wide expenses for admin course reimbursement and professional learning, liability insurance, unemployment assessments, legal and audit services, membership fees to professional organizations; operational expenses for phones, postage, copiers, advertising, business equipment purchase and repairs, mileage reimbursement, office supplies and subscriptions.

SCHOOL ADMINISTRATION

Includes salaries and benefits for school principals, assistant principals and admin assistants, operational expenses for phones, postage, office supplies, and professional dues. HS also includes expenses for graduation. Each of these expense types is further broken out by school.

TRANSPORTATION AND BUSES

Includes wages and benefits for bus drivers (school regular, community services and spares), as well as salaries and benefits for Transportation Director and p.m. dispatcher; bus fuel, repairs and maintenance, vehicle insurance, DOT driver physicals and drug testing, tolls, meal and mileage reimbursement, phones, and copiers.

FACILITIES MAINTENANCE

Includes wages and benefits for custodians (regular shifts, event coverage & substitutes), maintenance workers, Custodial Supervisor, Maintenance Supervisor, Facilities Director and admin assistant; property casualty insurance, energy and utilities (electricity, natural gas, fuel oil, water/sewer), custodial supplies, maintenance supplies and materials, building equipment and furnishings replacement, contracted maintenance services (snow removal, HVAC, electrical work, plumbing, painting, roofing, pest control, etc.), waste removal and recycling, vehicle fuel and maintenance, uniforms and shoes, licenses and fees.

DEBT SERVICE

This category holds the funds for annual payments scheduled on bonds issued for prior years' school capital projects.

ALL OTHER EXPENDITURES

Food Service Transfer

This category holds the General Fund contribution to support the School Nutrition program.

Scarborough Public Schools

	FY16 General Fund Voter Approved	FY17 Level Services Budget	\$ change		% change		FY17 Leadership Council's Budget	\$ change		% change	
			(from FY16)	(from FY16)	(from FY16)	(from FY16)					
Regular Instruction:											
23. Regular Instruction Programs	17,560,839	18,312,625	751,786		4.3%	18,747,425	1,186,586		6.8%		
20. Other Instructional Programs											
<i>English as a 2nd Language</i>	266,025	263,410	(2,615)		-1.0%	263,410	(2,615)		-1.0%		
<i>Gifted & Talented Programs</i>	292,651	300,999	8,348		2.9%	300,999	8,348		2.9%		
Special Education Instruction:											
27. Special Education Programs	6,996,457	7,030,401	33,944		0.5%	7,060,401	63,944		0.9%		
CTE Instruction:											
2. Career and Technical Education	293,591	259,555	(34,036)		-11.6%	259,555	(34,036)		-11.6%		
Other instruction (including summer school and extracurricular instruction):											
3. Co-curricular	137,641	138,729	1,088		0.8%	138,729	1,088		0.8%		
6. Extra-curricular	787,476	816,587	29,111		3.7%	866,587	79,111		10.0%		
Student and staff support:											
<i>Student Support Services</i>											
9. Guidance Services	1,211,008	1,256,836	45,828		3.8%	1,284,036	73,028		6.0%		
10. Health Services	571,662	589,856	18,194		3.2%	599,856	28,194		4.9%		
13. Instructional Technology	856,739	995,908	139,169		16.2%	995,908	139,169		16.2%		
<i>Staff Support Services</i>											
11. Improvement of Instruction	942,848	954,881	12,033		1.3%	992,881	50,033		5.3%		
15. Library Services	607,496	603,442	(4,054)		-0.7%	603,442	(4,054)		-0.7%		
System administration:											
30. System Administration	997,264	986,591	(10,673)		-1.1%	986,591	(10,673)		-1.1%		
School administration:											
24. School Administration	1,595,697	1,687,555	91,858		5.8%	1,687,555	91,858		5.8%		
Transportation and buses:											
31. Transportation	1,529,166	1,449,877	(79,289)		-5.2%	1,449,877	(79,289)		-5.2%		
Facilities maintenance:											
19. Operation & Maintenance of Plant	3,753,759	3,831,181	77,422		2.1%	3,831,181	77,422		2.1%		
Debt services and other comm											
5. Debt Service Payments	5,118,437	5,761,633	643,196		12.6%	5,761,633	643,196		12.6%		
All other expenditures, including school lunch:											
7. Food Service Program Support	25,000	25,000	0		0.0%	25,000	0		0.0%		
TOTAL K-12 OPERATING BUDGET	43,543,756	45,265,066	1,721,310		4.0%	45,855,066	2,311,310		5.3%		

SCHOOL FUND BALANCE - YEAR END SURPLUS

Why is unassigned fund balance desirable?

Most school departments, like most businesses, strive to end each fiscal year with a budget-to-actual surplus. School districts cannot legally spend more than the amount approved by voters in the yearly budget referendum, so school leaders always work to come in under budget as we manage expenses throughout the fiscal year. Typically we generate a few hundred thousand dollars in General Fund surplus each year. This surplus can be used to help finance the next year's budget, or can be tapped in the event of catastrophic revenue shortfalls, such as State subsidy curtailments. A healthy unassigned fund balance is also critical in establishing a favorable bond rating for the Town.

- FY2015 budget year ended with a total school general fund balance of \$965,250.
- \$425,000 of this is designated as revenue for FY2016.
- Unassigned fund balance is \$540,250 representing 1.28% of the FY2015 operating budget.

How is fund balance generated?

At the start of FY2015, our unassigned fund balance was \$508,790. (Unassigned means funds that are not already designated for any specific use.) FY2015 revenue showed an overall shortfall of \$36,548 from budget projections; however, General Fund expenditures came in under budget by \$584,226, creating a net fund balance gain during the fiscal year of \$547,678. A portion of this was used to fund a \$143,798 deficit in the School Nutrition fund, \$3,812 was returned to the General Fund from closed CIP projects, and \$425,000 of the total available fund balance was used to support the FY2016 School operating budget.

Some reductions from projected spending are achieved through strategic efforts. In FY2015, for example, changes in employee benefit costs through collective bargaining created savings in the range of \$150,000. Additional savings are often realized in salaries/wages and benefits through staff turnover, because new hires will be placed on a lower salary step than veteran exiting employees.

Some reductions from projected spending are achieved through fortunate cost shifts. In FY2015, \$170,000 was saved over projected debt service costs due to bond refinancing; \$80,000 was saved on utilities and maintenance at the brand new Wentworth School, and \$50,000 was saved in district-wide energy costs, mostly vehicle fuel.

Are there guidelines for accumulation of fund balance?

The Town of Scarborough has adopted a policy of holding no less than 5% of the year's budget as undesignated fund balance, and a goal of holding 8.3%. The school department, however, falls under a state statute that requires districts to use year-end surplus in excess of 3% to support the following years' budgets, and thus to reduce the financial impact of school spending on local and state taxpayers. This statutory requirement was waived from FY2009 through FY2015 to provide more flexibility to school districts during the economic downturn, but has been reinstated for FY2016.

Here is the relevant clause of the State statute:

Notwithstanding any other law, general operating fund balances at the end of a school administrative unit's fiscal year must be carried forward to meet the unit's needs in the next year or over a period not to exceed 3 years. Unallocated balances in excess of 3% of the previous fiscal year's school budget must be used to reduce the state and local share of the total allocation for the purpose of computing state subsidy. School boards may carry forward unallocated balances in excess of 3% of the previous year's school budget and disburse these funds in the next year or over a period not to exceed 3 years.

(20-A, M.R.S. §15689-B)

How is fund balance used?

This chart shows how we relied on surplus to support our budget during the recent economic downturn, as well as to offset loss of non-tax revenues in the last two budget cycles.

General Fund budget surplus history

	FY09	FY10	FY11	FY12	FY13	FY14	FY15
FY approved budget (K-12 operating)	35,044,652	35,094,217	34,974,459	35,531,906	37,280,610	39,325,825	41,990,624
Starting fund balance	1,004,348	981,731	305,871	295,943	440,221	999,987	508,790
FY surplus/deficit	827,383	74,140	190,072	344,278	759,766	308,803	456,460
Allocated to next FY revenue	(850,000)	(750,000)	(200,000)	(200,000)	(200,000)	(800,000)	(425,000)
FY ending fund balance	981,731	305,871	295,943	440,221	999,987	508,790	540,250
\$ change from prior year	(22,617)	(675,860)	(9,928)	144,278	559,766	(491,197)	31,460
% change from prior year	-2.25%	-68.8%	-3.2%	48.8%	127.2%	-49.1%	6.2%
Year-end balance as % of FY operating budget	2.8%	0.9%	0.9%	1.2%	2.7%	1.3%	1.3%

Conclusion

While yearly school expenditures are often driven by economic conditions outside the control of school leaders, ending the year with a budget-to-actual surplus is an essential element of fiscal management. A healthy school fund balance is a responsible financial goal and an asset to the community.

Unfunded Mandates in Education

While it is a complex task to break out the cost to local school districts of state and federal unfunded mandates, compliance is intertwined in our daily work in almost every area of district operations. Here is a quick list of some of the mandates we must comply with on a regular basis:

- State education standards and standardized testing/assessment requirements necessitate extensive use of resources for staff training, administration and parent/student communication; standards have been adopted and then significantly changed several times in recent years.
- Teacher evaluation system places burden on local districts to develop specific programs according to state guidelines (for example, adoption of only evaluation models certified by the state) and timeline.
- Training for all school staff is required by the State in several areas: restraints, suicide awareness & prevention, bullying awareness & prevention, etc.
- Special education mandates, most recently including adoption of learning standards with need for differentiation through Individual Education Plans (IEPs).
- Services/monitoring/accommodations for 504 (students with medical disabilities who are not identified as requiring Special Education services); Scarborough numbers have exploded in this area, requiring diversion of administrative and staff resources (including Instructional Technology).
- Medicaid reimbursement for special services has been significantly reduced due to complexity of new billing requirements developed by the state, however the student services must still be provided.
- Continuing reduction of federal Title grants leaves local districts “on the hook” to fund student interventions originally developed with outside support.
- Prescriptive USDA nutritional guidelines for school lunch lead to increased cost and increased waste.
- We are required by the state Department of Education to report on the condition and adequacy of our school facilities, but there are virtually no state funds available for school building renovation and new construction.
- Starting in FY2014, teacher retirement costs have been shifted from the state to local districts. Scarborough’s cost was \$557,000 in FY15 at 2.65% of all teacher salaries, and is projected to be \$730,500 in FY2016 at 3.36% of all teacher salaries. This newly required funding diverts resources that could have been used elsewhere (would fund 11 teacher positions).

In general, the state has not made good on its basic commitment to fund public education. LD 1 passed in 2005 established the Essential Programs and Services funding model and promised to use state funds to provide 55% of local school district costs by FY2009; this target has never been met. Moreover, reliance on local property values as a determining factor in funding distribution adversely affects those towns which are “property rich” and “cash poor”. The overall decrease in General Purpose Aid to Scarborough Schools (a decline of 49.2% over the past 8 years) has put an ever-increasing burden on local tax payers.

School budget development requires constant adjustment to outside forces like these, leaving us with little discretion in the process of budget reduction, and the things we must do end up taking precedence over the incremental improvements in which we would prefer to invest.

**SCARBOROUGH PUBLIC SCHOOLS
6-year staffing change**

Positions cut FY2011 & FY2012

FY2011 Reductions		FY2012 Reductions	
FTE	Position	FTE	Position
High School		High School	
(2.00)	(added 2 technology teachers)	1.00	English teacher
0.50	visual art teacher		
1.50	building ed techs		
1.00	secretary		
1.00	Reductions by phase	1.00	Reductions by phase
Middle School		Middle School	
2.00	homeroom teachers	1.00	homeroom teacher
1.00	foreign language teacher	0.60	foreign language teacher
0.50	art teacher	1.00	PE/health teacher
0.60	music teacher	0.57	building ed tech
1.00	building ed tech		
5.10	Reductions by phase	3.17	Reductions by phase
Wentworth		Wentworth	
2.00	homeroom teachers	1.00	homeroom teacher
1.00	foreign language teacher	1.00	foreign language teacher
1.40	music teacher	0.20	PE teacher
0.20	art teacher	(1.00)	(added math specialist)
1.00	library ed tech		
2.00	secretaries		
7.60	Reductions by phase	1.20	Reductions by phase
Blue Point/Eight Corners/Pleasant Hill		Blue Point/Eight Corners/Pleasant Hill	
		3.00	classroom teachers
		0.10	art teacher
		2.50	academic support ed techs
		1.00	guidance counselor
		6.60	Reductions by phase
Special Services		Special Services	
1.00	SpEd teacher K-2	1.00	SpEd ed tech K-8
0.50	consulting teacher/autism	0.40	GATES teacher HS
2.00	SpEd ed techs K-8		
1.00	SPED ed tech HS		
1.00	GATES teacher 3-5		
0.10	clerical support staff		
5.60	Reductions by department	1.40	Reductions by department

Central Office/Curriculum	Central Office/Curriculum
0.30 clerical support staff	0.70 substitute caller (1.00) (added web applications specialist)
0.30 Reductions by department	(0.30) Reductions by department
Custodial & Maintenance	Custodial & Maintenance
	3.00 custodians 3.00 maintenance workers
	6.00 Reductions by department
Transportation	Transportation
2.00 bus drivers 0.56 asst. supervisor	
2.56 Reductions by department	
FY2011 TOTAL REDUCTIONS	FY2012 TOTAL REDUCTIONS
22.16	19.07
2-YEAR GRAND TOTAL	(41.23)

Positions added FY13 & FY14

FY2013 Restorations/New Positions		FY2014 Restorations/New Positions	
FTE	Position	FTE	Position
High School		High School	
1.00	Math Teacher		
0.40	Visual Arts Teacher		
1.00	Technology Ed Tech 3		
2.40	New positions by phase	0.00	New positions by phase
Middle School		Middle School	
1.05	Foreign Language Teachers	0.50	Foreign Language Teacher
0.50	Phys Ed Teacher	0.50	Technology Integrator
0.50	Building Ed Tech 3		
2.05	New positions by phase	1.00	New positions by phase
Wentworth		Wentworth	
1.00	Foreign Language Teacher	0.50	Math Specialist
1.00	STEM Ed Tech 3	1.00	ELA/Writing Teacher
		(1.00)	Eliminate Classroom Teacher
2.00	New positions by phase	0.50	New positions by phase

Blue Point/Eight Corners/Pleasant Hill	Blue Point/Eight Corners/Pleasant Hill
0.60 Technology Integrator	2.00 Building Ed Techs
0.60 Guidance Counselor	(1.00) Eliminate Classroom Teacher
1.20 New positions by phase	1.00 New positions by phase
Special Services	Special Services
0.50 Autism Consulting Teacher	1.00 K-8 Teacher
(0.40) (reduced Occupational Therapist)	2.00 Classroom Ed Techs
1.00 Ed Tech 3 (Blue Point)	
1.00 Ed Tech 3 (High School)	
2.10 New positions by department	3.00 New positions by department
FY2013 TOTAL NEW POSITIONS	FY2014 TOTAL NEW POSITIONS
9.75	5.50

FY2015 Restorations/New Positions	FY2016 Restorations/New Positions
FTE Position	FTE Position
High School	High School
0.20 Art Teacher	1.00 Technology Integrator
0.60 Music Teacher	0.20 Art Teacher
1.00 Campus Safety Ed Tech 3	1.00 Library Ed Tech 3
1.80 New positions by phase	2.20 New positions by phase
Middle School	Middle School
1.00 Foreign Language Teacher	
0.50 Art Teacher	
0.50 Health/Phys Ed Teacher	
0.40 Music Teacher	
(0.50) eliminate study center ed tech	
1.90 New positions by phase	0.00 New positions by phase
Wentworth	Wentworth
0.30 ELA Instructional Coach	1.00 Science/Technology Teacher
1.00 Technology Integrator	
1.30 New positions by phase	1.00 New positions by phase
Blue Point/Eight Corners/Pleasant Hill	Blue Point/Eight Corners/Pleasant Hill
0.10 ELA Instructional Coach	0.20 Technology Integrator
	(1.00) Classroom Teacher
0.10 New positions by phase	(0.80) New positions by phase

Special Services		Special Services	
0.40	School Psychologist	1.00	K-2 Teacher
0.20	Occupational Therapist	1.00	Behavior Specialist
0.60	New positions by department	0.10	Physical Therapist
1.00		2.10	New positions by department
District-wide		District-wide	
0.50	Tech Applications Specialist	0.50	Athletic Trainer
0.50	School Nurse	0.50	New positions by department
1.00	New positions by department		
FY2015 TOTAL RESTORED POSITIONS		FY2016 TOTAL RESTORED POSITIONS	
6.70		5.00	

41.23	lost in FY11 & FY12
26.95	restored in FY13 - FY16
(14.28)	net change



Exhibits - Index

- Exhibit: 1 Proposed Use of Wentworth School Remaining Project Funds
- Exhibit: 2 Proposed Staffing
 - 2-A Assistant Town Manager
 - 2-B Sustainability Coordinator
 - 2-C Fire Staffing Plan
 - 2-D Police Staffing Plan
- Exhibit: 3 Debt Management & Fiscal Policy
- Exhibit: 4 Fund Balance
 - 4-A Town Fund Balance Policy
 - 4-B 2015 Town & School Fund Balance
 - 4-C School Fund Balance - Year End Surplus
- Exhibit: 5 Outside Agency Allocations
- Exhibit: 6 MIS Shared Services Cost Allocations
- Exhibit: 7 Community Services
 - 7-A Budget Analysis
 - 7-B Passports
 - 7-C Maintenance
 - 7-D 5-yr Program Participation Statistics
 - 7-E Beach Revenues
- Exhibit: 8 Fire Budget Cover Letter
- Exhibit: 9 Public Works
 - 9-A Fleet List
 - 9-B Contracted Services

Exhibit 1

Proposed Use of Wentworth School Remaining Project Funds

The multi-year, extensive Wentworth School project (the “Project”) has now come to a close and the audit for the final year of the Project is complete. We have devised a plan that will allow us to utilize the now-confirmed remaining project funds for an authorized purpose - the Wentworth School - by applying it to debt service on bonds issued for the Project. These remaining project funds include offsetting revenues for the Project, bond premium and the extent to which the Project cost less than originally anticipated, totaling **\$2,638,729**.

The availability of these funds is fortuitous in that they can help mitigate the challenge we face due to the anticipated loss of General Purpose Aid (“GPA”) to education over the next few years. The table below shows how the remaining project funds will be applied to debt service in a method consistent with advice of counsel. In addition, because we previously anticipated using budgeted funds for all project-related debt service payments in the current year (FY2016), this plan will allow the town to carry forward fund balance in the approximate amount identified in the right-hand column for Fiscal Year 2016: **\$1,042,176**. This fund balance can be utilized over time to address the decreased GPA, giving the town more time to consider how best to adjust to our new-normal GPA situation in the long term.

Debt Service Costs for Wentworth School		Proposed amount of remaining project funds to be applied to each respective debt service payment
Fiscal Year 2016:		
November 2015 Interest ¹	\$694,935	\$358,998 ²
May 2016 Interest	\$683,178	\$638,178
	<i>Fiscal Year 2016 Subtotal:</i>	<i>\$1,042,176³</i>
Fiscal Year 2017:		
November 2016 Interest	\$683,178	\$683,178
November 2016 Principal	\$1,400,705	\$913,375
May 2017 Interest	\$659,421	-
	<i>Fiscal Year 2017 Subtotal:</i>	<i>\$1,569,553</i>
		<i>\$2,638,729</i>

¹ This figure excludes the November 2016 Principal Payment that was paid from previously budgeted funds.

² On advice of counsel, this figure includes only amounts which were already anticipated to be potentially paid from remaining project funds.

³ Since we are applying remaining project funds to cover some of the debt services costs in the current year and these costs were budgeted, a budget surplus of \$1,042,176 will be produced which will become undesignated fund balance and therefore available in future years to assist in the transition to the minimum receiver status.

Proposed: Assistant Town Manager**Implementation Cost: \$ 84,508**

This proposal is for a new position of Assistant Town Manager that would have primary focus in the areas of budget analysis and preparation and procurement. Under the general guidance of the Town Manager, the Assistant Town Manager will assist with the development and implementation of strategic initiatives and the promotion of organizational advancement. This position will also have a substantial role in developing operating and capital budgets and aid in the administration of financial analysis, purchasing, community and business relations, problem solving, and capital project management and special projects. Additionally, the proposed Assistant Town Manager job description integrates job functions that had been identified in prior budget years, which were previously proposed through the positions of Budget Analyst and Purchasing Agent.

Assistant Town Manager – Areas of Emphasis

- **Budget Analyst:**
 - Assists the preparation, analysis, implementation and management of the fiscal year budget: prepare quarterly and annual financial statements, analyze revenues and expenditures, and creates trending and benchmarking data.
 - Computes annual salaries and benefits projections prior to the start of the budget process. Assists in preparing the annual budget document and updates the budget document during the budget process; prepares pie charts and other graphics.
 - Gathers financial data to assist with the preparation of information requests from citizens. Conducts studies/surveys for budget and operation analysis; may review legislation at the federal and state level with budget impacts.
- **Purchasing:**
 - Consolidates the procurement of goods and services. Establishes specifications for purchases and makes recommendations for economical, energy efficient, and ethical buying practices.
 - Manages bid and RFP/RFQ processes, including pre-bid meetings, working with outside vendors, contractors, suppliers and engineers as outlined in the municipal purchasing ordinance and assists department heads with the selection of the bidder. Oversees contract negotiations.
 - Reviews procurement procedures and policies and makes recommendations for changes to meet current procurement requirements of Scarborough. Stays current with procurement trends, and advancements in products available to meet the Town's needs. Participates in related national and regional organizations to keep abreast of current practices.
- **General Administrative Support/Special Projects:**
 - Provides assistance and support to the Town Manager; stands in for the Town Manager in his/her absence and regularly attends Town Council meetings, workshops and other community events and meetings.
 - Responds to public inquiries, assists residents and taxpayers in finding remedies when complaints arise, conducts research, drafts correspondence and reports. Responds to requests for information or filing of complaints.
 - Participates in community activities, promotes the community and local government, and maintains good community relations. Attends and participates in professional group meetings, represents the Town at various regional and state organizations, governmental jurisdictions, boards and commissions, and before the public.

Maine Communities with Assistant Town Manager:

Municipality	Population	Title
Auburn	22,765	ASST CITY MANAGER
Augusta	18,400	ASST CITY MANAGER
Bangor	32,673	ASST CITY MANAGER
Bath	8,357	ASST CITY MANAGER
Brewer	9,362	ASST CITY MANAGER
Brunswick	21,928	ASST TOWN MANAGER
Cape Elizabeth	8,984	ASST TOWN MANAGER
Caribou	8,043	ASST CITY MANAGER
Carmel	2,794	ASST TOWN MANAGER
Cumberland	7,586	ASST TOWN MANAGER
Eastport,	1,468	ASST CITY MANAGER
Falmouth	11,021	ASST TOWN MANAGER
Houlton	6,236	ASST TOWN MANAGER
Lewiston	35,942	ASST CITY MANAGER
Old Orchard Beach	9,406	ASST TOWN MANAGER
Orono	9,947	ASST TOWN MANAGER
Portland	63,061	ASST CITY MANAGER
Rockland	7,385	ASST CITY MANAGER
Saint George	2,591	ASST TOWN MANAGER
South Portland	24,344	ASST CITY MANAGER
Topsham	9,854	ASST TOWN MANAGER
Windham	16,846	ASST TOWN MANAGER
Scarborough	18,919	

Rationale:

The senior staff of the Town is comprised of competent professionals that consistently produce a great deal of high-quality work; however one additional staff member can exponentially increase our productivity. The position of Assistant Town Manager is proposed to provide an additional level of administrative support for all departments and to assist with special projects, but the primary focus will be on budget preparation and analysis and procurement functions. The expectation is that budget analysis, benchmarking and reporting is be greatly enhanced. Although I do not expect this position to function as the Purchasing Agent, I do envision this position heavily involved in fuel commodity purchasing and collaboration with the School Department for joint purchasing. I expect savings to be produced that will help cover the costs of this position.

Given the proposed areas of responsibility, this position will aligned with the Town Manager, however two-thirds of the funding will be reflected in the Finance budget.

Planning and Code Enforcement, Public Works and Community Services Departments

Proposed: Sustainability Coordinator (Shared)**Implementation Cost: \$ 73,000**
(NET \$61,000)

In this year's budget, the Planning and Code Enforcement, Public Works, and Community Services Departments are proposing to create a new shared Sustainability Coordinator position. This position would perform a wide range of sustainability-related duties including programming and initiatives involving solid waste, recycling and composting, energy, stormwater and watershed planning, coastal resiliency, and beach resource efforts. The beach resource duties would include performing the current Beach Monitor Coordinator's roles and responsibilities. Given these multi-disciplinary functions, it is well-suited to be a shared position that works with and for these three departments as well as the Town Manager, the Energy Committee, Long Range Planning Committee, and others as needed.

This position is proposed as a direct response to the emerging initiatives and issues that are becoming expected of us as a community by our constituents, by state and federal environmental regulations, and by the need to be both more environmentally and fiscally sustainable. To this end, this Sustainability Coordinator would work on and perform the following functions and duties:

- **Energy Initiatives** - This position would work with the Town's Energy Committee, Town Manager and other town staff to guide and coordinate the implementation of the Town's Energy Plan. This would include applying for grants and outside funding for energy initiatives; pursuing alternative energy projects and energy conservation initiatives; and related efforts that can enable short and long-term energy savings for Scarborough and pivot to a more renewable energy portfolio.
- **Solid Waste, Recycling and Composting** - This position would be responsible for taking the Town's solid waste, recycling, and composting program to the next level and working to save the Town significant annual costs by reducing our solid waste quantities through increased recycling and composting. The Sustainability Coordinator will perform outreach, education, and coordination to further this initiative and help achieve these higher rates of recycling and composting.
- **Coastal and Beach Resources** - This position would assume the functions and duties of the current Beach Monitoring Coordinator position that revolves around monitoring and coordinating a variety of tasks associated with protecting piping plovers and their habitat on our beaches as well as coordinating with both the U.S. and Maine Fish and Wildlife Agencies. In addition, this position would work on water quality monitoring; contamination investigation; and help establish corrective measures to lessen closures to our beaches and clam flats, and help improve the cleanliness and health of our streams, rivers, and marshes. Further, the Sustainability Coordinator would work with Planning staff on the Town's coastal resiliency efforts and potential sea level rise and adaptation efforts.
- **Stormwater Compliance** - This position would conduct annual inspections of our stormwater infrastructure and drainage outfalls as well as coordinate corrective measures when necessary, as required under our municipal stormwater program. In addition, they would participate in our watershed planning and implementation efforts for the rivers, streams, and marsh within Scarborough to help maintain their health and meet current water quality classifications as well as manage our restoration efforts in watersheds that are classified as "urban impaired".

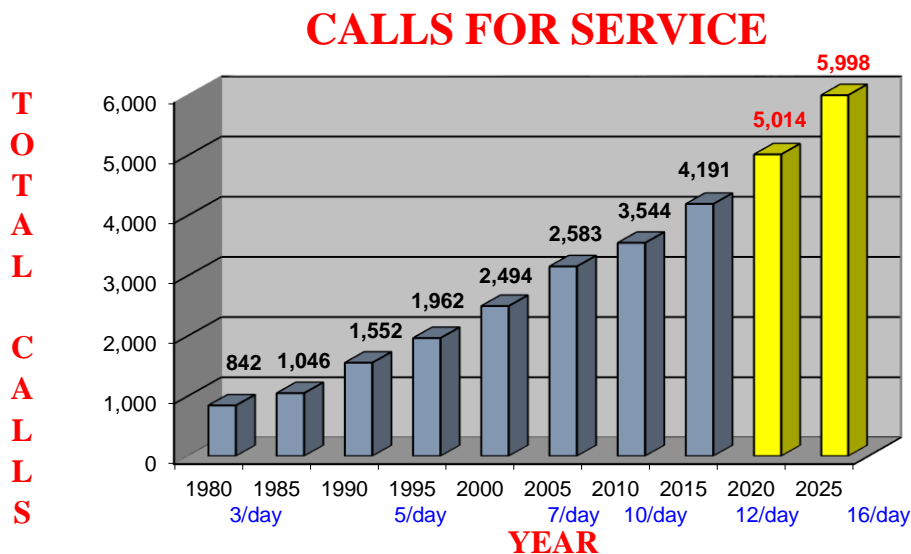
In terms of staff management, the Sustainability Coordinator would report directly to the Planning and Code Enforcement Department and would have a presence in Town Hall, but would also take direction from management level staff in each of the three departments and from the Town Manager. Given the broad and diverse scope of work, the focus of this position would likely shift on a seasonal basis with more field work in the spring and summer seasons and more office based work in the fall and winter. The creation of this position is recommended in both the Town's Energy Plan and the Report on Reducing the Town's Solid Waste and would be very much focused on both environmental and fiscal sustainability goals and efforts.

Fire

Staffing Proposal Details

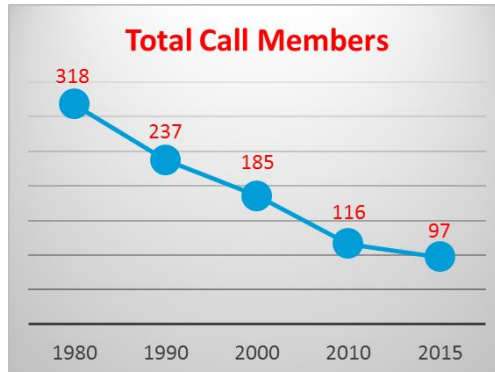
The Suppression budget includes a proposal to increase full-time staffing as outlined in the department’s staffing plan which was presented in 2006 and has been revised several times since, most recently in March of 2013. The plan includes adding four new full-time firefighter/EMTs which is what is required to provide 24/7 coverage for one riding position on one piece of apparatus annually.

Although budget constraints have prohibited making progress on the staffing plan each year as outlined we have been successful in periodically building full-time staffing so that both of our front-line ambulances are staffed with career personnel. In addition to the EMS staffing the council authorized hiring a full time pool firefighter/EMT on each shift that was designed to reduce overtime. This individual is normally assigned to our busiest fire engine (Engine 7 at Oak Hill) but close to 50% of the time that person is used to fill a vacant shift on an ambulance due to vacation, injury, or illness in lieu of overtime. This pool position has produced the desired results saving a significant amount of overtime since it was instituted in January of 2014.



2020 & 2025 estimates based on previous 5 year average increase of 3.65%

As the chart above clearly illustrates the department’s individual calls for service continue to increase at a rapid rate far outpacing our call member’s ability to meet the ever increasing demand. When Chief Thurlow joined the department in 1976 there was one full-time fire chief, no other full-time personnel, no per-diem day firefighter program, and well over 300 call members that were able to meet the demand at the time which was less than 1,000 calls/year or less that 3/day. Today our calls for service are over four times that volume and our call staff to meet that need has diminished to less than 1/3 of what it was in 1976 as illustrated below:



In FY16 the council partially implemented the staffing plan by authorizing the hiring of 2 of the 4 requested positions and delaying implementation of those two positions until 4/1/16 (1/4 year funding). Additionally they approved an additional 84 hrs./week of per-diem coverage for night time staffing of Ladder 2 but delayed funding for those hours until 6/30/16 essentially pushing the entire cost into FY17 where we must pick up the full year’s cost of both the full time and per-diem hours approved last year.

Below is a chart which illustrates the progress we have made on the staffing plan since it was approved in 2007 along with the cumulative deviation from that plan:

Scarborough Fire Department
Staffing Plan Progress Summary

FY	Plan Goals	Actual Results	Cummulative Deviation from the Staffing Plan	Notes
2007	2 FT Duty Officer supervisors to work 12 hr. day shifts 12/7	Approved as Requested	None	Initial recommendations in the 2006 edition of the staffing plan
2008	2 FT FF/EMTs add 72 hrs./wk. of PD coverage	No Progress	Short 2 FT FF/EMTs Short 72 hrs/wk. of PD coverage	
2009	2 FT Duty Officers to provide 24/7 coverage 4 FT FF/EMTs on ambulance Add 120 hrs./wk. PD coverage	Partially implemented FT positions mid-year Added 42 hrs./wk. PD coverage	Short 2 FT FF/EMTs Short 150 hrs/wk. of PD coverage	2008 Revision of Staffing Plan
2010	4 FT FF/EMTs Add 84 hrs./wk. PD coverage	No Progress	Short 6 FT FF/EMTs Short 234 hrs/wk. of PD coverage	
2011	4 FT FF/EMTs	Approved as Requested	Short 6 FT FF/EMTs Short 234 hrs/wk. of PD coverage	100% funded by \$468,000 SAFER grant for 2 years
2012	4 FT FF/EMTs	No Progress	Short 10 FT FF/EMTs Short 234 hrs/wk. of PD coverage	
2013	4 FT FF/EMTs	No Progress	Short 14 FT FF/EMTs Short 234 hrs/wk. of PD coverage	
2014	4 FT FF/EMTs Pool Position to reduce overtime	Partially implemented FT positions mid-year	Short 18 FT FF/EMTs Short 234 hrs/wk. of PD coverage	2013 Revision of Staffing Plan
2015	4 FT FF/EMTs	No Progress	Short 22 FT FF/EMTs Short 234 hrs/wk. of PD coverage	
2016	4 FT FF/EMTs 84 hrs. per diem night coverage	2 FT FF/EMTs (delayed start 4/1) approved but delayed to 6/30	Short 24 FT FF/EMTs Short 150 hrs/wk. of PD coverage	Final plan approved through budget process. 2 FT staff start 4/1/16, per diem staffing postponed until last day of the fiscal year on 6/30/16.
2017	Original Proposal: 4 FT FF/EMTs 63 hrs. per diem night coverage reduced to 2 FT FF/EMTs due to picking up the full year costs from FY16's partial yr. funding		Assuming approval as submitted we would be short Short 26 FT FF/EMTs and 87 hrs/wk. of PD coverage from the original staffing plan	

Notes:

FT = Full Time

PD = Per-diem

It requires 4 - FF/EMTs to fill a single shift 24/7/365

The need to continue to make progress on our staffing plan is not unique to Scarborough. Nationwide there is a shortage of firefighters answering the call to be volunteers. There are several reasons for this including new mandatory training requirements, a significant increase in the calls for service, the time commitment required to be a call member, and competing family and employment needs.

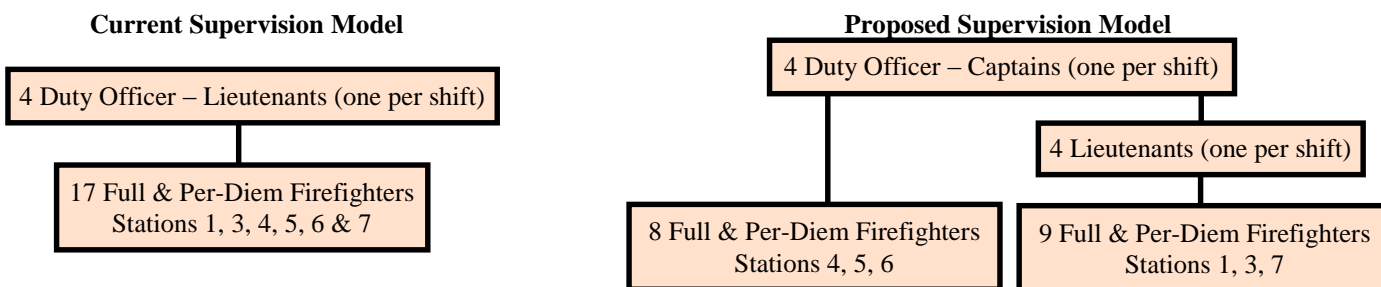
To meet these challenges the department has been very proactive. As EMS calls for service continued to increase and paramedic level training and licensure was required, we gradually added full-time staffing to augment the call force. In 1989 we started the very successful per-diem day firefighter program which has been expanded regularly ever since and been duplicated by several other departments state-wide. This program employs trained and certified firefighter/EMTs to fill scheduled shifts (primarily during the day when call members are at their normal workplace and unable to respond) to assure each station is covered with a minimal amount of staffing to assure the apparatus responds.

We recently celebrated the 25th anniversary of our Student Live-In Program, a cooperative venture with Southern Maine Community College and several other departments where college students enrolled in the Fire Science or Paramedicine programs are accepted into a very competitive process to live in the fire stations in lieu of a dorm at the college. These students are trained and join our local call companies where they provide an additional cadre of members providing critically needed manpower while learning how to live and work with their peers in preparation for a career on the fire service. Several of our former students have achieved full-time employment based on the experience gained in this internship not only here in Scarborough but throughout New England due to this highly successful program. We are also hosting a 100% federally funded regional SAFER recruitment and retention grant to help deal with these issues in cooperation with 15 other southern Maine fire departments.

2017 New Position Request Cost Summary			
Re-classification of Officer's Positions		Full Time Personnel	
Contractual New Officer Salary Increases	63,254	Base Salary 2 new - FT FF/EMTs	87,747
Taxes and Benefit Costs	12,050	Contractual Training Overtime	3,198
	Sub total	Taxes, Insurances, Retirement, & Other Benefits	39,493
	75,304	Non-payroll Benefits (tuition, turnout gear & uniforms)	5,860
Additional Per-Diem Hours to cover commute time			Sub total
Day Firefighter Gross Pay (63 hrs./week)	56,740		136,298
FICA & Medicare Taxes	4,341		
	Sub total	Total New Proposed Position Costs	272,683
	61,081		

There are three cost centers included in this request. The first is the base salary and associated costs for the two new firefighter/EMTs based on hiring entry level paramedics for budgeting purposes. Please note this is a reduction from the original plan of hiring four which was reduced due to the need to pick up the full year cost of two new full-time personnel approved in the FY16 budget but only funded for a fraction of the year.

The second cost identified above is to reclassify the current full-time lieutenant's positions. The current Paramedic/Lieutenant Duty Officer (Car 7, a position instituted in 2007) was originally established at the rank of lieutenant. In reality this mid-level supervisory position functions at a much higher level more appropriate for a Captain's designation when compared with similar departments and their operational responsibilities. The current Duty Officers supervise up to 17 full-time and per-diem employees during the day operating out of six fire stations. It is very difficult and inefficient for that individual to try and get to each station on a daily basis to properly supervise their crews while also responding to emergency calls, conducting training, and all the other administrative functions required on a daily basis. During the last contract negotiations we identified the need to reclassify this position once the next phase of the staffing plan was implemented. Under our mentoring and professional development plan the current Paramedic/Lieutenant Duty Officers will be designated as Captains to better reflect their true job functions. With the hiring of the new firefighters as proposed, we will have the opportunity to create lieutenant positions on our busiest fire engine (Engine 7 at Oak Hill) which responds to over 1,000 calls/year. This is the first fire apparatus that we have been able to staff with a full-time person. Veteran members of our current staff on the rescues will be able to compete for promotion to one of these new positions which will allow us to cut the current span of control in half so that the lieutenant and captain will share direct supervision over 1/2 the crew and 1/2 the stations making us more efficient and effective, while also creating a new mentoring and professional development opportunity to assure we have a cadre of mid-level supervisors prepared to take the reins in senior management as our current management team nears retirement age. The new hires will be assigned to the ambulance slots backfilling vacancies created by the Lt. promotions.



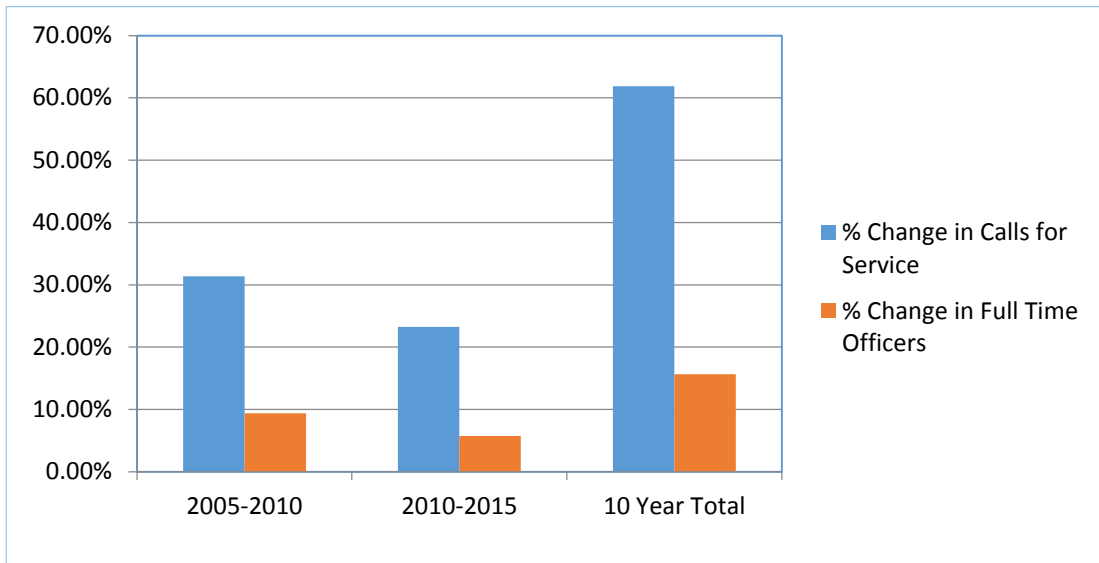
The final cost center includes an additional 63 hours per week of per-diem coverage to expand the remaining 9 hr. shifts to 12 hr. shifts. This will allow us to cover calls during the critical commute times both before and after our current per-diem shift start times when call members are often not available. This need was clearly illustrated early in the morning last November 5th when a 15 year old high school student suffered a sudden and unexpected cardiac arrest. Luckily two of our student firefighters were available to respond and use the AED (Automatic External Defibrillator) which helped save this young man's life, but the call came in during commute time and without the students the results could have been very different and most tragic.

Police

Staffing Proposal Details

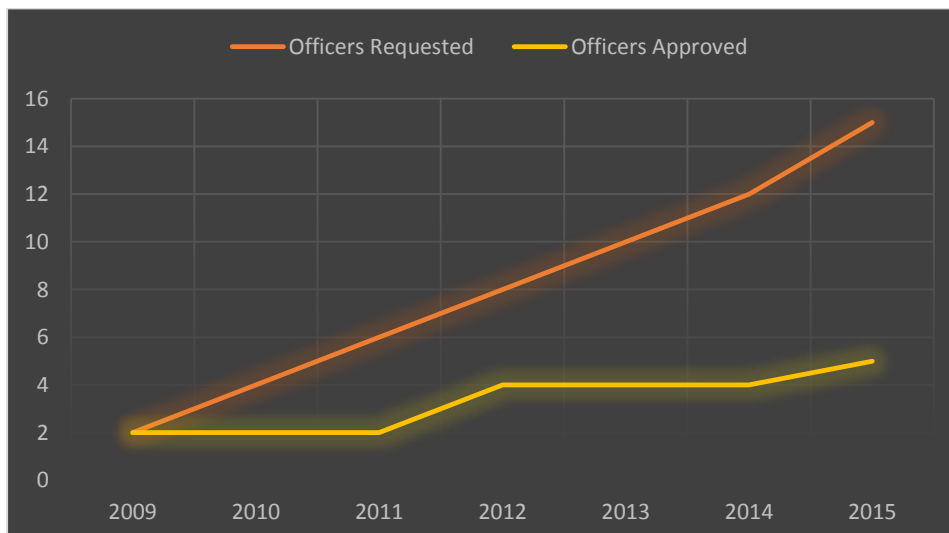
As noted in our FY2017 budget request, we are asking for two additional patrol officer positions. I would like to provide some historical perspective for this request and also identify the intended use of these officers.

I do not believe that anyone would argue that Scarborough is one of, if not the fastest growing communities in the state. The increased number of homes, businesses, and residents has put a strain on the police department’s abilities to provide the services that the citizens and business owners have come to expect and appreciate. An increase in calls for service, coupled with the complexities of issues that the department now deals with has left less and less availability for officers to be proactive. While the number of calls for service has increased, the number of police officers has not increased proportionally. As shown in the graph below, in the past 10 years, calls for service have increased by 62% while the number of officers has only increased by 16%.



In FY2009, we made a presentation to the town council with respect to a staffing plan which called for two additional officers in the FY2009 budget, two officers in FY2010, two officers in FY2011, and two officers in FY2012 for a total of eight new officers in that four year span. The council supported the plan and in fact authorized funding for the two officers identified in that year’s request. Unfortunately, the effects of the economic downturn negated any opportunity to advance the plan over the course of FY2010 & FY2011.

In FY2012, the council did give us the authority to accept a COPS grant which funded two new officers for a three year period. Although that has been a tremendous help, it still left us four officers short of where we felt we needed to be in 2012. Since 2012, our needs have continued to grow, however, we have been unsuccessful in our attempts to advance our staffing plan with the exception of the recent authorization to accept a reimbursed position with MDEA. This will be a significant help with drug enforcement but will not provide any additional staffing to our patrol teams.

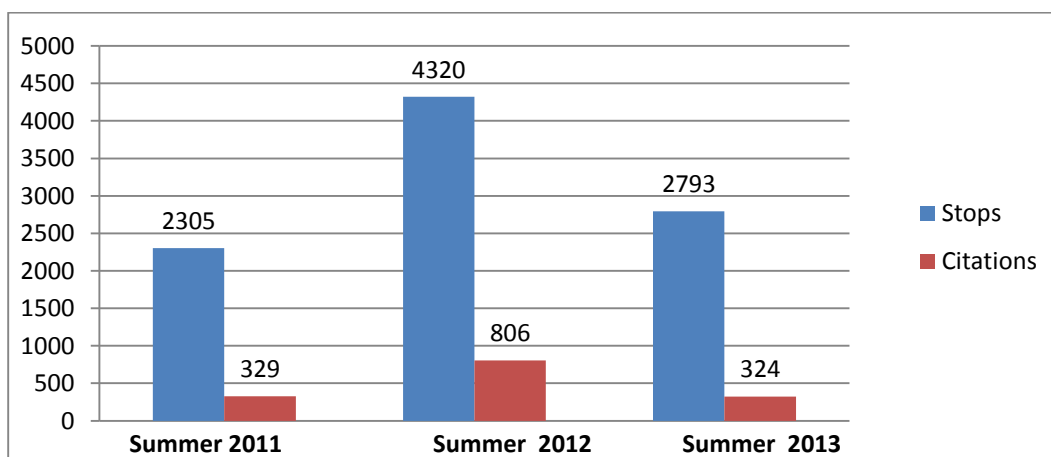


Two years ago, we initiated a special enforcement team which I feel has been, and will continue to be, of tremendous value over time. We are continuously in need of having an ability to give special attention and effort to a particular area or problem. With the growth of our community, our regular patrol officers are often busy handling calls for service, accidents, emergencies, and are unable to provide the attention needed to these “problems of the day” issues.

Although we have created the special enforcement team to deal with these issues, we often times need to pull the assigned officers back to patrol teams to cover vacancies created by a variety of reasons such as training, maternity/paternity leave, extended illness/injuries, and the time it takes to complete a hiring process in the event that someone leaves. When we pull officers from that team, it creates a difficult situation as some of the complex issues that the team deals with are not easy to put on a backburner and then return to and still be effective and efficient. We also recognize that some of the long term and time consumptive issues that the unit deals with have left us with an inability to concentrate on more traffic related issues.

The volume of traffic that we have in town, the impatience of drivers, and the lack of respect that they have for one another has created a situation that I hear about daily from our citizens. When we have had the ability to provide focused attention to traffic issues, it is clear to see that we can have an impact on the way people drive in our community, which in turn is reflected in lower accident rates.

In the summer of 2012, we did have the ability to devote three officers to focus specifically on traffic issues. Although 82% percent of their stops resulted in warnings, these efforts had a positive impact on our accident rates over the next 18 months. I received a number of very positive comments from residents as well as business owners in the community about this effort. Unfortunately, our staffing has not lent itself to a more permanent or continued effort.



We would also like to have the ability to more proactively engage with the primary schools, which has been a goal of mine for some time. Many years ago, we were able to provide the three primary schools with many programs such as bicycle safety, Halloween safety, winter safety, etc. In my mind, those early interactions with children were priceless in terms of building relationships as well as giving children valuable tips to keep them safe.

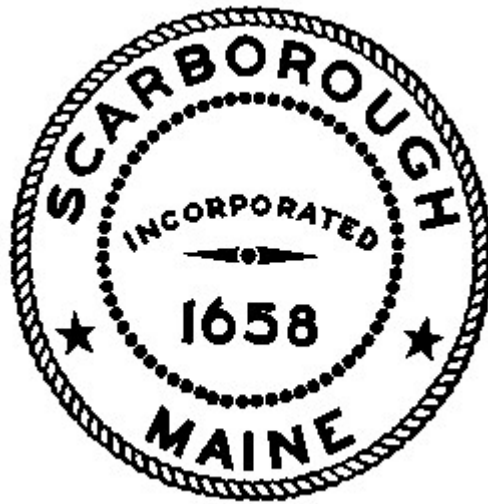
In summary, the request for two additional officers is to address three different areas. First, and foremost, would be for focused, high visibility traffic enforcement. Second, I would use these officers to fill in as needed on patrol shifts, without disrupting the important and complex work of the special enforcement team. Lastly, I would use these officers to get us back in to the primary schools to build relationships and provide valuable information to our children.

We have included a cost breakdown below to show the complete salary and benefit costs of the two positions requested.

<u>New Position Cost Breakdown</u>	<u>2017 Request</u>
Base Salary (Step 3 SPBA contract)	104,126
Taxes, Insurances, Retirement, & Other Benefits	44,962
Total New Proposed Position Costs	149,088

Town of Scarborough

Debt Management and Fiscal Policy



Adopted March 21, 2012

TABLE OF CONTENTS

INTRODUCTION	1
PURPOSE	1
DEFINITIONS	2
ENFORCEMENT	2
IMPLEMENTATION	2
USE OF DEBT FINANCING	4
SHORT-TERM DEBT & INTERIM FINANCING	4
Lines of & Letters of Credit	4
Commercial Paper	5
Lease/Purchase	5
LONG-TERM DEBT	5
General Obligation Bonds	5
Special Assessment Bonds/TIFs.....	6
Overlapping Debt with Intergovernmental Agencies.....	6
STRUCTURE AND TERM OF DEBT FINANCING	6
Structure of Debt Obligations.....	6
Call Provisions.....	6
Competitive Sale.....	6
Negotiated Sale.....	7
Voter Approved Bonds.....	7
DEBT ADMINISTRATION AND FINANCING	7
State Statutory Debt Limits and Exclusions	7
Local Debt Limit	8
Capital Improvement Budget.....	8
Bond Fund	8
Reserve Funds.....	9
Equipment Reserve Funds	9
Finance Department.....	9
Investments	9
Bond Counsel	9
Underwriter’s Counsel.....	9
Financial Advisor	9
Temporary Notes	10
Credit Enhancements-Bond Insurance	10
Competitive Sale of Debt	10
REFUNDING OF DEBT	10
Current Refundings.....	10
Advance Refundings.....	11
CONDUIT FINANCINGS	11
ARBITRAGE LIABILITY MANAGEMENT	11

LEGAL AND REGULATORY REQUIREMENTS.....12
CREDIT RATING12
 Rating Agency Relationships12
 Use of Rating Agencies12
 Rating Agency Presentation13
 Financial Disclosure13
 Continuing Disclosure13
POST-ISSUANCE REPORTING AND COMPLIANCE13
 Components14
 General Procedures.....14
BIBLIOGRAPHY15
APPENDIX 1 RATIOS.....16
APPENDIX 2 NET INTERST COST VS TRUE INTEREST COST17

Town of Scarborough

Debt Management and Fiscal Policy

The following policy is hereby enacted to standardize the issuance and management of debt.

INTRODUCTION

The Town of Scarborough recognizes that one of the keys to sound financial management is a comprehensive Debt Management Policy. These benefits are recognized by bond rating agencies and the development of a Debt Policy is a recommended practice by the Government Finance Officers Association (GFOA). A Debt Policy establishes the parameters for issuing and managing debt. It provides guidelines regarding the timing and purpose for which debt may be issued, presents the types of permissible debt, and the methods of sale that may be used. The Debt Policy should recognize an obligation to fully and timely repay all debt as an essential requirement for entry into the capital markets. Adherence to a Debt Policy helps to ensure that a government maintains a sound financial position and that credit quality is protected.

The Debt Policy is to be used in conjunction with the operating and capital budgets, the Capital Improvement Program (CIP), and other financial policies. The advantages of a Debt Policy are:

- Enhancing the quality of decisions;
- Documenting the decision-making process;
- Identifying objectives for staff to implement;
- Demonstrating a commitment to long-term financial planning objectives; and
- Being viewed positively by the bond rating agencies, investment community and taxpayers.

PURPOSE

The Debt Policy Statement sets forth comprehensive guidelines for the financing of capital expenditures. It is the objective of this policy that (1) the Town obtains financing only when desirable, (2) the process for identifying the timing and amount of debt financing be as efficient as possible (3) obtain and then retain the highest possible credit rating, (4) obtain the most favorable interest rate and other related costs and (5) comply with full and complete financial disclosure and reporting.

Debt financing, to include general obligation bonds, special assessment bonds, temporary notes, lease/purchase agreements, debt guaranteed by the Town, and other Town obligations permitted to be issued or incurred under Maine statute, should only be used to purchase capital assets that will not be acquired from current resources. The useful life of the asset or project needs to equal or exceed the payout schedule of any debt the Town assumes for that project. This allows for a closer match between those who benefit from the asset and those that pay for it.

To enhance creditworthiness and prudent financial management, the Town is committed to systematic capital planning, intergovernmental cooperation and coordination, and long-term financial planning. Evidence of this commitment to capital planning will be demonstrated through adoption and periodic adjustment of the Town's Capital Improvement Plan (CIP) and the annual adoption of a multi-year Capital Improvement Budget.

DEFINITIONS

Arbitrage. Arbitrage refers to the rebate amount due the Internal Revenue Service (IRS) where funds received from the issuance of tax-exempt debt have been invested and excess interest earnings have occurred unless complying with certain exceptions.

EMMA. Electronic Municipal Market Access.

General Obligation Bonds. Bonds backed by the full faith and credit of the Town. The taxing power may be an unlimited ad valorem tax, usually on real estate and personal property. A special tax rate levied for the Bond & Interest Fund may be used annually to pay for General Obligation debt service. Because it is secured by tax levies, this structure has strong marketability and lower interest costs.

Revenue Bonds. Bonds secured by specific revenues to be collected for the project and not by the full faith and credit of the Town. Also known as Non-recourse loans whereby the revenues pledged to pay for debt service are the only revenues available to pay the bonds.

Lease/Purchase Agreements. A legal document under which tangible property, such as equipment, property or vehicles, is leased in exchange for a periodic payment, with the option to purchase the property at the end of the leasing period. Many times, these obligations are subject to annual appropriations and are therefore, not statutory debt.

Special Assessment Bonds. Bonds issued to develop facilities and basic infrastructure for the benefit of properties within an assessment district. Assessments are levied on properties benefited by the project. The Town's recourse for nonpayment is foreclosure on the property and the remaining long-term obligation becomes the Town's direct obligation.

Temporary Notes. Notes are issued to provide temporary financing, to be repaid by long-term financing. This type of bridge financing has a maximum maturity of three years under Maine statute.

ENFORCEMENT

This policy will be enforced by the Finance Director. This Debt Management Policy shall be reviewed by the Finance Director, Town Manager and the Finance Committee at least annually.

IMPLEMENTATION

The Town's Debt Policy shall be implemented by the Finance Director when developing comprehensive debt management guidelines that provides for the following:

- Full and timely payment of principal and interest on all outstanding debt;
- That debt be incurred only for those purposes as provided by State statute;
- Capital improvements should be developed, approved and financed in accordance with the Town Charter and Ordinances and the capital improvement budgeting process;
- The payment of debt shall be secured by the faith, credit and taxing power of the Town, in the case of General Obligation, and the by the pledge of specified, limited revenues in the case of Revenue Bonds. The Town shall not pledge any Town revenues to its non-recourse conduit bond financings. Furthermore, the Town has no moral obligation to repay bondholders of conduit financings issued under its authority.

- Principal and interest retirement schedules shall be structured to: (1) achieve a low borrowing cost for the Town, (2) accommodate the debt service payments of existing debt and (3) respond to perceptions of market demand. Shorter maturities shall always be encouraged to demonstrate that debt is being retired at an aggressive pace.
- Debt incurred shall generally be limited to obligations with serial and term maturities but may be sold in the form of capital appreciation bonds or other structures if circumstances warrant;
- The average life of the debt incurred should be no greater than the projected average life of the project or assets being financed;
- The Town shall select a method of sale that will maximize the financial benefit to the Town. Such sales can be competitive or negotiated, depending upon the project and market conditions. All methods of sale shall first be subject to Town Council approval.
- Underwriters should be selected in accordance with the Town's Purchasing Ordinance and the Debt Management Policies and Guidelines developed by the Town. The selection should maximize the quality of services received while minimizing the cost to the Town. Any additions to the underwriting teams shall be subject to Town Council approval. Selected underwriters shall adhere to the Municipal Securities Rule-making Board (MSRB) and the Securities and Exchange Commission (SEC) rules and regulations;
- The Town shall maintain good communications with bond rating agencies to ensure complete and clear understanding of the credit worthiness of the Town; and
- Every financial report, bond offering document (Official Statement) and Annual Information Statement (AIS) shall follow a policy of full, complete and accurate disclosure of financial conditions and operating results. All reports shall conform to guidelines issued by the Government Finance Officers Association (GFOA), Securities and Exchange Commission (SEC), and the Internal Revenue Service (IRS) to meet the disclosure needs of rating agencies, the MSRB, investors and taxpayers.

Primary responsibility for making debt-financing recommendations rests with the Finance Director with assistance from finance staff. The responsibilities of Town staff shall be to:

- Consider the need for debt financing and assess progress on the current Capital Improvement Budget and any other program/improvement deemed necessary by the Town Manager;
- To review applicable debt ratios as listed in Appendix 1, to ensure that the Town is staying within the guidelines set forth by this policy;
- Review changes in federal and State legislation that affect the Town's ability to issue debt and report such findings to the Town Manager as appropriate;
- Review the provisions of ordinances authorizing issuance of General Obligation bonds of the Town, annually;
- Review the opportunities for refinancing existing debt; and,
- Recommend services by a financial advisor, bond counsel, paying agents and other debt financing service providers when appropriate.

In developing financing recommendations, the Town staff should consider:

- Options for interim financing including short-term and inter-fund borrowing, taking into consideration federal and State reimbursements;
- Effects of proposed actions on the tax rate and/or user charges;
- Trends in bond market structures;

- Trends in interest rates; and,
- Other factors as deemed appropriate.

Debt is intended to be structured to match projected cash flows, moderate the impact on future property tax levies, and maintain a relatively rapid repayment of principal. The Town will endeavor to repay as much of the initial principal amount within ten years as practicable.

The Town shall use an objective analytical approach to determine whether it desires to issue new General Obligation bonds. Generally, this process will compare ratios of key financial and economic data. The goal will be for the Town to maintain or improve its existing credit rating.

These ratios should include, at a minimum:

- debt per capita,
- debt as a percent of Statutory debt limit,
- debt as a percent of State equalized valuation,
- annual debt service payments as a percent of annual budgeted governmental expenditures, and;
- debt service payments as a percentage of the level of overlapping net debt of all local taxing jurisdictions. A set of ratios to be adopted are listed in Appendix 1, attached.

The decision on whether or not to issue new General Obligation bonds should be based, in part, on (a) costs versus benefits, (b) the current conditions of the bond market, and (c) the Town's ability to issue new General Obligation bonds as determined by the aforementioned benchmarks.

USE OF DEBT FINANCING

The Town shall assess all financial alternatives for funding capital improvements prior to issuing debt. “Pay-as-you-go” financing should be considered before issuing any debt. Pay-as-you-go financing may include: intergovernmental grants from federal, State, and other sources, current revenues and fund balances; private sector contributions; public/private partnership or leases. Debt financing is generally not considered appropriate for any recurring purpose such as current operating and maintenance expenditures. Once the Town determines that pay-as-you-go is not a feasible financing option, the Town may use short-term or long-term debt to finance capital projects.

A. Short-Term Debt and Interim Financing

Short-term obligations may be issued to finance projects or portions of projects for which the Town may issue long-term debt (i.e., it could be used to provide interim financing that eventually would be refunded with the proceeds of long-term obligations). Short-term obligations may be backed with a tax or revenue pledge, or a pledge of other available resources. *Lines of and Letters of Credit* should not exceed one (1) year and *Commercial Paper* maturities should not exceed two hundred and seventy days (270 days).

1. Line and Letter of Credit

Where their use is judged to be prudent and advantageous to the Town, the Finance Director and Town Manager have the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring Lines of or Letters of Credit that shall provide the Town with access to credit under terms and conditions as specified in such agreements. Any agreements with financial institutions for the acquisition of Lines of or Letters of Credit shall be approved by the

Town Council. Lines of and Letters of Credit entered into by the Town shall be in support of projects contained in the approved (CIP) budget.

2. Commercial Paper

The Town may choose to issue Commercial Paper as a source of interim financing for projects contained in the Town's approved CIP plan only after the Finance Director determines that such a financing represents the least cost interim financing option for the Town. Furthermore, Commercial Paper shall not be issued for Town capital programs unless it is of sufficient economic size as determined by the Town Manager and approved the Town Council.

3. Lease/Purchase Arrangement

The Town may choose to enter into a lease-purchase arrangement as a source of financing for projects contained in the Town's approved CIP plan after the Finance Director determines that such a financing represents the least cost financing option for the Town. All lease/purchase arrangements shall be obtained through a request for proposal process, with the bid going to the vendor whose proposal is most advantageous to the Town. Lease/purchase arrangements should not exceed five (5) years unless approved, in advance, by the Town Manager but shall never exceed ten (10) years or the life of the asset, whichever is less.

B. Long-Term Debt (Bonds) – Maturity over one (1) year

General Obligation Bonds

Long-term General Obligation or Revenue Bonds shall be issued to finance significant capital improvements for purposes set forth by voters in bond elections and the (CIP). Additionally, Revenue Bonds may be issued in response to public need without voter authorization. Long-term debt may be incurred for only those purposes provided by State statute.

The Town will use debt financing only when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries or users, in the case of a capital need emergency, for one-time capital improvement projects and for equipment purchases under the following circumstances:

- The project is included in the Town's capital improvement budget and is in conformance with the Town's CIP;
- Disasters requiring emergency funding;
- The project is the result of growth-related activities within the community that require unanticipated and unplanned infrastructure or capital improvements by the Town;
- The project's useful life or the projected service life of the equipment will be greater than or equal to the term of the financing;
- There are revenues sufficient to service the debt, whether from future property taxes, user fees, or other specified and reserved resources, debt supported by user fees, special assessments or special charges are preferred and for the term thereon,
- The debt should be used primarily to finance only capital projects that have a relatively long life (i.e., typically ten (10) years or longer).
- For long-term borrowing, the equipment or project is an item that is purchased and/or constructed infrequently, has an expected useful life of at least five (5) years, and costs in excess of \$100,000; and
- For short-term borrowing or lease/purchases, the equipment is an item that is purchased infrequently, has an expected useful life of at least five (5) years, and costs less than \$100,000.

Special Assessment Bonds - Tax Increment Financing Districts

The Town shall maintain a watchful attitude over the issuance of special assessment bonds for the benefit of district improvements. The Town's share of any benefit district project may not exceed more than 95% of any proposed costs related to a benefit district. To the extent possible, the developer shall be required to deposit 25% of the costs allocated to the benefit district prior to authorization. In most cases, the debt will have a maximum term of ten (10) years, however, a longer term may be allowed provided it does not exceed the life of the improvements included in the benefit district or State statute (i.e., twenty (20) years). The benefit district will be assigned costs such as administration, engineering, financing and legal associated with the formation of the district and issuance of any debt.

Overlapping Debt with Intergovernmental Agencies

The Town will typically not use its debt capacity for projects by entities or other special purpose units of government that have the ability to issue tax-exempt debt. The Town will, annually, determine its proportional share of its portion of outstanding debt of the following agencies: Portland Water District, ecomaine, Portland Water District, Saco-Biddeford Water District, Scarborough Sanitary District and Cumberland County.

The Town may also enter into arrangements with other governmental entities where a portion of the project costs will be reimbursed by the other government. An agreement as to how the project costs will be allocated and reimbursements made must be approved by the governing bodies.

STRUCTURE AND TERM OF DEBT FINANCING

Structure of Debt Obligations

The Town normally issues bonds with a final maturity of thirty (30) years or less for General Obligation and special assessment bonds. Lease/purchase arrangements should be for a period of not more than five (5) years, typically. The normal structure of General Obligation bonds will result in even principal and interest payments over the term of the debt. There shall be no "balloon" bond repayment schedules which consist of low annual payments and one large payment of the balance due at the end of the term. There shall always be at least interest paid in the first fiscal year after a bond sale. In cases where related revenues may not occur for several years, it may be desirable to capitalize the interest by increasing the size of the issue and deferring the principal payments so that only interest is paid on the debt for the first few years until the project is "placed in service".

Call Provisions

Call provisions terms and penalties for bond issues will be evaluated based upon then current market conditions.

Competitive Sale

Town debt will be issued typically through a competitive bidding process. All bond prices shall be computed based on True Interest Cost (TIC) providing other bidding requirements are satisfied. TIC is defined as the rate at which, as of the date of the bonds, discounts semi-annually, all future payments on account of principal and interest on the bonds to the price bid, not including interest accrued to the date of delivery of the bonds (see appendix 2). Exceptions to this would be bonds issued in part through a grant that ties the remaining monies to a loan (i.e., Rural Development) due

to the small size of the loan making a competitive bid process less than cost effective or special circumstance such as Advance Refundings.

Negotiated Sale

When certain conditions favorable for a competitive sale do not exist and when a negotiated sale will provide significant benefits to the Town that would not be achieved through a competitive sale, the Town may elect to sell its debt obligations through a private or negotiated sale, upon approval by the Town Council. Such determination may be made on an issue-by-issue basis, for a series of issues, or for part or all of a specific financing program. The Town Council may provide for the sale of Town debt by negotiating the terms and conditions of the sale, including prices, interest rates, credit facilities, underwriter, underwriting or remarketing fee, and commissions. Examples of such sales include, but are not limited to the following:

- Variable rate long-term obligations that the Town may choose to issue that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities consistent with State law and covenants of pre-existing bonds, and depending on market conditions;
- A debt issue so small or large that the number of potential bidders would be too limited to provide the Town with truly competitive bids; and
- A debt issue requiring the ability to react quickly to sudden changes in interest rates (ex., Advance Refunding bonds in a volatile or favorable market).

Voter Approved Bonds

Per section 907 of the Town Charter:

The Town Council shall submit orders or resolves authorizing the issuance of General Obligation securities of the Town, or the appropriation and expenditure of funds derived solely from municipal revenue sources, or a combination of both, in a principal amount greater than \$400,000 for a single capital improvement or item of capital equipment to voter referendum subject to the section 907.1.1 of the Charter as follows: The provisions of this section shall not be applicable to any order or resolve authorizing (i) the refunding of any securities or other obligation of the Town; (ii) the issuance of General Obligation securities, or other direct or indirect obligations, of the Town for streets, sidewalks, or storm or sanitary sewers or other public utilities; or (iii) any construction or financing of improvements or equipment needed as a result of fire, flood, disaster, or other declared emergency. For purposes of this section, the Town Council may by vote of five (5) of its members adopt emergency orders or resolves authorizing construction or financing of improvements or equipment needed as a result of fire, flood, disaster or other emergency and such orders or resolves shall contain a section in which the emergency is set forth and defined; provided, however, that the declaration of such emergency by the Town Council shall be conclusive. (Amended November 5, 2002; effective November 20, 2002).

DEBT ADMINISTRATION AND FINANCING

State Statutory Debt Limits and Exclusions

In accordance with Title 30-A, Section 5702 of the Maine Revised Statutes, as amended, “No municipality shall incur debt which would cause its total debt outstanding at any time, exclusive of debt incurred for school purposes, for storm or sanitary sewer purposes, for energy facility purposes

or for municipal airport purposes to exceed 7½% of its last full state valuation, or any lower percentage or amount that a municipality may set. A municipality may incur debt for school purposes to an amount outstanding at any time not exceeding 10% of its last full state valuation, or any lower percentage or amount that a municipality may set, for storm and sewer purposes to an amount outstanding at any time not exceeding 7½% of its last full state valuation, or any lower percentage or amount that a municipality may set, and for municipal airport and special district purposes to an amount outstanding at any time not exceeding 3% of its last full state valuation, or any lower percentage or amount that a municipality may set; provided, however, that in no event shall any municipality incur debt which would cause its total debt outstanding at any time to exceed 15% of its last full state valuation, or any lower percentage or amount that a municipality may set.” Title 30-A, Section 5703 of the Maine Revised Statutes, as amended, provides that the limitations on municipal debt contained in Section 5702 do not apply “...to any funds received in trust by any municipality, any loan which has been funded or refunded, notes issued in anticipation of federal or state aid or revenue sharing money, tax anticipation loans, notes maturing in the current municipal year, indebtedness of entities other than municipalities, indebtedness of any municipality to the Maine School Building Authority, debt issued under Chapter 235 and Title 10, chapter 110, subchapter IV, obligations payable from revenues of the current municipal year or from other revenues previously appropriated by or committed to the municipality, and the state reimbursable portion of school debt.” Please see the Bibliography for the State Statute relating to Municipal Borrowings (Title 30-A, Chapter 223, Maine Revised Statutes, as amended, Municipal Finances, Subchapter 3, Municipal Debt).

Town of Scarborough Local Debt Limits

In accordance with Town Council Order No. 12-37, dated March 21, 2012, the Town of Scarborough shall not incur debt, which would cause its total debt outstanding at any time, for the following to be exceeded for

School purposes: 5%

Storm or Sanitary: 4%

Airport, water & special districts: 1.50%

Other purposes: 4%, of

Scarborough’s last full State valuation. In no event shall Scarborough incur debt which would cause its total debt outstanding at any time to exceed 8.50% of its last full State valuation.

Capital Improvement Budget

A Multi-Year Capital Improvement Budget shall be prepared and submitted to the Town Council annually. The budget shall provide a list of projects and the means of financing. The budget should cover a five-year period of time. The projects included in the budget should be part of the Town’s CIP. Projects must be in either the Capital Improvement Budget or CIP to be authorized for bonding. Major construction projects, which are required to go to voter referendum, shall also be included in the multi-year Capital Improvement Budget.

Bond Fund

Generally, payment of General Obligation bonds and special assessment bonds shall be from the Town’s general operating budget. However, in situations where General Obligation bonds are to be paid from user fees, bond payments should be made from the fund that receives the revenue and be deemed “self- supporting” debt.

Reserve Funds

Adequate operating reserves are important to insure the functions of the Town especially during economic downturns. The Town desires to build a contingency reserve in the General Fund of no less than \$1,000,000. Over the next ten (10) years of the date of this policy adoption, the Town will initiate a Committed Fund Balance for working capital sufficient to finance 90 days of operations (3 months) but not to exceed 4 months of operations. These funds will help to pay for capital and operating costs during revenue-short months.

Equipment Reserve Fund

An Equipment Reserve Fund to be set up to fund future capital equipment and will be financed sufficiently to ensure that adequate funds are available to purchase replacement equipment on a timely basis without debt financing. Determination of the amount needed to adequately fund this equipment reserve fund will be prepared by the Finance Director and the Town Manager and approved by the Finance Committee. Complete financing of the Capital Equipment Reserve Fund will be by accomplished within six (6) years of the date of adoption of this policy.

Finance Department

The Finance Department is responsible for the Preliminary and Official Statements. The Town Clerk is responsible for collecting and maintaining all supporting documentation such as minutes of the Town Council meetings and relevant resolutions and ordinances. The department will also be responsible for following applicable secondary disclosure requirements.

Investments

The bond proceeds will be invested in accordance with the Town's investment policy and federal and State laws. Adherence to the guidelines on arbitrage shall be followed, which at times, may require that the investment yield be restricted or monitored to adhere with compliance issues of rebate exceptions. In most cases, the investment will be selected to maximize interest with the assumption that the Town will meet the IRS spend-down requirements that allows for an exemption from arbitrage calculations.

Bond Counsel

The Town will utilize external Bond Counsel for all debt issues. All debt issued by the Town will include a written opinion by Bond Counsel affirming that the Town is authorized to issue the debt, stating that the Town has met all federal and State constitutional and statutory requirements necessary for issuance, and determining the debt's federal income tax status. The Town's Bond Counsel will be selected on a competitive basis.

Underwriter's Counsel

Town payments for Underwriters Counsel will be authorized for negotiated sales by the Finance Director on a case-by-case basis depending on the nature and complexity of the transaction and the needs expressed by the Underwriters. Underwriter Counsel will be selected through a process consistent with such undertaking.

Financial Advisor

The Town may utilize an external Financial Advisor. The utilization of the Financial Advisor for debt issuance will be at the discretion of the Finance Director on a case-by-case basis. For each Town bond sale, the Financial Advisor will provide the Town with information on structure, pricing

and underwriting fees for comparable sales by other issuers. The Financial Advisor will be selected on a competitive basis for a period not to exceed five (5) years.

Temporary Notes

Use of short-term borrowing, such as temporary notes, will be undertaken until the final cost of the project is known or can be accurately projected. In some cases, projects might be funded with internal funds that will be reimbursed with bond proceeds at a future date.

Credit Enhancements – Bond Insurance

Credit enhancement (letters of credit, bond insurance, etc.) may be used if the costs of such enhancements will reduce the debt service payments on the bonds or if such an enhancement is necessary to market the bonds.

Competitive Sale of Debt

The Town, as a matter of policy, should seek to issue its temporary notes and General Obligation bonds through a competitive sale. In such instances where the Town, through a competitive bidding for its bonds, deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the Town Manager, enter into negotiation for sale of the bonds. In cases where the circumstances of the bond issuance are complex or out of the ordinary, a negotiated sale may be recommended if allowed by State statute.

REFUNDING OF DEBT

Refunding involves the issuance of new debt whose proceeds are used to repay previously issued (prior but still outstanding) debt. The new debt proceeds may be used to repay such debt within ninety (90) days (a Current Refunding); or the new debt proceeds may be placed with an escrow agent and invested until they are used to pay principal and interest on the prior debt at a future time (an Advanced Refunding).

Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered (within federal tax law constraints) if and when there is a net economic benefit from the refunding; the refunding is needed in order to modernize covenants essential to operations and management; to restructure the payment of existing debt. Town staff and the Financial Advisor shall monitor the bond markets for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the Town will look for a present value (PV) savings of a refunding, to provide, in excess of five percent (5%).

Refunding issues that produce a net PV savings of less than three percent (3%) percent will be considered on a case-by-case basis. Refunding issues with negative savings will only be considered if there is a compelling public policy objective.

Current Refundings:

1. Requires that the refunding escrow may not exceed 90 days;
2. Unless otherwise justified, an current refunding transaction shall require a PV savings of at least three percent (3%) of the principal amount of the refunding debt being issued and shall incorporate all costs of issuance expenses;
3. Refunded maturities shall not extend beyond the final refunded maturity; and,
4. Surplus monies in debt service funds or debt service reserve funds associated with the refunded bond issue may be used as a source of funds for the refunding issue.

Advanced Refundings:

Advance refundings result in defeasance of prior debt. Defeasance of debt can be either legal or in-substance. A legal defeasance occurs when debt is legally satisfied based on certain provisions in the debt instrument even though the debt is not actually paid. An in-substance defeasance occurs when debt is considered defeased for accounting and financial reporting purposes, as discussed below, even though a legal defeasance has not occurred. When debt is defeased, it is no longer reported as a liability on the balance sheet; only the new debt, if any, is reported as a liability.

Debt is considered defeased in substance for accounting and financial reporting purposes if the debtor irrevocably places cash or other assets with an escrow agent in a trust to be used solely for satisfying scheduled payments of interest, principal and call premium, if any, of the defeased debt, and the possibility that the debtor will be required to make future payments on that debt is remote. The trust is restricted to owning only monetary assets that are essentially risk-free as to the amount, timing and collection of interest and principal.

Advance Refundings:

1. Requires the refunding escrow duration to exceed 90 days;
2. IRS guidelines require that governmental bonds may not be Advance Refunded with tax-exempt bonds more than once. Consequently, the Town Manager and Finance Director will carefully weigh the benefits and opportunity costs of such an action;
3. Unless otherwise justified, an advance refunding transaction shall require a PV savings of at least three percent (3%) of the principal amount of the refunding debt being issued and shall incorporate all costs of issuance expenses;
4. Refunded maturities shall not extend beyond the final refunded maturity; and
5. Surplus monies in debt service funds or debt service reserve funds association with the refunded bond issue may be used as a source of funds for the refunding issue.

CONDUIT FINANCINGS

Conduit Financing is a financing arrangement involving a government or other qualified agency using its name in an issuance of fixed-income securities for a non-profit organization's large capital project. The Town may sponsor conduit financings or qualified Industrial Revenue Bonds for those activities (i.e., economic development, housing, health facilities, etc.) that have a general public purpose and are consistent with the Town's overall service and policy objectives as determined by the Town Council.

All conduit financings must be non-recourse and insulate the Town completely from any credit risk or exposure. They must first be approved by the Town Manager before being submitted to the Town Council for consideration. The Town Manager should review the selection of the underwriter, bond counsel and underwriter, require compliance with disclosure and arbitrage requirements, and establish minimum credit ratings acceptable for the conduit debt. Credit enhancement, such as insurance or Letters of Credit may be required for certain issues.

ARBITRAGE LIABILITY MANAGEMENT

Federal arbitrage legislation is intended to discourage entities from issuing tax-exempt obligations unnecessarily. In compliance with the spirit of this legislation, the Town will not issue obligations except for identifiable projects with good prospects of timely initiation. Temporary notes and

subsequent General Obligation bonds will be issued timely so that debt proceeds will be spent quickly.

It is the Town's policy to minimize the cost of arbitrage rebate and yield restrictions while strictly complying with the law. To further this goal:

- The Town shall maintain investment allocations by source of funds and record pro-rata interest income of any commingled bond funds monthly;
- Project cash flows shall be carefully planned to insure the applicability of rebate exceptions, if feasible;
- Rebate computations should be performed every five years;
- It is the Town's policy to segregate current arbitrage earnings for future payment or credit, and to enter the amount as a liability on the books;
- The Town shall report to the IRS, as required, and shall make rebate payments as required by federal law; and
- The Town shall structure its financings in such a way as to reduce or eliminate arbitrage rebate liability, wherever feasible.

Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, the Town will engage qualified outside consultants to calculate potential arbitrage liability.

LEGAL AND REGULATORY REQUIREMENTS

The Town Manager and Finance Director shall consult and jointly recommend appointment of the Town's bond counsel to the Town Council.

The Town's Bond Counsel shall:

- Coordinate activities with the Finance Director to ensure that all securities are issued in the most efficient and cost-effective manner possible;
- Coordinate activities with the Finance Director to ensure that in the opinion of the Town's Bond Counsel, all securities are issued in compliance with the applicable Town, State and federal statutes, regulations, charter and ordinances; and,
- Prepare documents and opinions relating to the issuance of debt and have extensive experience in public finance, securities regulation and tax issues.

CREDIT RATINGS

Rating Agency Relationships

It is the responsibility of the Finance Director to maintain relationships with the rating agencies that assign ratings to the Town's debt. This effort includes providing periodic updates on the Town's financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

Use of Rating Agencies

The Town will obtain a rating from Moody's Investors Service and Standard & Poor's Rating Agency. The Finance Director will recommend whether or not any additional ratings should be requested on a particular financing and which of the major rating agencies should be asked to provide such a rating.

Rating Agency Presentations

Full disclosure of operations and open lines of communication shall be made to rating agencies used by the Town. The Town Manager, together with the Finance Director and Financial Advisor, shall prepare the necessary materials for presentation to the rating agencies.

Financial Disclosure

The Town is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, Town departments and agencies, other levels of government, and the general public to share clear, comprehensible, and accurate financial information. The Town is committed to meeting secondary disclosure requirements on a timely and comprehensive basis.

Official Statements accompanying debt issues, Comprehensive Annual Financial Reports, (CAFR) and continuous disclosure statements will meet (at a minimum), the standards articulated by the Government Accounting Standards Board (GASB), Government Finance Officers Association (GFOA) and Generally Accepted Accounting Principles (GAAP). The Finance Director shall be responsible for continuing disclosure to EMMA, MSRB and the SEC and for maintaining compliance with disclosure standards promulgated by State and national regulatory bodies.

What is Continuing Disclosure?

Per the MSRB, “*Continuing Disclosure consists of important information about a municipal bond that arises after the initial issuance of the bond. This information generally would reflect the financial or operating condition of the issuer as it changes over time, as well as specific events occurring after issuance that can have an impact on the ability of issuer to pay amounts owing on the bond, the value of the bond if it is bought or sold prior to its maturity, the timing of repayment of principal, and other key features of the bond. Each bond will have its own unique set of continuing disclosures, and not all types of continuing disclosures will apply to every bond.*

The MSRB’s Electronic Municipal Market Access (EMMA) website publicly displays continuing disclosures that are provided either as required disclosures by municipal issuers and other parties known as “obligated persons” or “obligors” under contractual agreements entered into under Rule 15c2-12 of the Securities Exchange Act of 1934 (Exchange Act) or as voluntary disclosures by issuers and obligated persons without a contractual obligation to do so. As noted above, these disclosures generally are divided between submissions made to update financial or operating information about the issuer and notices that disclose the occurrence of specific events that may have an impact on the bonds. These disclosures are described below.” For more information, please refer to the following website:

<http://www.emma.msrb.org/EducationCenter/UnderstandingContinuingDisclosure.aspx>.

POST ISSUANCE REPORTING AND COMPLIANCE

The Town of Scarborough issues tax-exempt obligations from time to time to finance various capital improvements. As an issuer of tax-exempt bonds or capital leases, the Town is required, by the Internal Revenue Code of 1986, as amended (the Code), and regulations promulgated under the Treasury Regulations to take certain actions subsequent to the issuance of such bonds to ensure the continuing tax-exempt status of the bonds. The Town recognizes that compliance with applicable provisions of the Code and Treasury Regulations is an on-going process, necessary during the entire term of the obligation(s), and is an integral component of the Town’s overall debt management.

Accordingly, the analysis of those facts and implementation will require on-going monitoring and consultation with Bond Counsel.

Components.

The Finance Director and Town Manager approve the terms and structure of Obligations executed by the Town. Such Obligations are issued in accordance State Statute, Town Charter and Ordinances. Specific post-issuance compliance procedures address the relevant areas described below.

General Procedures.

The following guidelines will be used to monitor post-issuance compliance requirements:

1. The Finance Director, will be the person primarily responsible for ensuring that the Town successfully carries out its post-issuance compliance requirements, as required. The Finance Director shall also be assisted by the following entities:
 - a. Bond Counsel
 - b. Financial Advisor
 - c. Paying Agent
 - d. Rebate Specialist

The Finance Director shall be responsible for assigning post-issuance compliance responsibilities to other staff, Bond Counsel, Financial Advisor, Paying Agent and Rebate Specialist and utilize such other professional service organizations as are necessary to ensure compliance with post-issuance compliance requirements.

2. The following responsibilities by the Finance Director shall verify that the following post-issuance compliance actions have been taken on behalf of the Town with respect to each issue of tax-exempt obligations:
 - a. Ensure that a full and complete record for the principal documents of each the issue has been completed by the Bond Counsel and Financial Advisor;
 - b. Ensure that the Internal Revenue Service (IRS), that all IRS forms 8038 are properly filed with the IRS within the time limits imposed by Section 149(e) of the Code by Bond Counsel;
 - c. Account for the allocation of the proceeds of the tax-exempt bonds to expenditures as required by the Code;
 - d. Coordinate receipt and retention of relevant books and records with respect to the investment and expenditures of the issue proceeds from Town and school staff;
 - e. Identify proceeds of tax-exempt obligations, in consultation with Bond Counsel and Financial Advisor, that are yield-restricted and monitor the investments of any yield-restricted funds to ensure that the yield on such investments does not exceed the bond yield to which such investments are restricted;
 - f. Determine, in consultation with Bond Counsel and Financial Advisor, whether the Town is subject to the rebate requirements of Section 148(f) of the Code and related Treasury Regulations with respect to each issue of the Town. The Finance Director shall contact a Rebate Specialist, as required, prior to the fifth anniversary of the date of issuance of each issue and each fifth anniversary thereafter until the obligation has matured to arrange for calculation of the rebate requirements, as

needed, to be paid by the Town. If any rebate is required to be paid to the IRS, the Finance Director will file Form 8038-T, along with the required payment.

- g. Shall monitor the use of all financed facilities in order to determine whether private business uses of financed facilities have exceeded the *de minimis* limits set forth in Section 141(b) of the Code (generally 10% of issue proceeds) that provide special legal entitlements to non-governmental persons.
3. The Finance Director shall collect and retain the following records with respect to each issue of tax-exempt obligations and with respect to the facilities of such obligations:
- a. Audited financial statements of the Town;
 - b. Appraisals, surveys, feasibility studies, if any, with respect to the facilities to be financed with issue proceeds;
 - c. Trustee or Paying Agent statements;
 - d. Records of all investments and the gains (or losses) from such investments;
 - e. Expenditures reimbursed with the issue proceeds;
 - f. Allocation of issue proceeds to expenditures (including cost of issuance) and the dates and amounts of each expenditure (including requisitions, draw down schedules, invoices, bills and cancelled checks as related to each expenditure);
 - g. Construction or renovation contracts for financed facilities or projects;
 - h. Maintain an asset list of all tax-exempt financed depreciable property and sales of tax-exempt financed assets;
 - i. Arbitrage rebate reports and records of rebate and yield reduction payments, if any;
 - j. Resolutions or other actions, if any, taken by the Town Council subsequent to the date of issue of the obligations;
 - k. Formal elections taken with respect to the bonds; and
 - l. Relevant correspondence relating to such bonds.

The records collected by the Town shall be stored in any format deemed appropriate by the Town and shall be retained for a period equal to the life of the tax-exempt obligations, including the life of any obligations issued to refund obligations, plus three (3) years.

4. In addition to its post-issuance compliance requirements under the Code and Treasury Regulations, the Town has agreed to provide Continuing Disclosure, such as annual financial information and material event notices. The continuing disclosure obligations are governed by the Continuing Disclosure Documents and by the terms of Rule 15c2-12 under the Securities and Exchange Act of 1934, as amended, and officially interpreted from time-to-time.

BIBLIOGRAPHY

Maine Revised Statutes Title 30-A Chapter 223, Subchapter 3 Municipal Debt

<C:\My Documents\OneTouch Docs\State requirements on Municipal Debt.pdf>

Maine Revised Statutes Title 30-A Chapter 223, Subchapter 6 Municipal Borrowings

<C:\My Documents\OneTouch Docs\State Municipal Borrowing.pdf>

Appendix 1

Town of Scarborough Debt Management Policy

RATIOS

Debt Per Capita:

Total bonded debt of a municipality, divided by its most recent U.S. Census Bureau population data. A more refined version, called *net per capita debt*, divides the total bonded debt less applicable sinking funds by the total population.

Annual Debt as a Percentage of Government Budgeted Operating Expenditures:

Debt service includes principal and interest payments on tax-backed general municipal debt obligations borrowed for capital project expenditures. Debt service payments are examined relative to general operating expenditures including special revenue funds and excluding truly “self-supporting” debt or State Educational Subsidy.

As a fixed cost, debt service can reduce expenditure flexibility. If debt service, as a percent of operating expenditure, is below 10-12 percent, the credit industry views this situation favorably. If it is below 8 percent or exceeds 15 percent, potential risk exists.

Debt as a Percentage of Statutory Debt Limit:

This is the maximum amount that a government can borrow. The term especially applies to municipalities; rising above the statutory debt limit may trigger a reduction in a municipality's credit rating.

Debt as a Percentage of State Equalized Value:

This ratio is calculated by dividing the amount of outstanding debt (either direct net debt or overall net debt) by the total State Equalized Valuation of the municipality.

Comparing debt to the appraised value provides an indication of the burden that debt places on all property tax owners with our jurisdiction.

Appendix 2

Town of Scarborough Debt Management Policy

Industry Standard Definitions of NIC and TIC

NET INTEREST COST (or NIC) is a common method of computing the interest expense to the issuer of bonds, which usually serves as the basis of award in a competitive sale. NIC takes into account any premium and discount paid on the issue. NIC represents the dollar amount of coupon interest payable over the life of a serial issue, without taking into account the time value of money (as would be done in other calculation methods, such as the “true interest cost” method). While the term “net interest cost” actually refers to the dollar amount of the issuer’s interest cost, it is also used to refer to the overall rate of interest to be paid by the issuer over the life of the bonds. The formula for calculating the NIC rate is:

$$\frac{\text{Total Coupon Interest Payments} + \text{Discount (or} - \text{Premium)}}{\text{Bond Years}^{(1)}}$$

TRUE INTEREST COST (or TIC) is also known as “Canadian Interest Cost”. Under this method of computing the borrowing issuer’s cost, interest cost is defined as the rate, compounded semi-annually, necessary to discount the amounts payable on the respective principal and interest payment dates to the purchase price received for the new issue securities. TIC computations produce a figure slightly different from the net interest cost (NIC) method since TIC considers the time value of money while NIC does not.”

Source: *Glossary of Municipal Securities Terms*, Municipal Securities Rulemaking Board, 1985.

The TIC bid discourages early year’s high coupon or later year’s deep discount bidding, and is most compatible with compliance with the issuer’s concern with present value. Furthermore, this is currently the most commonly used method for bidding on bond issues.

The time value of money or “Present Value” undertakes computations that are used to determine whether or not a particular investment with a specified future cash flow is a good investment. This is based upon the premise that one dollar paid today is worth more than a dollar paid in future years. Present Value includes evaluating any borrowing where money is paid today over the future stream of such borrowing, to demonstrate the projected future expense. As such, an analysis assigns an implicit time value on money by measuring the effect of foregoing the return from potential future investment of money. In summary, the Absolute Savings are the actual numbers of dollars paid over the life of the issue. Present Value is the actual value today of amounts paid over the life of the issue.

NOTE: ⁽¹⁾ A Bond Year is \$1,000 of debt outstanding for one (1) year. The number of “bond years” in an issue is equal to the product of the number of bonds (One bond equals \$1,000 regardless of actual certificate denomination) and the number of years from the dated date (or other stated date) to the stated maturity. The total number of bond years is used in calculating the average life of an issue and its net interest cost. Computations are often made of bond years for each maturity or for each coupon rate, as well as total bond years for an entire issue. Source: *Glossary of Municipal Securities Terms*, Municipal Securities Rulemaking Board, 1985.

**TOWN OF SCARBOROUGH
FUND BALANCE POLICY**
Adopted September 17, 1997
Amended January 20, 2010

Section 1. Definitions

The following definitions shall apply to the Fund Balance Policy:

Unrestricted Fund Balance:

The total of committed fund balance, assigned fund balance and unassigned fund balance.

Non-spendable Fund Balance:

Portion of fund balance that is inherently unspendable.

Restricted Fund Balance:

Externally enforceable limitations of use (limitations imposed by grantors, creditors, or other governments).

Committed Fund Balance:

Self-imposed limitations set in place prior to the end of the fiscal year (required by the Town Council).

Assigned Fund Balance:

The portion of fund balance reflecting the Town's intended use of resources. (Town Manager or Finance Committee), such as carry forward or purchase orders encumbered at year-end.

Unassigned Fund Balance:

Total fund balance in excess (shortage) of nonspendable, restricted, committed and assigned fund balance.

Operating Budget:

The total General Fund Budget, are all budgets, including amendments, as adopted by the Town Council. The General Fund Budget shall include all budgets included in funds 1100 and 7100:

Municipal Gross Budget
Education Gross
Adult Learning
Community Services – All Divisions
Capital Equipment
Debt Service
County Assessment
Overlay
Tax Increment Financing Districts
Credit Enhancement Agreements
Other State Finance Programs (BETE)

Section 2. Fund Balance Policy

The Town of Scarborough recognizes the importance of maintaining an appropriate level of unrestricted fund balance. After evaluating the Town's operating characteristics, property tax base, reliability of non property tax revenue sources, working capital needs, state and local economic outlooks, emergency and disaster risks, and other contingent issues, the Town hereby establishes the following goals regarding the unrestricted fund balance of the general fund of the Town of Scarborough, Maine:

The Town has set a goal, to maintain the level of unrestricted fund balance equal to 8.3% (1/12) of Scarborough's Operating Budget for the prior fiscal year and to not fall below 5%.

Once the Town achieves an unrestricted fund balance equal to 8.3% (1/12) of Scarborough's Operating Budget, any excess above 10% will be assigned for capital needs or for property tax stabilization of the Town. By assigning any excess for capital improvements, the Town will reduce the amount necessary for bond financing and in turn, the related interest costs.

At year end capital and certain other budget items, in which appropriated amounts exceed actual expenditures, are to be reviewed to determine if they should be unrestricted and carried over to the next year. Annually, the Finance Director will present the Town Manager a list of items for approval to be carried forward.

This policy has been established to recognize the importance of a stable and sufficient level of unrestricted fund balance. However, the council reserves the right to re-appropriate funds from unrestricted fund balance for emergencies and other items it feels necessary to be in the Town's best interest.

In the event resources are not available to maintain the goal established by the Town Council, the unrestricted fund balance target shall be achieved through savings within each budget year that will add to the unrestricted fund balance or through appropriations. The Town will endeavor to realize the minimum required balance over a period not to exceed five (5) fiscal years.

Exhibit 4-B

2015 Town & School Fund Balance			
		2015	
1	Total 2015 Operating Budget	76,800,782	
2	5.00% of Total Budget	3,840,039	
2	8.33% of Total Budget	6,399,809	
2	10% of Total Budget	7,680,078	
	Unrestricted Fund Balance as of 06-30-2015	8,221,705	10.705%
	Fund Balance Should be per the FB Policy	6,399,809	8.333%
	2015 Fund Balance Policy Balance (Deficit)	<u>1,821,896</u>	
	<u>Available for Capital:</u>		
	Actual Fund Balance as of 06-30-2015	8,221,705	10.705%
	10% of Total Budget	7,680,078	10.00%
	<u>Available for Capital Needs:</u>	<u>541,627</u>	
	Notes		
1	2015 Annual Financial Statements, Exhibit A-2, cont 2, page 86		
2	Fund Balance Policy		

SCHOOL FUND BALANCE - YEAR END SURPLUS

Why is unassigned fund balance desirable?

Most school departments, like most businesses, strive to end each fiscal year with a budget-to-actual surplus. School districts cannot legally spend more than the amount approved by voters in the yearly budget referendum, so school leaders always work to come in under budget as we manage expenses throughout the fiscal year. Typically we generate a few hundred thousand dollars in General Fund surplus each year. This surplus can be used to help finance the next year's budget, or can be tapped in the event of catastrophic revenue shortfalls, such as State subsidy curtailments. A healthy unassigned fund balance is also critical in establishing a favorable bond rating for the Town.

- FY2015 budget year ended with a total school general fund balance of \$965,250.
- \$425,000 of this is designated as revenue for FY2016.
- Unassigned fund balance is \$540,250 representing 1.28% of the FY2015 operating budget.

How is fund balance generated?

At the start of FY2015, our unassigned fund balance was \$508,790. (Unassigned means funds that are not already designated for any specific use.) FY2015 revenue showed an overall shortfall of \$36,548 from budget projections; however, General Fund expenditures came in under budget by \$584,226, creating a net fund balance gain during the fiscal year of \$547,678. A portion of this was used to fund a \$143,798 deficit in the School Nutrition fund, \$3,812 was returned to the General Fund from closed CIP projects, and \$425,000 of the total available fund balance was used to support the FY2016 School operating budget.

Some reductions from projected spending are achieved through strategic efforts. In FY2015, for example, changes in employee benefit costs through collective bargaining created savings in the range of \$150,000. Additional savings are often realized in salaries/wages and benefits through staff turnover, because new hires will be placed on a lower salary step than veteran exiting employees.

Some reductions from projected spending are achieved through fortunate cost shifts. In FY2015, \$170,000 was saved over projected debt service costs due to bond refinancing; \$80,000 was saved on utilities and maintenance at the brand new Wentworth School, and \$50,000 was saved in district-wide energy costs, mostly vehicle fuel.

Are there guidelines for accumulation of fund balance?

The Town of Scarborough has adopted a policy of holding no less than 5% of the year's budget as undesignated fund balance, and a goal of holding 8.3%. The school department, however, falls under a state statute that requires districts to use year-end surplus in excess of 3% to support the following years' budgets, and thus to reduce the financial impact of school spending on local and state taxpayers. This statutory requirement was waived from FY2009 through FY2015 to provide more flexibility to school districts during the economic downturn, but has been reinstated for FY2016.

Here is the relevant clause of the State statute:

Notwithstanding any other law, general operating fund balances at the end of a school administrative unit's fiscal year must be carried forward to meet the unit's needs in the next year or over a period not to exceed 3 years. Unallocated balances in excess of 3% of the previous fiscal year's school budget must be used to reduce the state and local share of the total allocation for the purpose of computing state subsidy. School boards may carry forward unallocated balances in excess of 3% of the previous year's school budget and disburse these funds in the next year or over a period not to exceed 3 years.

(20-A, M.R.S. §15689-B)

How is fund balance used?

This chart shows how we relied on surplus to support our budget during the recent economic downturn, as well as to offset loss of non-tax revenues in the last two budget cycles.

General Fund budget surplus history

	FY09	FY10	FY11	FY12	FY13	FY14	FY15
FY approved budget (K-12 operating)	35,044,652	35,094,217	34,974,459	35,531,906	37,280,610	39,325,825	41,990,624
Starting fund balance	1,004,348	981,731	305,871	295,943	440,221	999,987	508,790
FY surplus/deficit	827,383	74,140	190,072	344,278	759,766	308,803	456,460
Allocated to next FY revenue	(850,000)	(750,000)	(200,000)	(200,000)	(200,000)	(800,000)	(425,000)
FY ending fund balance	981,731	305,871	295,943	440,221	999,987	508,790	540,250
\$ change from prior year	(22,617)	(675,860)	(9,928)	144,278	559,766	(491,197)	31,460
% change from prior year	-2.25%	-68.8%	-3.2%	48.8%	127.2%	-49.1%	6.2%
Year-end balance as % of FY operating budget	2.8%	0.9%	0.9%	1.2%	2.7%	1.3%	1.3%

Conclusion

While yearly school expenditures are often driven by economic conditions outside the control of school leaders, ending the year with a budget-to-actual surplus is an essential element of fiscal management. A healthy school fund balance is a responsible financial goal and an asset to the community.

Exhibit 5

ALLOCATIONS TO OUTSIDE AGENCIES

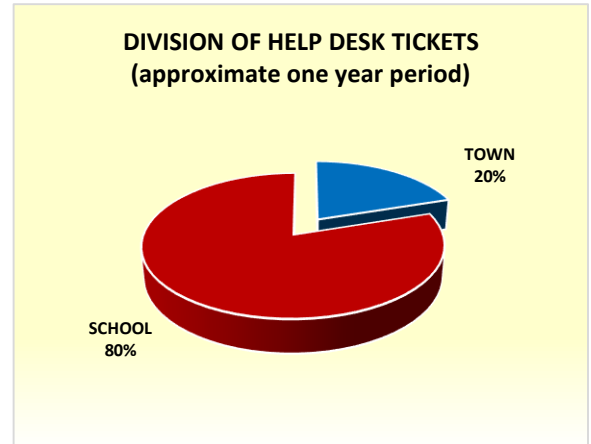
	2015-16 BUDGET	2016-17 REQUESTS	2016-2017 ADJUSTMENTS
■ PROJECT G.R.A.C.E.	\$ 10,000	\$ 12,500	
■ SO. ME. AREA AGENCY ON AGING	\$ 3,753	\$ 5,000	
■ HOSPICE OF SOUTHERN MAINE	\$ 1,126	\$ 2,500	
■ FAMILY CRISIS CENTER	\$ 1,266	\$ 1,700	
■ VNA/HOME HEALTH & HOSPICE	\$ 6,980	\$ 9,300	
■ SARSSM	\$ 751	\$ 1,000	
■ HOME HEALTH VISITING NURSES. SO. MAINE	\$ 17,117	\$ 34,672	
■ DAY ONE	\$ 670	\$ 1,000	
■ OPPORTUNITY ALLIANCE	\$ 6,005	\$ 8,000	
REGIONAL TRANSPORTATION	\$ 2,627		
WREATHS ACROSS AMERICA	\$ 225		
AMERICAN RED CROSS	\$ 670		
MAINE BEHAVIORIAL HEALTHCARE	\$ 670		
TOTAL REQUESTS	\$ 51,860	\$ 75,672	\$ -

- Scarborough Based, Serves only Scarborough Residents
- Non Scarborough Based, Serves Residents & Non-Residents
- Scarborough Based Also Serves Non Residents & Residents

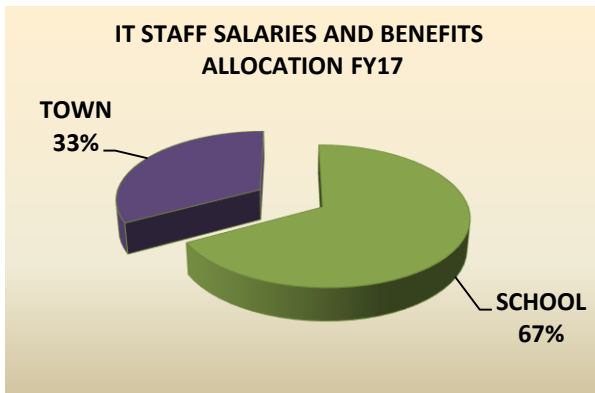
Shared Services Cost Allocations

Sharing services between the Town and School Departments provides Scarborough with the benefit of creating economies of scale through cross-trained staff, multi-tasked resource distribution, volume purchasing and a communal knowledge base.

Software and hardware costs are allocated appropriately to Town and School accounts depending on functionality and users. Our help-desk system tracks the origin and nature of requests, allowing us to accurately apportion staff time for budgeting purposes.



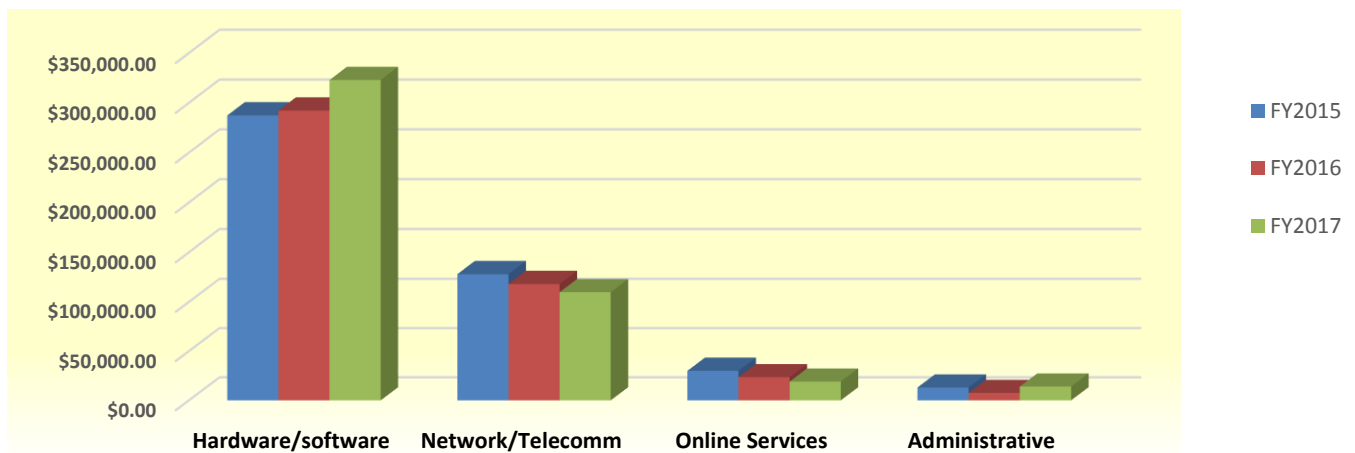
The chart provided to the right represents the percentage breakout of help desk tickets received by the IT Staff over an approximate one year period. Each ticket requires a different amount of response time, staff and resources. Major projects such as the construction of the Wentworth building and the migration of the Old Orchard Beach dispatch center to Scarborough will have critical impact on time, travel, and the number of staff people assigned to various tasks and initiatives. We have factored all of these elements into the cost allocation of staff between school and town budgets - to the left is a chart representing the breakdown.

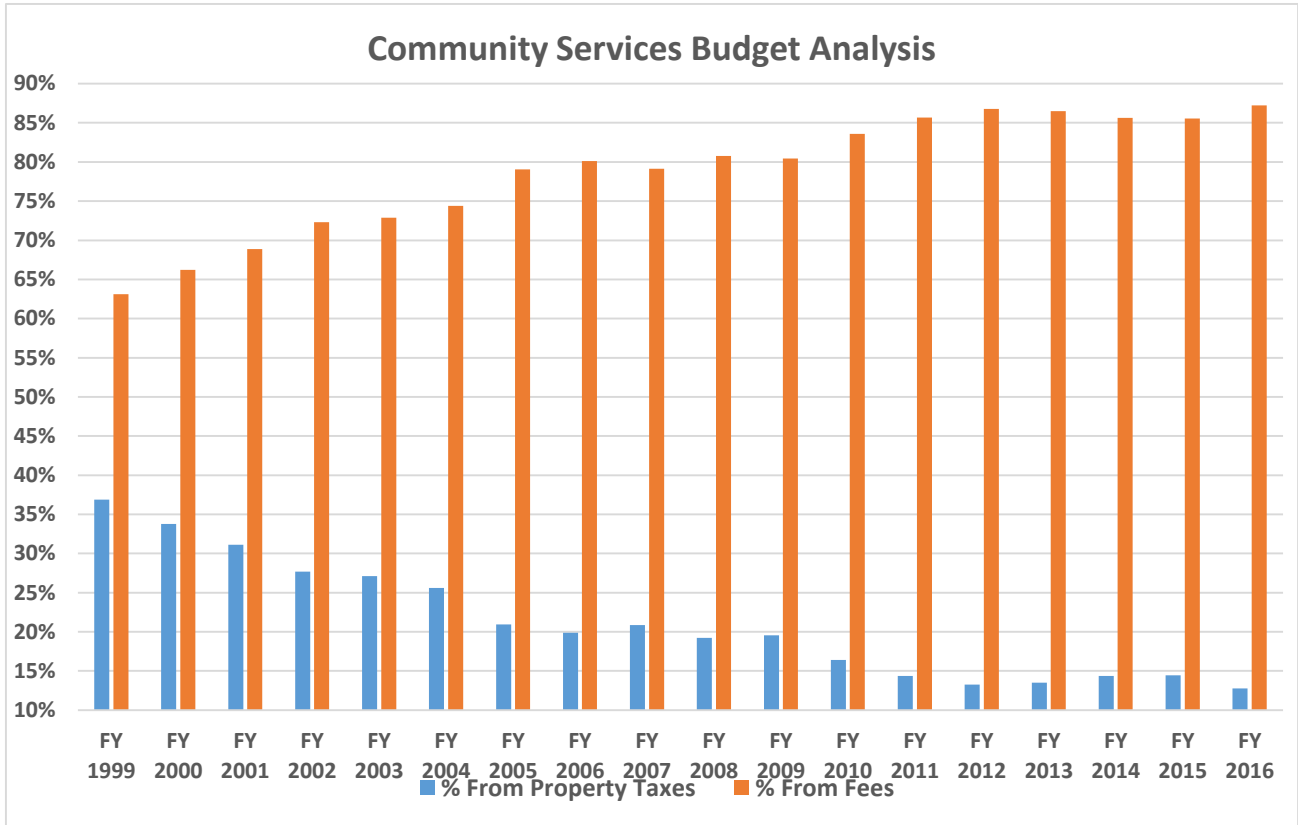


Year-Over-Year Expenditures

Year-over-year operating expenditures remain fairly stable in the IT budget. Increases, as represented in the summary chart below, primarily result from added software packages, hardware replacement, and staff training/education.

FY 15 - FY 17 CATEGORY EXPENDITURES - YEAR-OVER-YEAR COMPARISON





Audited Community Services Budget by Year

<u>Fiscal Year</u>	<u>Budget</u>	<u>Estimated Revenues</u>	<u>% Fees</u>	<u>Property Taxes</u>	<u>% Tax</u>
FY 1999	1,013,595	639,579	63.1%	374,016	36.9%
FY 2000	1,180,968	782,192	66.2%	398,776	33.8%
FY 2001	1,171,019	806,487	68.9%	364,532	31.1%
FY 2002	1,292,037	934,405	72.3%	357,632	27.7%
FY 2003	1,416,883	1,032,556	72.9%	384,327	27.1%
FY 2004	1,619,933	1,204,868	74.4%	415,065	25.6%
FY 2005	1,738,270	1,374,297	79.1%	363,973	20.9%
FY 2006	1,815,100	1,454,231	80.1%	360,869	19.9%
FY 2007	1,957,182	1,548,676	79.1%	408,506	20.9%
FY 2008	1,979,625	1,598,874	80.8%	380,751	19.2%
FY 2009	2,070,645	1,666,013	80.5%	404,632	19.5%
FY 2010	2,108,666	1,762,889	83.6%	345,777	16.4%
FY 2011	2,117,391	1,813,578	85.7%	303,813	14.3%
FY 2012	2,146,873	1,862,532	86.8%	284,341	13.2%
FY 2013	2,162,670	1,870,397	86.5%	292,273	13.5%
FY 2014	2,246,928	1,923,783	85.6%	323,145	14.4%
FY 2015	2,309,723	1,975,995	85.6%	333,728	14.4%
FY 2016	2,370,854	2,068,435	87.2%	302,419	12.8%

Unaudited
Proposed

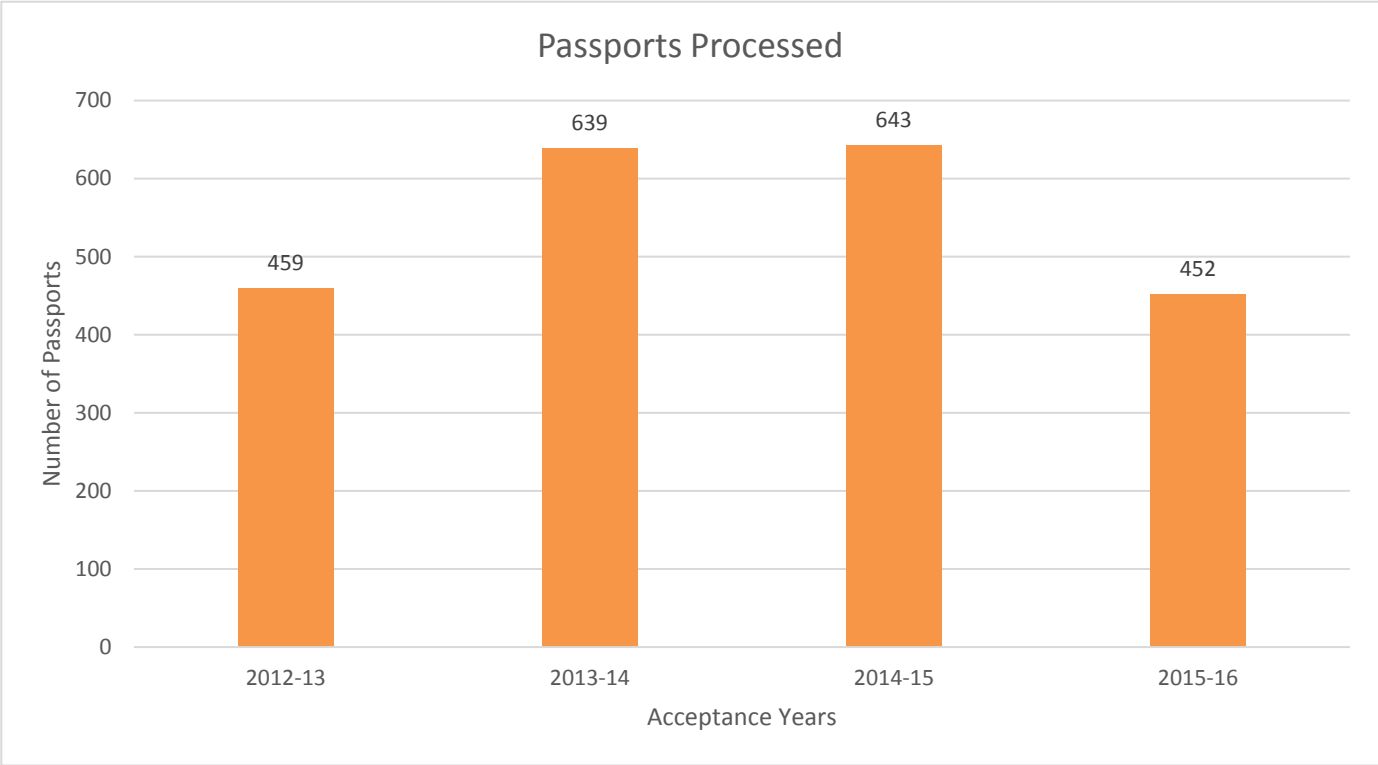
Community Services Includes:

Administration	Recreation	Senior Programs	Grounds/Facilities	Beach Mgmt	Child Care
Cable TV	Youth		Ice Rink	Hurd Park	
Mosquito Control	Adult			Town Landing	
Municipal Building	Community Prgm			Higgins Beach	
Oak Hill Building				Ferry Beach	
				Beach Care	

Exhibit 7-B

Year	Number of Passports
2012-13	459
2013-14	639
2014-15	643
2015-16	452

2193



Community Services has processed over 2,193 passports since September of 2012. On average passport applications take an estimated 45 minutes to process and puts an added work load on the department's administrative staff. This time does not include the additional time spent on taking phone calls regarding passports and assisting residents with completing and packaging their renewal applications. Currently we are on track to surpass the amount of passports we processed last year.

Exhibit 7-C

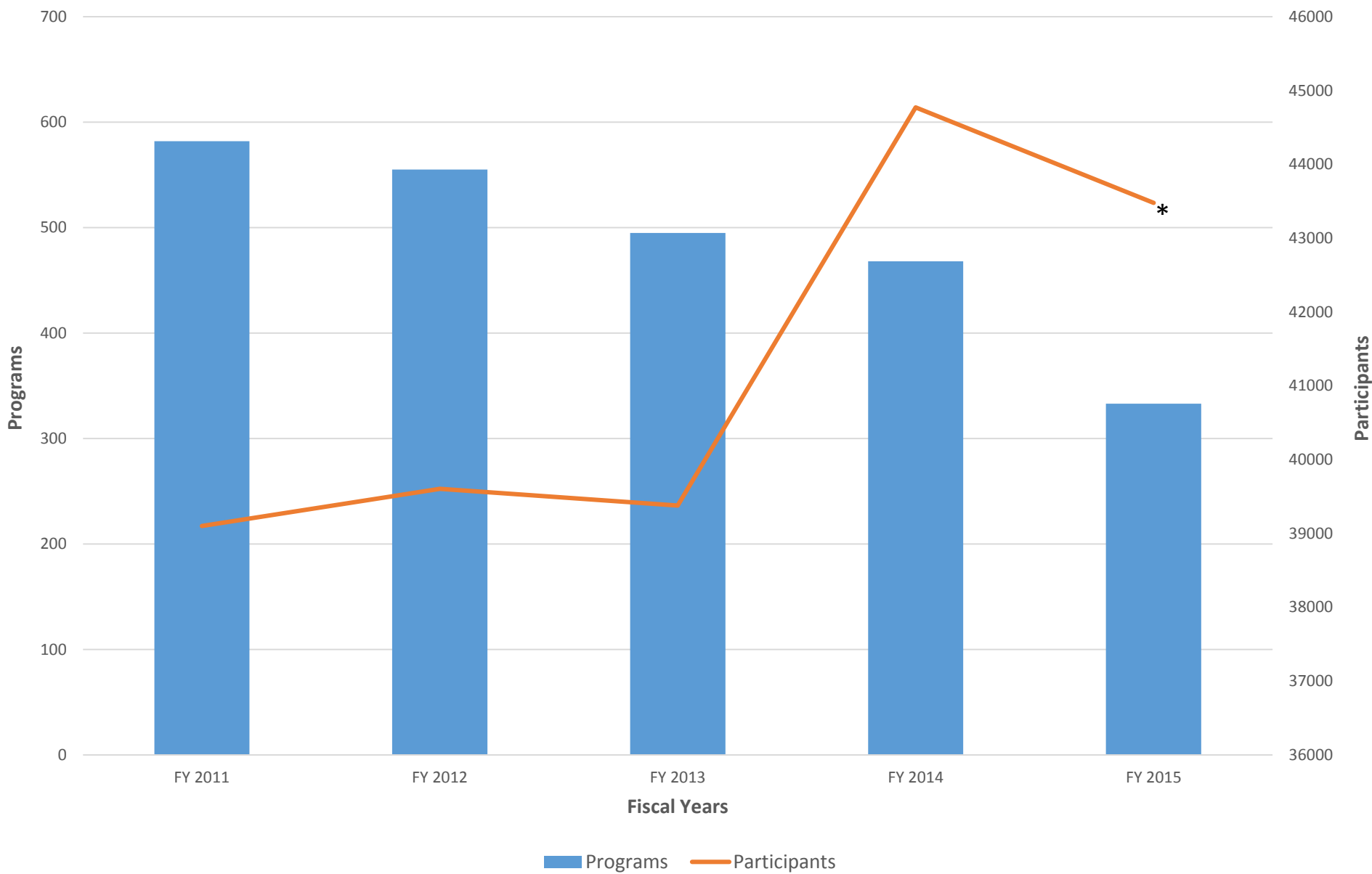
Trucks					
Model	Description	Attachments	Mileage	Due for Replacement	
2002 Chevrolet	2500	4x4 Extended Cab Pickup	Snow Plow	82,349	2013
2005 GMC	2500	4x4 Extended Cab Pickup	Snow Plow	55,196	2015
2005 GMC	3500	4x4 1 Ton Dump	Snow Plow	107,395	2015
2007 GMC	3500	4x4 1 Ton Dump	Snow Plow	30,792	2017
2014 Ford	F250	4x4 Extended Cab Pickup	Snow Plow	9,746	2024
Tractors					
Model	Description	Attachments	Hours	Due for Replacement	
1999 John Deere*	JD F1145	Front Mount Tractor	Front mount mower, snow blower and sweeper.	3819	N/A
2005 John Deere **	JD 4410	Large Tractor	Front end loader, mid mount mower, and backhoe.	3458	2010
2006 John Deere	JD 1565	Front Mount Tractor	Front mount mower and sweeper.	1628	2014
2008 John Deere	JD 4520	Large Tractor	Front end loader, mid mount mower, and backhoe.	3559	2013
2011 John Deere	JD X749	Medium Riding mower	N/A	1142	2018
2012 John Deere	JD Z910A	Zero Turn Riding Mower	N/A	557	2019
2014 John Deere	JD X758	Medium Riding mower	N/A	320	2021
Other Equipment					
Model	Description	Attachments	Hours	Due for Replacement	
1985 John Deere*	JD 318	Small Riding Mower	N/A	No meter	N/A
1997 Toro	SandPro 3020	Infield Groomer	N/A	2033	2015
2001 Kawasaki **	620E Mule	4x4 Side by Side	N/A	2758	2014
2003 John Deere*	LX 277	Small Riding Mower	N/A	1618	N/A
2003 Kromer **	B200	Paint Machine	N/A	1430	2015
2003 Land Pride*	315-507M	Towable Gang Mower	N/A	No meter	N/A
2004 John Deere	Gator	4x2 Side by Side	N/A	2628	2011
2010 John Deere	JD TS Gator	4x2 Side by Side	N/A	1436	2017
2014 Land Pride		Towable Gang Mower	N/A	No meter	2024

Any equipment with an (*) is equipment that was deemed to have no value on trade-in so Community Services will continue to use it until it no longer functions. These pieces of equipment will not be replaced once they no longer function.

Any equipment with an (**) is scheduled to be replaced in this year's Capital Equipment Budget.

Community Services

5-Year Program/Participation Statistics



Program Increases

- **Passports:** Began acceptance in FY 2013; steadily increased since then.
- **Facility Reservations:** Streamlined the reservation process in FY 2014; Cleaned up group accounts (less overall groups and no duplicates) but accepted more reservation requests.
- **Community Gardens:** Started with three gardens, increased to five (adding three more in 2016).
- **Summer Day Camp:** Flexible options added, including amount of days or payment methods.
- **Programs Added:**
 - Pickleball
 - Shawnee Peak Snow Sports
 - Paddleboard and Surf Lessons
 - Math Camps
 - Field Hockey
 - Volleyball
 - Lacrosse
 - New Senior Trips and Programs
 - Kayak Rack Rentals

Participation Increases

- **Fiscal Year 2014 Spike:** Dramatic increase in participation is due to increase in daily beach parking, facility reservations, senior, passports, and general program enrollments.
- **Sponsorships:** Increase in special events sponsors.
- **Special Events Vendors:** More businesses and organizations participating in SummerFest each year.

Programs Not Accounted For

(Participation tracking is unavailable)

- **Ice Rink**
- **Special Events** (SummerFest, Santa in the Park/Tree Lighting, WinterFest, Bunny Hop, Flashlight Egg Hunt)
- **Senior BINGO Transportation**
- **Senior Activity Center**

Program Decreases

The following programs are no longer offered due to lack of participation or interest, lack of available indoor space, or the availability of a similar service offered by another local resource:

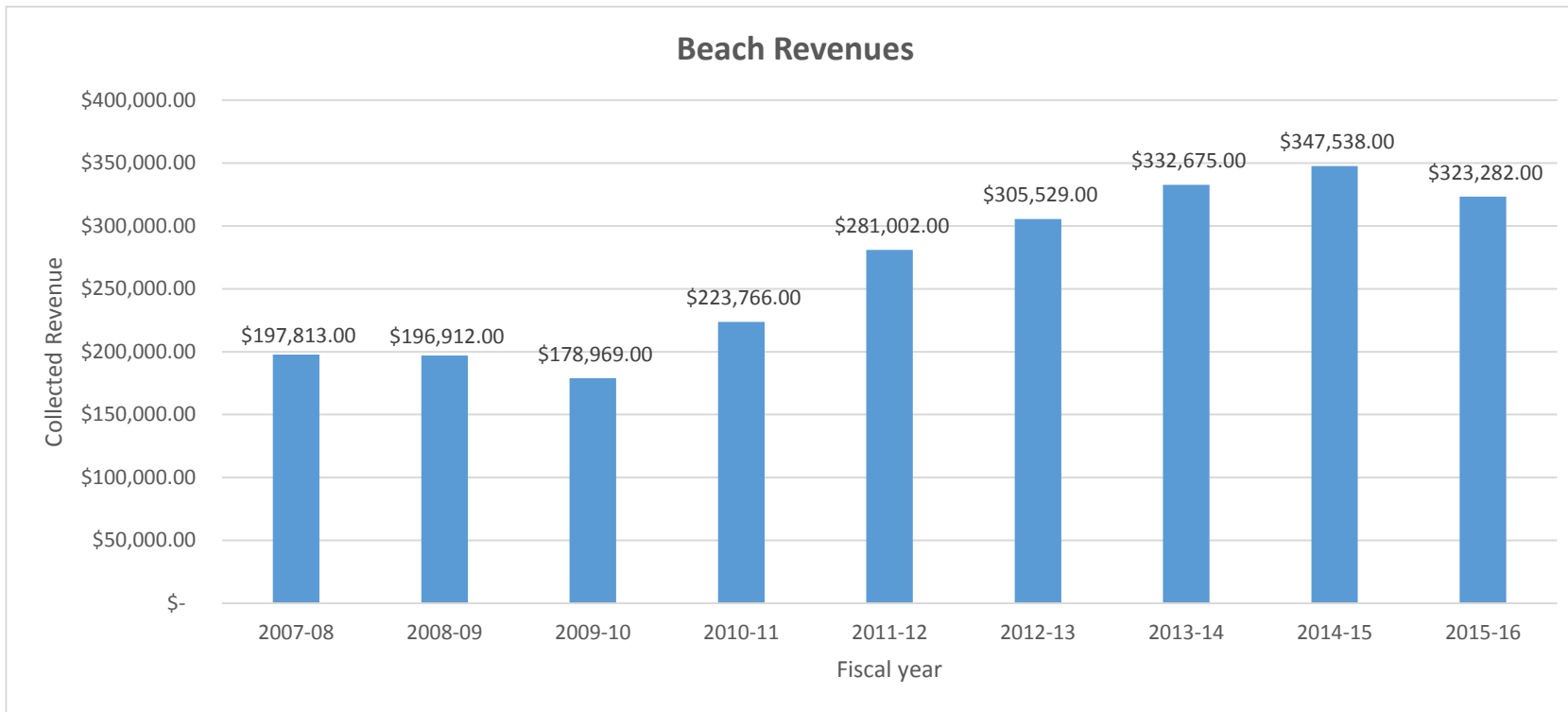
- **Golf Lessons** (Adult and Youth)
- **Adult Tennis Mixers**
- **Wellness Weight Room**
- **Exercise Offerings:** Zumba, Butts and Guts, Yoga (Adult and Teen), Yin Yoga, Senior Fitness, Senior Yoga, Swimlates
- **Child Care Offerings:** Preschool Program, Summer Interim Care, Monthly Date Nights (now offered seasonally)
- **Kickball**
- **Flag Football**
- **Mad Science**
- **Youth Open Gym Basketball**
- **Lost Valley Ski Program**
- **Swim Lessons at Michael Phelps Swim Center** (offered summers only)
- **Cheering Camp** (handle their own registrations now)
- **Red Storm Football** (handle their own registrations now)
- **Soccer Programs:** North American, Maine Premier, Red Storm (handle their own registrations now), Soccer Foot Skills
- **Senior Offerings:** Transportation to USM (OLLI, SAGE), Grocery Shopping, Hillcrest, Seniors Monthly Mystery Lunches (still attend a few each year), Senior Breakfasts, Senior BINGO (discontinued Rectrac tracking of transportation and participation in 2014)

Participation Decreases

- **Cable Sales:** Decrease in requests for DVDs; programming is live streaming and on-demand from the Town's website.
- **Senior Membership:** Walgreen's discontinued their discount in FY 2015.
- **Tree/Bench:** All benches were sold prior to FY 2014.
- **Elsa Sales:** Sales steadily decreased after initial year.

* According to the National Parks and Recreation Association, municipalities/cities should have **one park for every 2,277 residents served, with 9.5 acres of parkland per 1,000 residents.** Based on 2015 participation (43,479 people), the Town of Scarborough should have **19 parks and 413 acres.**

Exhibit 7-E



Year	Revenue
2007-08	\$ 197,813.00
2008-09	\$ 196,912.00
2009-10	\$ 178,969.00
2010-11	\$ 223,766.00
2011-12	\$ 281,002.00
2012-13	\$ 305,529.00
2013-14	\$ 332,675.00
2014-15	\$ 347,538.00
2015-16	\$ 323,282.00

Beach revenues have risen over time; these revenues are highly dependent on the weather. While current revenue projections have not been met at this time, it is believed that the number of season passes sold as well as collection fees from the month of June will allow us to reach those goals. Additionally, any revenue collected over the projection is rolled into a beach special reserve account that is used for facility improvements and equipment needed to maintain our beaches.



Scarborough Fire Department

B. Michael Thurlow, Fire Chief

INTEROFFICE MEMORANDUM

TO: TOM HALL, TOWN MANAGER
FROM: B. MICHAEL THURLOW, FIRE CHIEF
SUBJECT: FY 2017 BUDGET SUBMITTAL
DATE: 03/2/2016
CC: FIRE CHIEFS, JACLYN MANDRAKE, COLLETTE MATHIESON, RUTH PORTER; TODY JUSTICE

Tom,

I am pleased to present my fiscal year 2017 budget recommendations for your review in the new budget format. I've also attached the detailed spread sheets and additional narrative support for the expense and revenue lines along with the Capital Improvement Program.

Additionally I have the following recommended changes to the Fee Schedule regarding EMS billing rates. Medicare rates have been adjusted down for inflation by the Centers for Medicare Services (CMS) by -0.4% for 2016 so I am proposing to reduce our rates accordingly as outlined in the Town's Fee Schedule and illustrated on the chart below:

Proposed EMS Billing Rates for FY17

Charges	Scarborough Current FY16 Rates	Scarborough Proposed FY17 Rates
BLS Emergency Base Rate	533.91	531.77
BLS Non-Emergency Base Rate *	533.91	531.77
ALS1 Emergency Base Rate	823.68	820.39
ALS2 Emergency Base Rate	1168.67	1164.00
Mileage	9.04	9.00
Non-Transport Fee	125.00	125.00
Paramedic Intercept Fee to mutual aid towns	300.00	300.00

* We don't provide non-emergent transport service so this rate is the same as BLS emergency rate
 Rates based on a -0.4% rate adjustment as set by CMS.

I am also proposing the following adjustments to the Schedule of Fees:

Fire Department Fees	
Fire Department Construction Permit & Plans Review	Fee
A Fire Department construction permit is required for any new construction, or remodeling of existing commercial space, or erection of any temporary structures for commercial purposes. The permit allows us to review important information concerning life safety issues, the buildings alarm & suppression systems, utility connections, heating system information, water supply, hazardous materials, fire lanes, and a variety of other items prior to the start of construction. (amended 11/05/03)	
Minimum Construction Permit Fee	\$235.00
Construction permit fees for all commercial buildings shall be	\$0.10 per. sq. ft.
Commercial Fire Alarm Plan Review & Permit Fees (adopted 05/06/09)	\$100.00
Minimum Permit Fee	\$35.00
New Fire Alarm Control Panel	\$100.00
Replacement of Fire Alarm Panel with existing devices	\$50.00
New initiation or notification devices	\$1.00 / device
Commercial Sprinkler System Plan Review & Permit Fees (adopted 05/06/09)	\$100.00
Minimum Permit Fee	\$35.00
New Sprinkler Heads	\$1.00 / head
Relocation of Sprinkler Heads	\$0.50 / head
Fire Pump Installations	\$100.00 each
Fuel Canopy Installations	\$100.00 each
Kitchen Suppression System Installations	\$100.00 each
Blasting Permit Fee (adopted 05/06/09)	\$50.00

My rationale for the permit fee increases is to bring our permit fee schedule more in line with that of the State Fire Marshal's Office and to capture additional revenue from smaller jobs that historically haven't been permitted but still require plan review, coordination, and acceptance testing.

We increased our anticipated revenues for inspection fees to account for both these proposed changes as well as an anticipated increase in development and construction activities.

Exhibit 9-A

PUBLIC WORKS DEPARTMENT ACTIVE EQUIPMENT LIST 03/25/16

YEAR	DESCRIPTION	UNIT #	MAKE	MODEL
1973	Pick Up Truck 1-Ton	4051	Chevrolet	C-30
2005	Pick Up Truck 3/4-Ton	4035	GMC	Sierra
2006	Pick Up Truck 3/4-Ton	4060	Chevy	CK25903
2008	Pick Up Truck 3/4-Ton	4055	GMC	TC20943
2009	Pick Up Truck 1/2-Ton	4034	GMC	Canyon
2009	Pick Up Truck 1/2-Ton	4052	GMC	Canyon
2010	Pick Up Truck 1-Ton	4012	GMC	Sierra
2012	Pick Up Truck 1-Ton	4022	GMC	Sierra
2014	Pick Up Truck 3/4-Ton	4006	Ford	F250
2015	Pick Up Truck	4033	Chevy	Silverado
2016	Pick Up Truck	4004	Ford	Interceptor
2000	Plow Truck	4025	International	2554
2004	Plow Truck	4001	International	7500
2005	Plow Truck	4007	International	7400
2005	Plow Truck	4010	International	7400
2005	Plow Truck	4018	International	7400
2006	Plow Truck	4002	International	7500
2006	Plow Truck	4020	International	7500
2008	Plow Truck	4009	International	7500
2009	Plow Truck	4027	International	7500
2010	Plow Truck	4003	International	7500
2011	Plow Truck	4026	International	7500
2012	Plow Truck	4005	International	7500
2014	Plow Truck	4016	Freightliner	108 SD
2014	Plow Truck	4024	Freightliner	108 SD
2015	Plow Truck	4015	Freightliner	108 SD
2015	Plow Truck	4017	Freightliner	108 SD
2016	Plow Truck	4021	Freightliner	108 SD
2001	Backhoe	4013	John Deere	120
2008	Blower-Straw Mulcher	4127	Finn	B-20
2006	Car, Utility	4050	Ford	Crown Vic
2003	Catchbasin Truck	4032	Camel	200
2006	Chipper	4159	Morbark	Storm 12
1986	Compressor	4128	Leroi	185
1996	Forklift	4154	Daewoo	G25S
1996	Gen Set	4130	Caterpillar	125KW
1993	Grader	4019	Champion	720A
2012	Loader	4008	John Deere	624K
2015	Loader	4014	John Deere	624K
2011	Loader-Backhoe	4042	Case	590SN
2007	Pavement Reclaimer	4125	Falcon RME	P47007ME287
2009	Salt Conveyor	4129	Custom Made	RSD3640
1998	Scissor Lift	4156	Genie	GS-2646
1990	Screen Plant	4164	Grasan/Milton	30x55
2010	Surf Rake	4199	Barber	600 HDS
2005	Sweeper-Floor	4157	Tennant	8200
2004	Sweeper-Road	4200	Tennant	Centurion
2009	Sweeper-Road	4201	Elgin	Eagle Series F
2002	Tractor	4044	New Holland	TL-90 DT
2006	Trailer	4169	Downeaster	CMETE618L5
2013	Trailer- Crash Attenuator	4190	Vorteq	VTQ TL-3
2009	Trailer- Tilt Deck	4167	Interstate	40TDL
2008	Tree Truck	4031	International	7400

Contracted Services for Vehicle Maintenance

Program Overview:

The fire departments of Westbrook and Old Orchard Beach contacted public works during the summer of 2015. Both departments expressed an interest in public works providing maintenance and repair services for their respective departments. Multiple meetings were held with each municipality to discuss maintenance and repair needs of the two cities' fire and rescue apparatus. It was determined that given the size of the two fleets one full time technician could service both fleets.

Public works has a history of working with municipalities using a shared services approach. Scarborough has entered into multiyear agreements with other towns for hazardous household waste drop off days and training opportunities have been shared as well. The services of the Scarborough GIS coordinator were contracted to the City of Saco at one time and were billed on an hourly rate basis. With this in mind, providing vehicle repair services is a logical step in leveraging our facility and in-house expertise.

For the vehicle maintenance division to provide services to Westbrook and Old Orchard a full time technician will need to be hired. Estimated expenses of \$70,000.00 associated with the new position will be offset by revenue generated from providing services to the two communities. This program is expected to generate \$90,000.00 in revenue while still saving the two municipality's money compared to contracting the work out to other shops. Savings in parts costs will be realized by the cities even while we offset some of our overhead by using a cost plus approach to repair parts procurement. It is worth noting that there are no commercial facilities in the immediate area that have specific fire and rescue repair expertise.

Scarborough Public Works Department

New VM Technician Position

Budget numbers for a proposed position to service the fire apparatus of neighboring communities. Based on full-time, 2080 hours annually. Intended for services starting with FY2016-2017.

WAGES & BENEFITS

Description	Cost
Base hourly wage	\$24.97
FICA	\$1.54
Medicare	\$0.36
Family Medical	\$5.42
Family Dental	\$0.14
Retirement	\$3.22
Long-Term Disability	\$0.13
Subtotal	\$35.78

MISCELLANEOUS OVERHEAD

Description	Cost
Stipends, Uniforms, PPE, Compliance Testing, Training	\$1.60
Fully-Loaded Cost for 2,000 Sq.Ft Bay	\$2.25
Administrative Costs: Scheduling, Warranty Oversight, Cityworks Reporting, Etc.	\$5.17
Subtotal	\$9.02
TOTAL	\$44.80

Margin 25% \$11.20

TOTAL HOURLY RATE	\$56.00
--------------------------	----------------

PARTS

Items Costing \$1,000.00 or less:
--

Will Be Assessed an **Additional 15%**

Items Costing Over \$1,000.00

Will Be Billed at **Cost Plus 10%**

OLD ORCHARD BEACH FIRE DEPARTMENT

Estimated Annual Parts & Service Costs FY2017

Type of Equipment	Qty	PM Service	Rate	Total
(Based on Scarborough fleet's annual PM average cost)				
Ambulance	30	PM	\$100 Each	\$3,000
Ambulance	3	Annual PM	\$275 Each	\$825
Heavy-Duty Truck	7	Basic 100-hr PM	\$150 Each	\$1,050
Heavy-Duty Truck	3	Annual PM	\$400 Each	\$1,200
Light-Duty Truck	6	Basic 4,000-Mile PM	\$85 Each	\$510
Light-Duty Truck	3	Annual PM	\$200 Each	\$600
Subtotal				\$7,185
Up Charge:		<i>(25% Labor, 15% Parts)</i>	40%	\$2,874
Annual Equipment PM Costs Estimate				\$10,059
Type of Work/Repair				Cost
Tires				\$3,000
Miscellaneous Repairs				\$4,500
Fire Pump Service				\$5,000
Lighting & Switch Repair				\$1,000
Spring & Suspension Work				\$5,000
Glass & Window Replacement				\$1,000
Compartment & Hardware Repair				\$500
Engine Diagnostics & Repair				\$2,000
Maine State Inspections				\$200
Brake Jobs				\$5,000
Annual Repair Costs Estimate				\$27,200
ESTIMATED Total Annual Repair and Preventative Maintenance Budget FY2017:				\$37,259

Labor Rates: Regular = \$56.00/hour, Overtime = \$70.00/hour (25% increase)

WESTBROOK FIRE DEPT

Estimated Annual Parts & Service Costs FY2017

Type of Equipment	Qty	PM Service	Rate	Total
<i>(Based on Scarborough fleet's annual PM average cost)</i>				
Ambulance	43	PM	\$100 Each	\$4,300
Ambulance	3	Annual PM	\$275 Each	\$825
Heavy-Duty Truck	16	Basic 100-hr PM	\$150 Each	\$2,400
Heavy-Duty Truck	5	Annual PM	\$400 Each	\$2,000
Light-Duty Truck	14	Basic 4,000-Mile PM	\$85 Each	\$1,190
Light-Duty Truck	6	Annual PM	\$200 Each	\$1,200
Subtotal				\$11,915
Up Charge:		<i>(25% Labor, 15% Parts)</i>	40%	\$4,766
Annual Equipment PM Costs Estimate				\$16,681
Type of Work/Repair				Cost
Tires				\$4,500
Miscellaneous Repairs				\$6,000
Fire Pump Service				\$7,500
Lighting & Switch Repair				\$2,000
Spring & Suspension Work				\$8,000
Glass & Window Replacement				\$1,500
Compartment & Hardware Repair				\$800
Engine Diagnostics & Repair				\$3,000
Maine State Inspections				\$300
Brake Jobs				\$8,000
Annual Repair Costs Estimate				\$41,600
ESTIMATED Total Annual Repair and Preventative Maintenance Budget FY2017:				\$58,281

Labor Rates: Regular = \$56.00/hour, Overtime = \$70.00/hour (25% increase)



Municipal

Detail Line Item Appropriations



TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

FY 2017 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 PROJECTION	2017 DEPARTMENT	2017 PROPOSED	INC. DEC.	PCT CHANGE
TOTAL ADMINISTRATION	\$ 1,522,200	\$ 1,457,882	\$ 1,307,318	\$ 1,326,067	\$ 1,382,273	\$ 1,348,187	\$ 40,869	3.13%
TOTAL TOWN CLERK	\$ 170,975	\$ 171,705	\$ 185,678	\$ 187,787	\$ 193,957	\$ 193,957	\$ 8,279	4.46%
TOTAL HUMAN RESOURCES	\$ 287,376	\$ 293,497	\$ 311,456	\$ 311,456	\$ 320,015	\$ 320,015	\$ 8,559	2.75%
TOTAL FINANCE	\$ 976,522	\$ 939,012	\$ 992,910	\$ 995,742	\$ 1,081,170	\$ 1,024,430	\$ 31,520	3.17%
TOTAL MUNICIPAL INFORMATION SYSTEMS	\$ 922,716	\$ 1,091,837	\$ 1,163,646	\$ 1,161,646	\$ 1,183,430	\$ 1,183,430	\$ 19,784	1.70%
TOTAL PLANNING DEPARTMENT	\$ 922,289	\$ 906,330	\$ 918,035	\$ 918,035	\$ 982,743	\$ 951,269	\$ 33,234	3.62%
TOTAL COMMUNITY SERVICES	\$ 2,607,673	\$ 2,699,697	\$ 2,656,296	\$ 2,596,349	\$ 2,753,340	\$ 2,753,340	\$ 97,044	3.65%
TOTAL LIBRARY NET -TOWN APPROPRIATION	\$ 891,884	\$ 953,583	\$ 1,022,538	\$ 1,022,538	\$ 1,098,898	\$ 1,099,898	\$ 77,360	7.57%
TOTAL SEDCO	\$ 180,164	\$ 228,527	\$ 215,180	\$ 217,786	\$ 224,694	\$ 224,694	\$ 9,514	4.42%
TOTAL FIRE	\$ 3,786,346	\$ 4,103,286	\$ 4,246,296	\$ 4,351,457	\$ 4,853,197	\$ 4,641,596	\$ 395,300	9.31%
TOTAL POLICE	\$ 5,222,292	\$ 5,540,610	\$ 5,861,456	\$ 5,853,659	\$ 6,377,699	\$ 6,228,611	\$ 367,155	6.26%
TOTAL PUBLIC WORKS	\$ 6,502,618	\$ 6,506,439	\$ 6,718,059	\$ 6,687,925	\$ 6,781,439	\$ 6,748,940	\$ 30,881	0.46%
TOTAL TOWN DEBT	\$ 4,470,950	\$ 4,605,500	\$ 4,906,499	\$ 4,925,116	\$ 4,917,713	\$ 4,875,093	\$ (31,406)	-0.64%
MUNICIPAL TOTALS	\$ 28,464,005	\$ 29,497,906	\$ 30,505,367	\$ 30,555,563	\$ 32,150,568	\$ 31,593,460	\$ 1,088,093	3.57%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/7/2017
10:01 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
TOWN MANAGER								
05655000 041110	ADMIN FULL TIME PAY	124,114	124,114	126,714	126,714	126,714	2,600	2.1%
05655000 041114	CLERICAL FULL TIME PAY	58,757	58,757	60,736	60,736	60,736	1,979	3.4%
05655000 041200	FICA	11,799	14,778	11,159	11,159	11,159	(640)	-5.4%
05655000 041205	MEDICARE	2,896	3,593	2,774	2,774	2,774	(122)	-4.2%
05655000 041210	DENTAL INSURANCE	516	688	542	542	542	26	5.0%
05655000 041220	LONG TERM DISABILITY INSURANCE	912	992	938	938	938	26	2.9%
05655000 041230	HEALTH INSURANCE	18,060	24,902	20,797	20,797	20,797	2,737	15.2%
05655000 041240	PENSION	35,568	40,133	33,602	33,602	33,602	(1,966)	-5.5%
05655000 041300	OVERTIME	-	-	-	-	-	-	0.0%
05655000 042910	EMPLOYEE TRAINING	5,200	5,200	5,500	5,500	5,500	300	5.8%
05655000 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
05655000 043500	PROFESSIONAL DUES	1,200	1,200	1,200	1,200	1,200	-	0.0%
05655000 045302	TELEPHONES	1,250	1,250	1,250	1,050	1,050	(200)	-16.0%
05655000 045310	POSTAGE	100	100	100	100	100	-	0.0%
05655000 045800	TRAVEL	6,000	6,000	6,000	6,000	6,000	-	0.0%
05655000 046000	OFFICE SUPPLIES	3,000	3,000	3,000	3,000	3,000	-	0.0%
	TOTAL TOWN MANAGER	269,372	284,707	274,312	274,112	274,112	4,740	1.8%
BENEFITS								
05655550 041200	FICA TAX	-	-	13,000	13,000	13,000	13,000	100.0%
05655550 041205	MEDICARE TAX	-	-	3,000	3,000	3,000	3,000	100.0%
05655550 041231	AFFORDABLE HEALTH CARE ACT	-	-	-	-	-	-	100.0%
05655550 041240	PENSION (401/457/MEPERS)	-	-	28,000	28,000	28,000	28,000	100.0%
05655550 041410	ADJUSTMENTS	12,415	12,415	-	90,658	90,658	78,243	630.2%
05655550 042940	SICK PAY ADJUSTMENTS	103,000	195,000	203,302	110,000	110,000	7,000	6.8%
05655550 042945	VAC/COMP PAY ADJUSTMENTS	126,500	200,000	180,505	145,000	145,000	18,500	14.6%
05655550 048000	MUNICIPAL WELLNESS PROGRAM	-	-	5,000	5,000	-	-	100.0%
	TOTAL BENEFITS	241,915	407,415	432,807	394,658	389,658	147,743	61.1%
	TOTAL TOWN MANAGER & BENEFITS	511,287	692,122	707,119	668,770	663,770	152,483	29.8%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/7/2017
10:03 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE	
ADMINISTRATION									
05655050 041111	ASST TOWN MANAGER FT PAY	48,048	48,048	66,248	66,248	66,248	66,248	18,200	37.9%
05655050 041112	STAFF FULL TIME PAY	86,448	-	100,880	100,880	100,880	100,880	14,432	16.7%
05655050 041122	CELL PHONE STIPEND	-	210	420	420	420	420	420	100.0%
05655050 041200	FICA	8,913	-	10,591	10,591	10,582	10,582	1,669	18.7%
05655050 041205	MEDICARE	2,085	-	2,486	2,486	2,484	2,484	399	19.1%
05655050 041210	DENTAL INSURANCE	624	-	813	813	813	813	189	30.3%
05655050 041220	LONG TERM DISABILITY INSURANCE	397	-	837	837	837	837	440	110.8%
05655050 041230	HEALTH INSURANCE	22,110	-	33,660	33,660	33,660	33,660	11,550	52.2%
05655050 041240	PENSION	15,166	-	19,239	19,239	19,239	19,239	4,073	26.9%
05655050 041300	OVERTIME	2,036	-	1,021	1,021	880	880	(1,156)	-56.8%
05655050 042910	EMPLOYEE TRAINING	2,100	500	1,700	1,700	676	676	(1,424)	-67.8%
05655050 042945	ACCRUED VACATION	-	-	-	-	-	-	-	0.0%
05655050 043500	PROFESSIONAL DUES	25	-	775	775	775	775	750	3000.0%
05655050 045302	TELEPHONES	65	65	770	770	770	770	705	1084.6%
05655050 045310	POSTAGE	50	50	50	50	50	50	-	0.0%
05655050 045800	TRAVEL	300	-	300	300	200	200	(100)	-33.3%
05655050 046000	OFFICE SUPPLIES	100	100	150	150	150	150	50	50.0%
05655050 047400	NEW EQUIPMENT	-	-	500	500	500	500	500	100.0%
	TOTAL ADMINISTRATION	188,467	48,973	240,440	240,440	239,164	239,164	50,697	26.9%
LEGISLATIVE									
05500000 041120	STIPENDS	10,750	10,750	10,750	10,750	10,750	10,750	-	0.0%
05500000 041200	FICA	667	667	667	667	667	667	-	0.0%
05500000 041205	MEDICARE	156	156	156	156	156	156	-	0.0%
	TOTAL COUNCIL	11,573	11,573	11,573	11,573	11,573	11,573	-	0.0%
GENERAL GOVERNMENT									
05655200 043235	OFFSITE STORAGE	3,000	3,000	3,200	3,200	3,200	3,200	200	6.7%
05655200 043501	COG DUES (Gr. Portland Council of Govern)	18,919	18,919	18,919	18,919	18,919	18,919	-	0.0%
05655200 043502/043500	NATIONAL LEAGUE OF CITY DUES/PROF DUES	500	500	500	500	500	500	-	0.0%
05655200 043504	ETA DUES (Eastern Trail Alliance)	5,000	5,000	5,000	5,000	5,000	5,000	-	0.0%
05655200 043505	MMA DUES (Maine Municipal Association)	21,000	21,000	21,500	21,500	21,500	21,500	500	2.4%
05655200 043507	BIDD-SACO-OOB TRANSIT	25,000	25,000	25,000	25,000	25,000	25,000	-	0.0%
05655200 044345	TABLET LICENSING FEES	3,000	3,000	3,000	3,000	3,000	3,000	-	0.0%
05655200 044350	OFFICE EQUIPMENT	21,000	21,000	25,000	25,000	25,000	25,000	4,000	19.0%
05655200 048400	CONTINGENCY	700	700	700	700	700	700	-	0.0%
05655200 048721	SCARBOROUGH LAND TRUST	4,000	4,000	4,000	4,000	4,000	4,000	-	0.0%
	TOTAL GENERAL GOVERNMENT	102,119	102,119	106,819	106,819	106,819	106,819	4,700	4.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/7/2017
10:05 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
PUBLIC INFORMATION								
05655750 045502	TOWN REPORT/MUNICIPAL DIRECTORY	3,300	3,200	3,300	3,300	3,300	-	0.0%
	TOTAL PUBLIC INFORMATION	3,300	3,200	3,300	3,300	3,300	-	0.0%
PAYMENTS TO OTHER AGENCIES								
05691500 048704	SOUTHERN MAINE AREA ON AGING	-	-	-	-	-	-	0.0%
05691500 048706	RED CROSS	-	-	-	-	-	-	0.0%
05691500 048708	VISITING NURSES	-	-	-	-	-	-	0.0%
05691500 048709	REGIONAL TRANSPORTATION	-	-	-	-	-	-	0.0%
05691500 048710	OPPORTUNITY ALLIANCE	-	-	-	-	-	-	0.0%
05691500 048712	FAMILY CRISIS	-	-	-	-	-	-	0.0%
05691500 048713	HOME HEALTH-VISIT'G NURSES OF S ME	-	-	-	-	-	-	0.0%
05691500 048714	DAY ONE	-	-	-	-	-	-	0.0%
05691500 048719	HOSPICE OF SOUTHERN MAINE	-	-	-	-	-	-	0.0%
05691500 048720	PROJECT GRACE	20,500	20,500	-	12,500	12,500	(8,000)	-39.0%
05691500 048722	MAINE BEHAVIORAL HEALTHCARE	-	-	-	-	-	-	0.0%
05691500 048723	WREATHS ACROSS AMERICA	-	-	-	-	-	-	0.0%
05691500 048727	COMMUNITY COUNSELING CTR	-	-	-	-	-	-	0.0%
05691500 048728	PROJECT GRACE FUEL ASSISTANCE	-	-	-	-	-	-	0.0%
	TOTAL OTHER AGENCY PAYMENTS	20,500	20,500	-	12,500	12,500	(8,000)	-39.0%
	TOTAL LEGISLATIVE	137,492	137,392	121,692	134,192	134,192	(3,300)	-2.4%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:21 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:		2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
LEGAL									
05655300 043310	LEGAL GENERAL	55,000	55,000	55,000	55,000	55,000	55,000	-	0.0%
05655300 043311	LEGAL LITIGATION	15,000	45,000	15,000	15,000	15,000	15,000	-	0.0%
05655300 043321	ORDINANCE DEVELOPMENT	6,000	6,000	6,000	6,000	6,000	6,000	-	0.0%
05655300 043350	LEGAL RETAINER	4,000	4,000	4,000	4,000	4,000	4,000	-	0.0%
05655300 043360	LEGAL SPECIAL SERVICES	25,000	25,000	25,000	25,000	25,000	25,000	-	0.0%
	TOTAL LEGAL	105,000	135,000	105,000	105,000	105,000	105,000	-	0.0%
RISK MANAGEMENT									
05655500 042500	UNEMPLOYMENT COMPENSATION	6,200	6,200	6,200	4,436	4,436	4,436	(1,764)	-28.5%
05655500 042600	WORKER'S COMPENSATION	379,884	379,884	417,873	417,873	417,873	417,873	37,989	10.0%
05655500 045200	PROPERTY AND LIABILITY INSURANCE	192,874	192,874	195,694	195,694	195,694	195,694	2,820	1.5%
05655500 045205	DEDUCTIBLES	4,000	4,000	4,000	4,000	4,000	4,000	-	0.0%
05655500 045207	INSURED IN HOUSE REPAIRS	3,500	3,500	3,500	3,500	3,500	3,500	-	0.0%
05655500 045208	INSURED CONTRACTED REPAIRS	7,000	7,000	7,000	7,000	7,000	7,000	-	0.0%
	TOTAL RISK MANAGEMENT	593,458	593,458	634,267	632,503	632,503	632,503	39,045	6.6%
	TOTAL EXECUTIVE ALL DIVISIONS	1,535,704	1,606,945	1,808,518	1,780,905	1,774,629	1,774,629	238,925	15.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:22 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE	
TOWN CLERK'S OFFICE									
05655150 041112	STAFF FULL TIME PAY	116,897.00	116,897	120,808	120,808	120,808	120,808	3,911	3.3%
05655150 041200	FICA	7,576.00	7,576	7,841	7,841	7,841	7,841	265	3.5%
05655150 041205	MEDICARE	1,773.00	1,773	1,835	1,835	1,835	1,835	62	3.5%
05655150 041210	DENTAL INSURANCE	516.00	516	542	542	542	542	26	5.0%
05655150 041220	LONG TERM DISABILITY INSURANCE	585.00	585	605	605	605	605	20	3.4%
05655150 041230	HEALTH INSURANCE	8,635.00	8,635	9,686	9,686	9,686	9,686	1,051	12.2%
05655150 041240	PENSION	14,301.00	14,301	14,825	14,825	14,825	14,825	524	3.7%
05655150 041300	OVERTIME PAY	1,040.00	1,040	1,040	1,040	1,040	1,040	-	0.0%
05655150 042910	EMPLOYEE TRAINING	1,000.00	1,000	1,000	700	700	700	(300)	-30.0%
05655150 042945	ACCRUED VACATION	-	-	-	-	-	-	-	0.0%
05655150 043500	PROFESSIONAL DUES	350.00	350	350	200	200	200	(150)	-42.9%
05655150 045302	TELEPHONES	600.00	600	600	400	400	400	(200)	-33.3%
05655150 045310	POSTAGE	2,000.00	2,000	2,000	2,000	2,000	2,000	-	0.0%
05655150 045400	ADVERTISEMENTS	3,500.00	3,500	3,500	3,500	3,500	3,500	-	0.0%
05655150 045501	RECORDS RESTORATION	500.00	500	500	500	500	500	-	0.0%
05655150 046000	OFFICE SUPPLIES	2,500.00	2,500	2,500	2,250	2,250	2,250	(250)	-10.0%
	TOTAL TOWN CLERK	161,773	161,773	167,632	166,732	166,732	166,732	4,959	3.1%
ELECTIONS									
05655140 041150	PART TIME PAY	13,512	13,512	13,512	13,512	13,512	13,512	-	0.0%
05655140 041200	FICA	934	934	934	934	934	934	-	0.0%
05655140 041205	MEDICARE	219	219	219	219	219	219	-	0.0%
05655140 041240	PENSION	210	210	212	212	212	212	2	1.0%
05655140 041300	OVERTIME PAY	1,559	1,559	1,559	1,559	1,559	1,559	-	0.0%
05655140 042910	EMPLOYEE TRAINING	450	450	450	450	450	450	-	0.0%
05655140 043225	CONTRACTED SERVICES	300	300	300	300	300	300	-	0.0%
05655140 044351	EQUIPMENT MAINTENANCE	1,800	1,800	1,800	1,800	1,800	1,800	-	0.0%
05655140 045310	POSTAGE	2,000	2,000	2,000	2,000	2,000	2,000	-	0.0%
05655140 045500	PRINT & BINDING	9,000	9,000	9,000	8,850	8,850	8,850	(150)	-1.7%
05655140 046000	OFFICE SUPPLIES	800	800	800	800	800	800	-	0.0%
05655140 046001	ELECTION FOOD	900	900	900	900	900	900	-	0.0%
05655140 047400	NEW EQUIPMENT	500	500	500	350	350	350	(150)	-30.0%
	TOTAL ELECTIONS	32,184	32,184	32,186	31,886	31,886	31,886	(298)	-0.9%
	TOTAL TOWN CLERK AND ELECTIONS	193,957	193,957	199,818	198,618	198,618	198,618	4,661	2.4%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:23 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
HUMAN RESOURCES								
05655400 041110	ADMIN. FULL TIME PAY	94,183	94,183	97,365	97,365	97,365	3,182	3.4%
05655400 041112	CLERICAL FULL TIME PAY	100,027	100,027	103,377	103,377	103,377	3,350	3.3%
05655400 041122	CELL PHONE STIPEND	1,200	1,200	1,200	1,200	1,200	-	0.0%
05655400 041200	FICA	11,567	11,567	11,861	11,861	11,861	294	2.5%
05655400 041205	MEDICARE	2,706	2,706	2,775	2,775	2,775	69	2.5%
05655400 041210	DENTAL INSURANCE	774	774	813	813	813	39	5.0%
05655400 041220	LONG TERM DISABILITY INSURANCE	969	969	1,005	1,005	1,005	36	3.7%
05655400 041230	HEALTH INSURANCE	33,510	33,510	38,589	38,589	38,589	5,079	15.2%
05655400 041240	PENSION	16,738	16,738	16,336	16,336	16,336	(402)	-2.4%
05655400 041300	OVERTIME PAY	1,038	1,038	1,038	1,038	1,038	-	0.0%
05655400 042100	FLEX ADMINISTRATION FEE	5,092	5,092	5,092	5,092	5,092	-	0.0%
05655400 042290	EMPLOYEE RECOGNITION	4,500	4,500	4,500	4,000	4,000	(500)	-11.1%
05655400 042900	EMPLOYEE ASSISTANCE PROGRAM	1,361	500	400	400	400	(961)	-70.6%
05655400 042910	EMPLOYEE TRAINING	4,000	4,000	4,000	4,000	4,000	-	0.0%
05655400 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
05655400 043211	RECRUITMENT	6,500	6,500	6,500	6,000	6,000	(500)	-7.7%
05655400 043225	CONTRACTED SERVICES	1,490	2,090	-	-	-	(1,490)	-100.0%
05655400 043500	PROFESSIONAL DUES	709	709	709	709	709	-	0.0%
05655400 045302	TELEPHONES	650	650	650	650	650	-	0.0%
05655400 045310	POSTAGE	300	400	400	400	400	100	33.3%
05655400 045800	TRAVEL	450	450	450	450	450	-	0.0%
05655400 046000	OFFICE SUPPLIES	2,000	2,000	2,000	2,000	2,000	-	0.0%
05655400 046003	TRAINING SUPPLIES	1,150	1,150	500	500	500	(650)	-56.5%
05655400 046400	BOOKS	150	75	50	50	50	(100)	-66.7%
	TOTAL HUMAN RESOURCES	291,064	290,828	299,610	298,610	298,610	7,546	2.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:34 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
PUBLIC HEALTH & WELFARE								
06666100 041120	STIPEND HEALTH OFFICER	1,000	1,000	1,000	1,000	1,000	-	0.0%
06666100 041150	GA PART TIME PAY	13,970	13,970	14,263	13,978	13,978	8	0.1%
06666100 041200	FICA	866	866	884	884	884	18	2.1%
06666100 041205	MEDICARE	203	203	207	207	207	4	2.0%
06666100 042910	EMPLOYEE TRAINING	200	200	200	200	200	-	0.0%
06666100 048500 76001	GENERAL ASSIST BABY SUPPLIES	72	72	-	-	-	(72)	-100.0%
06666100 048500 76002	GENERAL ASSIST BURIALS	2,000	2,000	2,000	2,000	2,000	-	0.0%
06666100 048500 76004	GENERAL ASSIST ELECTRIC	450	450	338	338	338	(112)	-24.9%
06666100 048500 76005	GENERAL ASSIST EMERGENCY HOUS'G	425	425	-	-	-	(425)	-100.0%
06666100 048500 76006	GENERAL ASSIST HEATING	2,500	2,500	1,254	1,254	1,254	(1,246)	-49.8%
06666100 048500 76007	GENERAL ASSIST HOUSING	7,000	7,000	10,000	10,000	10,000	3,000	42.9%
06666100 048500 76008	GENERAL ASSIST HOUSEHOLD	120	120	50	50	50	(70)	-58.3%
06666100 048500 76009	GENERAL ASSIST MEDICAL	75	75	50	50	50	(25)	-33.3%
06666100 048500 76010	GENERAL ASSIST PRESCRIPTIONS	250	250	-	-	-	(250)	-100.0%
06666100 048500 76011	GENERAL ASSIST PROPANE	125	125	-	-	-	(125)	-100.0%
06666100 048500 76012	GENERAL ASSIST MISCELLANEOUS	100	100	-	-	-	(100)	-100.0%
06666100 048500 76013	GENERAL ASSIST FOOD	250	250	250	250	250	-	0.0%
06666100 048500 76014	GENERAL ASSIST WATER UTILITY	50	50	-	-	-	(50)	-100.0%
	TOTAL PUBLIC HEALTH AND WELFARE	29,656	29,656	30,496	30,211	30,211	555	1.9%
	TOTAL HUMAN RESOURCES & PUBLIC HEALTH	320,720	320,484	330,106	328,821	328,821	8,101	2.5%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:32 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
FINANCE DEPARTMENT								
ACCOUNTING								
05755000 041110	ACCOUNTING FULL TIME PAY	100,236	100,610	103,605	103,605	103,605	103,605	3,369 3.4%
05755000 041112	STAFF FULL TIME PAY	121,327	121,774	125,425	125,425	125,425	125,425	4,098 3.4%
05755000 041122	FINANCE CELL PHONE STIPEND	840	840	840	840	840	840	- 0.0%
05755000 041150	PART TIME PAY	-	-	-	-	-	-	- 0.0%
05755000 041200	FICA	13,284	13,284	13,662	13,662	13,662	13,662	378 2.8%
05755000 041205	MEDICARE	3,106	3,106	3,196	3,196	3,196	3,196	90 2.9%
05755000 041210	DENTAL INSURANCE	516	516	542	542	542	542	26 5.0%
05755000 041220	LONG TERM DISABILITY INSURANCE	1,102	1,102	1,146	1,146	1,146	1,146	44 4.0%
05755000 041230	HEALTH INSURANCE	31,685	31,685	36,678	36,678	36,678	36,678	4,993 15.8%
05755000 041240	PENSION	22,443	22,830	23,074	23,074	23,074	23,074	631 2.8%
05755000 041300	OVERTIME PAY	2,101	1,200	1,225	1,225	900	900	(1,201) -57.2%
05755000 042910	EMPLOYEE TRAINING	12,000	12,500	13,850	13,850	12,915	12,915	915 7.6%
05755000 042945	ACCRUED VACATION	-	-	-	-	-	-	- 0.0%
05755000 043225	CONTRACTED SERVICES	5,000	4,000	4,000	4,000	2,000	2,000	(3,000) -60.0%
05755000 043300	AUDIT	32,000	32,505	32,000	32,000	32,000	32,000	- 0.0%
05755000 043301	GASB 45 (OPEB)	2,900	3,200	3,200	3,200	3,200	3,200	300 10.3%
05755000 043500	PROFESSIONAL DUES	520	520	520	520	485	485	(35) -6.7%
05755000 045302	PHONES	375	370	370	370	370	370	(5) -1.3%
05755000 045310	POSTAGE	3,400	3,500	3,400	3,400	3,400	3,400	- 0.0%
05755000 045800	TRAVEL	300	300	300	300	300	300	- 0.0%
05755000 046000	OFFICE SUPPLIES	5,400	5,400	5,400	5,400	5,200	5,200	(200) -3.7%
05755000 046400	BOOKS	200	150	150	150	150	150	(50) -25.0%
05755000 047400	NEW EQUIPMENT	1,300	900	2,000	2,000	2,000	2,000	700 53.8%
05755000 048385	ACCOUNTING FEES	10,500	14,500	10,000	10,000	10,000	10,000	(500) -4.8%
	TOTAL ACCOUNTING	370,535	374,792	384,583	384,583	381,088	381,088	10,553 2.8%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:42 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
REVENUES/REGISTRATION OFFICE								
05756410 041112		221,585	200,000	229,094	189,761	189,761	(31,824)	-14.4%
05756410 041122		420	420	420	420	420	-	0.0%
05756410 041150		3,185	24,700	4,084	41,080	39,452	36,267	1138.7%
05756410 041200		14,191	14,191	14,197	14,369	14,219	28	0.2%
05756410 041205		3,320	3,320	3,322	3,363	3,328	8	0.2%
05756410 041210		1,290	1,290	1,355	1,084	1,084	(206)	-16.0%
05756410 041220		1,111	1,111	1,147	950	950	(161)	-14.5%
05756410 041230		43,010	43,010	54,457	41,594	41,594	(1,416)	-3.3%
05756410 041240		23,160	23,160	25,163	19,813	19,813	(3,347)	-14.5%
05756410 041300		7,391	7,391	6,126	6,126	5,362	(2,029)	-27.5%
05756410 042910		3,850	3,850	3,600	3,600	3,600	(250)	-6.5%
05756410 042945		-	-	-	-	-	-	0.0%
05756410 043110		7,000	8,500	8,400	8,400	8,400	1,400	20.0%
05756410 043224		500	400	400	400	400	(100)	-20.0%
05756410 043465		12,100	13,300	12,600	12,600	12,600	500	4.1%
05756410 043500		125	100	125	125	125	-	0.0%
05756410 045302		950	800	800	800	800	(150)	-15.8%
05756410 045310		12,500	13,700	13,000	13,000	13,000	500	4.0%
05756410 045500		3,600	3,600	3,600	3,600	3,600	-	0.0%
05756410 045800		200	200	200	200	200	-	0.0%
05756410 046000		2,700	3,300	3,000	3,000	3,000	300	11.1%
05756410 046400		100	100	100	100	100	-	0.0%
05756410 048725		3,390	2,600	2,600	2,600	2,600	(790)	-23.3%
		365,678	369,043	387,790	366,985	364,408	(1,270)	-0.3%
ASSESSOR'S OFFICE								
05756500 041110		-	-	94,994	94,994	94,994	94,994	100.0%
05756500 041112		107,932	107,932	104,896	104,896	104,896	(3,036)	-2.8%
05756500 041120		-	400	400	400	400	400	0.0%
05756500 041150		-	800	-	-	-	-	0.0%
05756500 041200		6,759	6,759	11,875	9,019	9,007	2,248	33.3%
05756500 041205		1,581	1,581	2,778	2,110	2,107	526	33.3%
05756500 041210		516	516	813	677	677	161	31.2%
05756500 041220		537	537	764	526	526	(111)	-2.0%
05756500 041230		18,060	23,540	38,589	32,157	32,157	14,097	78.1%
05756500 041240		12,800	12,800	25,545	19,085	19,085	6,285	49.1%
05756500 041300		2,500	500	2,500	2,500	2,315	(185)	-7.4%
05756500 042910		3,000	1,000	3,000	3,000	3,000	-	0.0%
05756500 042945		-	-	-	-	-	-	0.0%
05756500 043110		2,000	2,000	2,000	2,000	2,000	-	0.0%
05756500 043225		53,954	31,437	3,000	3,000	3,000	(50,954)	-94.4%
05756500 043500		465	465	465	465	465	-	0.0%
05756500 045302		400	400	860	560	560	160	40.0%
05756500 045310		1,400	1,400	1,400	1,400	1,400	-	0.0%
05756500 045500		2,000	2,000	2,000	2,000	1,800	(200)	-10.0%
05756500 045800		3,001	3,001	3,001	3,001	3,001	-	0.0%
05756500 046000		2,500	1,000	2,500	2,500	2,500	-	0.0%
05756500 047400		-	500	350	350	350	350	0.0%
		219,405	198,568	301,730	284,640	284,240	64,835	29.6%
		955,618	942,403	1,074,103	1,036,208	1,029,736	74,118	7.8%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:34 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
MANAGEMENT INFORMATION SYSTEMS								
05855600 041110	ADMIN FULL TIME PAY	107,996	107,996	111,613	111,613	111,613	3,617	3.3%
05855600 041112	STAFF FULL TIME PAY	425,770	425,770	440,172	440,172	440,172	14,402	3.4%
05855600 041122	IS CELL PHONE STIPEND	1,900	1,680	1,680	1,680	1,680	(220)	-11.6%
05855600 041150	PART TIME PAY	17,117	17,117	24,000	24,000	24,000	6,883	40.2%
05855600 041200	FICA	33,991	33,991	34,933	34,933	34,933	942	2.8%
05855600 041205	MEDICARE	7,953	7,953	8,173	8,173	8,173	220	2.8%
05855600 041210	DENTAL INSURANCE	1,806	1,806	1,897	1,897	1,897	91	5.0%
05855600 041220	LONG TERM DISABILITY INSURANCE	2,651	2,651	2,761	2,761	2,761	110	4.1%
05855600 041230	HEALTH INSURANCE	55,471	55,471	63,371	63,371	63,371	7,900	14.2%
05855600 041240	PENSION	68,286	68,286	64,139	64,139	64,139	(4,147)	-6.1%
05855600 042910	EMPLOYEE TRAINING	13,000	14,900	20,500	20,500	14,475	1,475	11.3%
05855600 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
05855600 044310	VEHICLE MAINTENANCE PARTS	4,000	4,000	4,000	4,000	4,000	-	0.0%
05855600 044340	HARDWARE MAINTENANCE	125,184	128,391	111,900	105,900	101,875	(23,309)	-18.6%
05855600 044345	SOFTWARE MAINTENANCE	295,188	296,493	311,483	305,483	305,483	10,295	3.5%
05855600 045301	INTERNET	15,400	13,525	15,400	15,400	15,400	-	0.0%
05855600 045302	PHONES	6,400	5,500	5,000	5,000	5,000	(1,400)	-21.9%
05855600 045800	TRAVEL	500	500	500	500	500	-	0.0%
05855600 046000	OFFICE SUPPLIES	2,000	2,000	2,000	2,000	2,000	-	0.0%
05855600 046260	VEHICLE FUEL GAS	2,000	2,000	2,000	2,000	2,000	-	0.0%
05855600 046400	BOOKS	2,000	2,000	2,000	2,000	2,000	-	0.0%
05855600 047420	NEW VEHICLES	-	-	-	-	-	-	0.0%
	TOTAL MANAGEMENT INFORMATION SYSTEMS	1,188,613	1,192,030	1,227,522	1,215,522	1,205,472	16,859	1.4%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:38 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE	
PLANNING DEPARTMENT									
PLANNING ADMINISTRATION									
05957000 041110	ADMIN FULL TIME PAY	91,874	91,874	94,994	94,994	94,994	94,994	3,120	3.4%
05957000 041111	MANAGERS FULL TIME PAY	154,732	154,732	159,953	159,953	159,953	159,953	5,221	3.4%
05957000 041112	STAFF FULL TIME PAY	239,724	239,724	247,813	247,813	247,813	247,813	8,089	3.4%
05957000 041114	CLERICAL FULL TIME PAY	85,708	85,708	88,588	88,588	88,588	88,588	2,880	3.4%
05957000 041122	PLANNING CELL PHONE STIPEND	2,100	1,680	1,680	1,680	1,680	1,680	(420)	-20.0%
05957000 041150	PART TIME PAY	-	-	40,000	40,000	-	-	-	100.0%
05957000 041200	FICA	35,627	35,627	38,985	38,985	36,505	36,505	878	2.5%
05957000 041205	MEDICARE	8,334	8,334	9,121	9,121	8,541	8,541	207	2.5%
05957000 041210	DENTAL INSURANCE	1,806	1,806	1,897	1,897	1,897	1,897	91	5.0%
05957000 041220	LONG TERM DISABILITY INSURANCE	2,852	2,852	2,961	2,961	2,961	2,961	109	3.8%
05957000 041230	HEALTH INSURANCE	74,540	74,540	85,973	85,973	85,973	85,973	11,433	15.3%
05957000 041240	PENSION	69,725	69,725	69,046	69,046	69,046	69,046	(679)	-1.0%
05957000 041300	OVERTIME PAY	8,565	12,000	9,000	9,000	9,000	9,000	435	5.1%
05957000 042910	EMPLOYEE TRAINING	11,250	11,250	11,250	10,250	10,250	10,250	(1,000)	-8.9%
05957000 042921	UNIFORMS	800	800	800	800	800	800	-	0.0%
05957000 042945	ACCRUED VACATION	-	-	-	-	-	-	-	0.0%
05957000 043223	IN-HOUSE CONTRACTED SERVICES	-	-	19,923	19,923	19,923	19,923	19,923	100.0%
05957000 043320	LEGAL / ORDINANCE ENFORCEMENT	38,000	38,000	38,000	36,000	36,000	36,000	(2,000)	-5.3%
05957000 043500	PROFESSIONAL DUES	1,750	1,750	1,750	1,750	1,750	1,750	-	0.0%
05957000 044310	VEHICLE MAINTENANCE PARTS	3,250	2,000	3,250	3,250	3,250	3,250	-	0.0%
05957000 045302	TELEPHONES	5,500	5,500	5,970	5,970	5,970	5,970	470	8.5%
05957000 045310	POSTAGE	1,250	1,250	1,250	1,250	1,250	1,250	-	0.0%
05957000 045800	TRAVEL	1,500	1,500	1,500	1,500	1,500	1,500	-	0.0%
05957000 046000	OFFICE SUPPLIES	3,250	4,200	4,250	4,250	4,250	4,250	1,000	30.8%
05957000 046260	VEHICLE FUEL GAS	2,350	2,350	2,500	2,500	2,500	2,500	150	6.4%
05957000 046400	BOOKS	2,200	1,500	1,500	1,500	1,500	1,500	(700)	-31.8%
05957000 047400	NEW EQUIPMENT	-	-	-	-	-	-	-	0.0%
05957000 047420	NEW VEHICLES	-	-	-	-	-	-	-	0.0%
	TOTAL PLANNING OFFICE	846,687	848,702	941,954	938,954	895,894	895,894	49,207	5.8%
ENGINEERING SERVICES - CONTRACTED									
05957100 041150	PART TIME PAY	-	-	-	-	-	-	-	100.0%
05957100 041200	FICA	-	-	-	-	-	-	-	100.0%
05957100 041205	MEDICARE	-	-	-	-	-	-	-	100.0%
05957100 043400	ENGINEERING	18,000	18,000	18,000	18,000	18,000	18,000	-	0.0%
05957100 043410	ENGINEERING - REIMBURSABLE	30,000	30,000	30,000	30,000	30,000	30,000	-	0.0%
	TOTAL ENGINEERING	48,000	48,000	48,000	48,000	48,000	48,000	-	0.0%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:39 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
PLANNING DEPARTMENT								
PLANNING ADMINISTRATION								
05957000 041110	ADMIN FULL TIME PAY	91,874	91,874	94,994	94,994	94,994	3,120	3.4%
05957000 041111	MANAGERS FULL TIME PAY	154,732	154,732	159,953	159,953	159,953	5,221	3.4%
05957000 041112	STAFF FULL TIME PAY	239,724	239,724	247,813	247,813	247,813	8,089	3.4%
05957000 041114	CLERICAL FULL TIME PAY	85,708	85,708	88,588	88,588	88,588	2,880	3.4%
05957000 041122	PLANNING CELL PHONE STIPEND	2,100	1,680	1,680	1,680	1,680	(420)	-20.0%
05957000 041150	PART TIME PAY	-	-	40,000	40,000	-	-	100.0%
05957000 041200	FICA	35,627	35,627	38,985	38,985	36,505	878	2.5%
05957000 041205	MEDICARE	8,334	8,334	9,121	9,121	8,541	207	2.5%
05957000 041210	DENTAL INSURANCE	1,806	1,806	1,897	1,897	1,897	91	5.0%
05957000 041220	LONG TERM DISABILITY INSURANCE	2,852	2,852	2,961	2,961	2,961	109	3.8%
05957000 041230	HEALTH INSURANCE	74,540	74,540	85,973	85,973	85,973	11,433	15.3%
05957000 041240	PENSION	69,725	69,725	69,046	69,046	69,046	(679)	-1.0%
05957000 041300	OVERTIME PAY	8,565	12,000	9,000	9,000	9,000	435	5.1%
05957000 042910	EMPLOYEE TRAINING	11,250	11,250	11,250	10,250	10,250	(1,000)	-8.9%
05957000 042921	UNIFORMS	800	800	800	800	800	-	0.0%
05957000 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
05957000 043223	IN-HOUSE CONTRACTED SERVICES	-	-	19,923	19,923	19,923	19,923	100.0%
05957000 043320	LEGAL / ORDINANCE ENFORCEMENT	38,000	38,000	38,000	36,000	36,000	(2,000)	-5.3%
05957000 043500	PROFESSIONAL DUES	1,750	1,750	1,750	1,750	1,750	-	0.0%
05957000 044310	VEHICLE MAINTENANCE PARTS	3,250	2,000	3,250	3,250	3,250	-	0.0%
05957000 045302	TELEPHONES	5,500	5,500	5,970	5,970	5,970	470	8.5%
05957000 045310	POSTAGE	1,250	1,250	1,250	1,250	1,250	-	0.0%
05957000 045800	TRAVEL	1,500	1,500	1,500	1,500	1,500	-	0.0%
05957000 046000	OFFICE SUPPLIES	3,250	4,200	4,250	4,250	4,250	1,000	30.8%
05957000 046260	VEHICLE FUEL GAS	2,350	2,350	2,500	2,500	2,500	150	6.4%
05957000 046400	BOOKS	2,200	1,500	1,500	1,500	1,500	(700)	-31.8%
05957000 047400	NEW EQUIPMENT	-	-	-	-	-	-	0.0%
05957000 047420	NEW VEHICLES	-	-	-	-	-	-	0.0%
	TOTAL PLANNING OFFICE	846,687	848,702	941,954	938,954	895,894	49,207	5.8%
ENGINEERING SERVICES - CONTRACTED								
05957100 041150	PART TIME PAY	-	-	-	-	-	-	100.0%
05957100 041200	FICA	-	-	-	-	-	-	100.0%
05957100 041205	MEDICARE	-	-	-	-	-	-	100.0%
05957100 043400	ENGINEERING	18,000	18,000	18,000	18,000	18,000	-	0.0%
05957100 043410	ENGINEERING - REIMBURSABLE	30,000	30,000	30,000	30,000	30,000	-	0.0%
	TOTAL ENGINEERING	48,000	48,000	48,000	48,000	48,000	-	0.0%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:55 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
BOARDS AND COMMITTEES								
ZONING BOARD OF APPEALS								
05957250 041200	ZBA FICA	66	66	62	62	62	(4)	-6.1%
05957250 041205	MEDICARE	15	15	15	15	15	-	0.0%
05957250 041240	PENSION	143	143	136	136	136	(7)	-4.9%
05957250 041300	ZBA OVERTIME PAY	1,058	1,058	1,000	1,000	1,000	(58)	-5.5%
05957250 043110	REGISTRY OF DEEDS	150	150	150	150	150	-	0.0%
05957250 045400	ADVERTISEMENTS	1,250	1,800	1,250	1,250	1,250	-	0.0%
05957250 048000	ZBA MISCELLANEOUS EXPENSES	125	125	125	125	125	-	0.0%
	PLANNING BOARD							
05957260 041200	FICA	121	121	118	118	118	(3)	-2.5%
05957260 041205	MEDICARE	28	28	28	28	28	-	0.0%
05957260 041240	PENSION	264	264	258	258	258	(6)	-2.3%
05957260 041300	OVERTIME PAY	1,958	1,958	1,900	1,200	1,200	(758)	-38.7%
05957260 045400	ADVERTISEMENT	2,500	1,500	2,500	2,500	2,500	-	0.0%
05957260 045500	PRINTING & BINDING	1,000	1,000	1,000	500	500	(500)	-50.0%
05957260 045504	PLANNING/ZONING INITIATIVES	50,000	50,000	50,000	45,000	45,000	(5,000)	-10.0%
05957260 046000	OFFICE SUPPLIES	100	100	100	100	100	-	0.0%
05957260 048000	PLANNING BOARD MISC EXPENSES	450	450	450	450	450	-	0.0%
	TOTAL BOARDS AND COMMITTEES	59,228	58,778	59,092	52,892	52,892	(6,336)	-10.7%
	TOTAL PLANNING DEPARTMENT ALL DIVISIONS	953,915	955,480	1,049,046	1,039,846	996,786	42,871	4.5%
	TOTAL GENERAL GOVERNMENT	5,148,527	5,211,299	5,689,113	5,599,920	5,534,062	385,535	7.5%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:58 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
COMMUNITY SERVICES SUMMARY								
Community Services Exp - Administration	699,273	694,268	740,929	725,804	722,854	722,854	23,581	3.4%
Less Revenues	(300,036)	(304,092)	(301,254)	(310,921)	(310,921)	(310,921)	(10,885)	3.6%
*Community Services (NET)	399,237	390,176	439,675	414,883	411,933	411,933	12,696	3.2%
Community Services - Grounds/Facilities	558,782	616,065	571,904	567,504	555,504	555,504	(3,278)	-0.6%
Less Revenues	(43,500)	(45,650)	(45,320)	(45,320)	(45,320)	(45,320)	(1,820)	4.2%
*Grounds and Facilities (NET)	515,282	570,415	526,584	522,184	510,184	510,184	(5,098)	-1.0%
Community Services - Recreation	589,121	554,814	632,184	630,984	624,017	624,017	34,896	5.9%
Less Revenues	(677,000)	(664,889)	(669,000)	(669,000)	(669,000)	(669,000)	8,000	-1.2%
*Recreation Programs (NET)	(87,879)	(110,075)	(36,816)	(38,016)	(44,983)	(44,983)	42,896	-48.8%
Community Services - Senior Programs	107,955	106,795	110,528	110,528	109,528	109,528	1,573	1.5%
Less Revenues	(33,000)	(24,300)	(33,000)	(33,000)	(33,000)	(33,000)	-	0.0%
*Senior Programs (NET)	74,955	82,495	77,528	77,528	76,528	76,528	1,573	2.1%
Community Services - Child Care	541,236	511,323	518,654	512,604	510,604	510,604	(30,632)	-5.7%
Less Revenues	(830,000)	(753,000)	(775,000)	(775,000)	(775,000)	(775,000)	55,000	-6.6%
*Child Cares (NET)	(288,764)	(241,677)	(256,346)	(262,396)	(264,396)	(264,396)	24,368	-8.4%
Community Services - Beach Mgt.	252,490	264,324	226,982	205,082	199,082	199,082	(53,408)	-21.2%
Less Revenues	(349,195)	(349,195)	(349,195)	(349,195)	(349,195)	(349,195)	-	0.0%
*Beach Management (NET)	(96,705)	(84,871)	(122,213)	(144,113)	(150,113)	(150,113)	(53,408)	55.2%
TOTAL CS APPROPRIATION	2,449,942	2,431,192	2,480,033	2,431,358	2,401,441	2,401,441	(48,501)	-2.0%
TOTAL CS REVENUES	(2,232,731)	(2,141,126)	(2,172,769)	(2,182,436)	(2,182,436)	(2,182,436)	50,295	-2.3%
TOTAL CS NET BUDGET before Mun Bldg	217,211	290,066	307,264	248,922	219,005	219,005	1,794	0.8%
Community Services Municipal Building	298,915	316,397	321,148	321,148	320,148	320,148	21,233	7.1%
Less Revenues	(400)	(400)	(400)	(400)	(400)	(400)	-	0.0%
Community Services (NET)	298,515	315,997	320,748	320,748	319,748	319,748	21,233	7.1%
TOTAL CS APPROPRIATION	2,748,857	2,747,589	2,801,181	2,752,506	2,721,589	2,721,589	(27,268)	-1.0%
TOTAL CS REVENUES	(2,233,131)	(2,141,526)	(2,173,169)	(2,182,836)	(2,182,836)	(2,182,836)	50,295	-2.3%
TOTAL CS NET BUDGET Mun Bldg included	515,726	606,063	628,012	569,670	538,753	538,753	23,027	4.5%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
8:59 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
COMMUNITY SERVICES								
ADMINISTRATION								
06255000 041110	ADMIN FULL TIME PAY	100,236	77,400	103,605	88,150	88,150	(12,086)	-12.1%
06255000 041113	OFFICE MANAGER	54,545	54,545	47,362	47,362	47,362	(7,183)	-13.2%
06255000 041114	CLERICAL FULL TIME	25,829	25,829	36,983	36,983	36,983	11,154	43.2%
06255000 041200	FICA	11,030	11,030	10,713	10,011	10,011	(1,019)	-9.2%
06255000 041205	MEDICARE	2,581	2,581	2,506	2,342	2,342	(239)	-9.3%
06255000 041210	DENTAL INSURANCE	670	670	813	813	813	143	21.3%
06255000 041220	LONG TERM DISABILITY INSURANCE	899	899	941	941	941	42	4.7%
06255000 041230	HEALTH INSURANCE	29,043	29,043	38,589	38,589	38,589	9,546	32.9%
06255000 041240	PENSION	18,446	18,446	18,966	20,412	20,412	1,966	10.7%
06255000 041300	OVERTIME PAY	1,506	1,506	1,000	1,000	1,000	(506)	-33.6%
06255000 042910 62010:12	EMPLOYEE TRAINING	4,050	4,050	4,050	4,050	4,050	-	0.0%
06255000 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
06255000 043500	PROFESSIONAL DUES	895	895	895	895	895	-	0.0%
06255000 045302	TELEPHONES	700	825	700	700	700	-	0.0%
06255000 045310	POSTAGE	2,600	2,100	2,600	2,600	2,600	-	0.0%
06255000 045311	PASSPORT POSTAGE	2,000	2,000	2,000	2,000	2,000	-	0.0%
06255000 045500	BROCHURE	750	-	750	750	750	-	0.0%
06255000 045800	TRAVEL	3,250	2,250	3,000	2,750	2,750	(500)	-15.4%
06255000 046015	MISCELLANEOUS SUPPLIES	3,500	2,992	3,500	3,500	3,050	(450)	-12.9%
06255000 046260	VEHICLE FUEL/GAS	15,000	13,500	15,000	15,000	15,000	-	0.0%
06255000 047400	NEW EQUIPMENT	2,000	2,881	2,000	2,000	2,000	-	0.0%
	TOTAL ADMINISTRATION	279,530	253,442	295,973	280,848	280,398	868	0.3%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
9:02 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE	
CABLE TV									
06260300 041112	STAFF FULL TIME PAY	38,498	38,498	39,791	39,791	39,791	39,791	1,293	3.4%
06260300 041122	CS CABLE TV CELL PHONE STIPEND	420	420	420	420	420	420	-	0.0%
06260300 041150	PART TIME PAY	11,220	11,220	11,220	11,220	11,220	11,220	-	0.0%
06260300 041157	PROGRAM DIRECTOR	9,995	10,800	10,205	10,205	10,205	10,205	210	2.1%
06260300 041200	FICA	3,809	3,809	3,905	3,905	3,905	3,905	96	2.5%
06260300 041205	MEDICARE	891	891	913	913	913	913	22	2.5%
06260300 041210	DENTAL INSURANCE	258	258	271	271	271	271	13	5.0%
06260300 041220	LONG TERM DISABILITY INSURANCE	191	191	200	200	200	200	9	4.7%
06260300 041230	HEALTH INSURANCE	6,890	6,890	7,934	7,934	7,934	7,934	1,044	15.2%
06260300 041240	PENSION	3,920	3,920	4,049	4,049	4,049	4,049	129	3.3%
06260300 041300	OVERTIME PAY	510	900	510	510	510	510	-	0.0%
06260300 042910	EMPLOYEE TRAINING	200	200	200	200	200	200	-	0.0%
06260300 042945	ACCRUED VACATION	-	-	-	-	-	-	-	0.0%
06260300 043225	CONTRACTED SERVICES	6,500	6,500	6,500	6,500	6,500	6,500	-	0.0%
06260300 043500	PROFESSIONAL DUES	350	350	350	350	350	350	-	0.0%
06260300 044351	EQUIPMENT MAINTENANCE	1,000	1,000	1,000	1,000	750	750	(250)	-25.0%
06260300 046020	SPECIAL PROGRAMS	250	400	250	250	250	250	-	0.0%
06260300 047400	NEW EQUIPMENT	1,000	6,698	1,000	1,000	750	750	(250)	-25.0%
	TOTAL CABLE TV	85,902	92,945	88,718	88,718	88,218	88,218	2,316	2.7%
MOSQUITO CONTROL									
06260900 046021	MOSQUITO CONTROL	2,000	2,000	2,000	2,000	2,000	2,000	-	0.0%
	TOTAL MOSQUITO CONTROL	2,000	2,000	2,000	2,000	2,000	2,000	-	0.0%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
9:12 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
MUNICIPAL BUILDING								
06260800 041112	STAFF FULL TIME PAY	79,665	79,665	82,368	82,368	82,368	2,703	3.4%
06260800 041150	PART TIME PAY	16,479	16,479	16,825	16,825	16,825	346	2.1%
06260800 041200	FICA	6,115	6,115	6,235	6,235	6,235	120	2.0%
06260800 041205	MEDICARE	1,431	1,431	1,459	1,459	1,459	28	2.0%
06260800 041210	DENTAL INSURANCE	516	516	542	542	542	26	5.0%
06260800 041220	LONG TERM DISABILITY INSURANCE	400	400	413	413	413	13	3.3%
06260800 041230	HEALTH INSURANCE	13,780	13,780	15,868	15,868	15,868	2,088	15.2%
06260800 041240	PENSION	8,136	8,136	7,188	7,188	7,188	(948)	-11.7%
06260800 041300	OVERTIME PAY	1,240	1,000	1,300	1,300	1,300	60	4.8%
06260800 042910	EMPLOYEE TRAINING	500	-	500	500	500	-	0.0%
06260800 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
06260800 043225	CONTRACTED SERVICES	30,000	31,575	30,000	30,000	30,000	-	0.0%
06260800 044100	UTILITY - SEWER	3,300	4,750	3,300	3,300	3,300	-	0.0%
06260800 044110	UTILITY - WATER	1,853	3,620	2,050	2,050	2,050	197	10.6%
06260800 044252	GROUNDS MAINTENANCE	5,500	4,500	5,500	5,500	5,500	-	0.0%
06260800 044300	BUILDING MAINTENANCE	30,000	30,000	30,000	30,000	30,000	-	0.0%
06260800 044301	MB TRI-GENERATION MAINTENANCE	45,000	45,000	45,000	45,000	45,000	-	0.0%
06260800 044320	MISCELLANEOUS MAINTENANCE	2,000	1,800	2,000	2,000	1,500	(500)	-25.0%
06260800 044351	EQUIPMENT MAINTENANCE	2,000	500	2,000	2,000	2,000	-	0.0%
06260800 045302	TELEPHONES	2,000	1,480	1,600	1,600	1,600	(400)	-20.0%
06260800 046015	OPERATIONAL SUPPLIES	6,000	6,000	6,000	6,000	6,000	-	0.0%
06260800 046210	UTILITY - GAS	30,000	49,000	48,000	48,000	48,000	18,000	60.0%
06260800 046220	UTILITY - ELECTRICITY	10,000	7,500	10,000	10,000	10,000	-	0.0%
06260800 047400	NEW EQUIPMENT	1,500	1,500	1,500	1,500	1,250	(250)	-16.7%
06260800 047430	NEW FURNITURE	1,000	800	1,000	1,000	750	(250)	-25.0%
06260800 048000	MISCELLANEOUS EXPENSES	500	850	500	500	500	-	0.0%
	TOTAL MUNICIPAL BUILDING	298,915	316,397	321,148	321,148	320,148	21,233	7.1%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
9:21 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
OAK HILL PROFESSIONAL BUILDING								
06260810 041150	PART TIME PAY	7,231	7,231	7,383	7,383	7,383	152	2.1%
06260810 041200	FICA	448	448	458	458	458	10	2.2%
06260810 041205	MEDICARE	105	105	107	107	107	2	1.9%
06260810 043225	CONTRACTED SERVICES	4,000	4,000	4,000	4,000	4,000	-	0.0%
06260810 044100	UTILITY SEWER	380	700	380	380	380	-	0.0%
06260810 044110	UTILITY WATER	725	750	725	725	725	-	0.0%
06260810 044215	REFUSE COLLECTION	1,500	1,200	1,500	1,500	1,500	-	0.0%
06260810 044223	RECYCLE BINS	100	100	100	100	100	-	0.0%
06260810 044300	BLDG. MAINTENANCE	2,000	1,500	2,000	2,000	2,000	-	0.0%
06260810 046015	MISCELLANEOUS SUPPLIES	1,000	850	1,000	1,000	1,000	-	0.0%
06260810 046031	CLEAN SUPPLIES	500	500	500	500	500	-	0.0%
06260810 046220	UTILITY ELECTRICITY	7,550	6,100	7,550	7,550	7,050	(500)	-6.6%
06260810 046240	UTILITY HEATING FUEL	7,187	5,800	7,187	7,187	6,687	(500)	-7.0%
06260810 047400	NEW EQUIPMENT	200	200	200	200	200	-	0.0%
	TOTAL OAK HILL PROFESSIONAL BUILDING	32,926	29,484	33,090	33,090	32,090	(836)	-2.5%
	TOTAL COMMUNITY SERVICES ADMIN	699,273	694,268	740,929	725,804	722,854	23,581	3.4%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
9:24 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
GROUNDS MAINTENANCE								
06260600 041111	MANAGER FULL TIME PAY	55,204	55,204	55,682	55,682	55,682	478	0.9%
06260600 041112	STAFF FULL TIME PAY	90,626	73,262	93,704	93,704	93,704	3,078	3.4%
06260600 041150	PART TIME PAY	35,000	35,000	36,000	36,000	36,000	1,000	2.9%
06260600 041200	FICA	11,477	11,477	11,324	11,324	11,324	(153)	-1.3%
06260600 041205	MEDICARE	2,686	2,686	2,650	2,650	2,650	(36)	-1.3%
06260600 041210	DENTAL INSURANCE	774	774	813	813	813	39	5.0%
06260600 041220	LONG TERM DISABILITY INSURANCE	731	731	748	748	748	17	2.3%
06260600 041230	HEALTH INSURANCE	17,649	17,649	31,236	31,236	31,236	13,587	77.0%
06260600 041240	PENSION	15,083	15,083	15,409	15,409	15,409	326	2.2%
06260600 041300	OVERTIME PAY	2,570	2,570	3,000	3,000	3,000	430	16.7%
06260600 042910	EMPLOYEE TRAINING	1,000	1,000	1,000	1,000	1,000	-	0.0%
06260600 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
06260600 043225 69000:11	CONTRACT SERV HSF, PF, WF, SBP, MP, BPP	16,615	32,875	16,615	16,615	16,615	-	0.0%
06260600 043227	FIELD LINING	9,600	13,200	9,600	9,600	9,600	-	0.0%
06260600 043228	ORGANICS - ATHLETIC FIELD	92,293	104,600	86,650	86,650	86,650	(5,643)	-6.1%
06260600 043229	TRACK	-	-	-	-	-	-	100.0%
06260600 043230	TENNIS COURT	4,000	3,625	4,000	4,000	4,000	-	0.0%
06260600 044100 69003:11	SEWER CHARGES (WP, MP, BPP)	3,200	1,505	3,200	3,200	3,200	-	0.0%
06260600 044110 69000:11	WATER CHARGE HS, PF, WP, SBP, MP, BPP	15,851	19,460	15,851	15,851	15,851	-	0.0%
06260600 044252	INFIELD PREPARATION	28,000	54,623	28,000	28,000	28,000	-	0.0%
06260600 044253	TRIM/PRUNE	2,000	2,000	2,000	2,000	2,000	-	0.0%
06260600 044254:044255	PROPERTY MAINTENANCE/LONG HAY MOWING	45,000	52,675	45,000	45,000	45,000	-	0.0%
06260600 044300 69010:11	BUILDING REPAIRS (MP, BLPP)	1,500	1,000	1,500	1,500	1,500	-	0.0%
06260600 044310	VEHICLE MAINTENANCE	20,000	28,250	20,000	20,000	20,000	-	0.0%
06260600 044320	MISCELLANEOUS MAINTENANCE	10,000	10,000	10,000	10,000	10,000	-	0.0%
06260600 044320 69002:10	FIELD REPAIRS (PF, WF, SPF,MP)	1,850	2,023	1,850	1,850	1,850	-	0.0%
06260600 045302	WILEY PARK PHONE	1,340	1,805	1,340	1,340	1,340	-	0.0%
06260600 045800	TRAVEL EXPENSE	1,000	625	1,000	1,000	500	(500)	-50.0%
06260600 046000	OFFICE SUPPLIES	200	200	200	200	200	-	0.0%
06260600 046015 69002:4	MISCELLANEOUS FIELD SUPPLIES	16,200	16,200	16,200	16,200	16,200	-	0.0%
06260600 046210 69000:10	FIELDS GAS UTILITY	5,450	3,950	5,450	4,450	4,450	(1,000)	-18.3%
06260600 046220 69000:11	FIELDS ELECTRICITY UTILITY	29,000	20,900	29,000	27,000	22,000	(7,000)	-24.1%
06260600 046261 69003:04	FIELDS PROPANE FUEL	5,000	3,300	5,000	3,600	3,600	(1,400)	-28.0%
06260600 047150	LAND IMPROVEMENTS	2,500	2,500	2,500	2,500	2,300	(200)	-8.0%
06260600 047400	NEW EQUIPMENT	1,000	3,978	1,000	1,000	1,000	-	0.0%
	TOTAL GROUNDS MAINTENANCE	544,399	594,730	557,522	553,122	547,422	3,023	0.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:18 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
OAK HILL PROFESSIONAL BUILDING								
06260810 041150	PART TIME PAY	7,231	7,231	7,383	7,383	7,383	152	2.1%
06260810 041200	FICA	448	448	458	458	458	10	2.2%
06260810 041205	MEDICARE	105	105	107	107	107	2	1.9%
06260810 043225	CONTRACTED SERVICES	4,000	4,000	4,000	4,000	4,000	-	0.0%
06260810 044100	UTILITY SEWER	380	700	380	380	380	-	0.0%
06260810 044110	UTILITY WATER	725	750	725	725	725	-	0.0%
06260810 044215	REFUSE COLLECTION	1,500	1,200	1,500	1,500	1,500	-	0.0%
06260810 044223	RECYCLE BINS	100	100	100	100	100	-	0.0%
06260810 044300	BLDG. MAINTENANCE	2,000	1,500	2,000	2,000	2,000	-	0.0%
06260810 046015	MISCELLANEOUS SUPPLIES	1,000	850	1,000	1,000	1,000	-	0.0%
06260810 046031	CLEAN SUPPLIES	500	500	500	500	500	-	0.0%
06260810 046220	UTILITY ELECTRICITY	7,550	6,100	7,550	7,550	7,050	(500)	-6.6%
06260810 046240	UTILITY HEATING FUEL	7,187	5,800	7,187	7,187	6,687	(500)	-7.0%
06260810 047400	NEW EQUIPMENT	200	200	200	200	200	-	0.0%
	TOTAL OAK HILL PROFESSIONAL BUILDING	32,926	29,484	33,090	33,090	32,090	(836)	-2.5%
	TOTAL COMMUNITY SERVICES ADMIN	699,273	694,268	740,929	725,804	722,854	23,581	3.4%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:20 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
GROUNDS MAINTENANCE								
06260600 041111	MANAGER FULL TIME PAY	55,204	55,204	55,682	55,682	55,682	478	0.9%
06260600 041112	STAFF FULL TIME PAY	90,626	73,262	93,704	93,704	93,704	3,078	3.4%
06260600 041150	PART TIME PAY	35,000	35,000	36,000	36,000	36,000	1,000	2.9%
06260600 041200	FICA	11,477	11,477	11,324	11,324	11,324	(153)	-1.3%
06260600 041205	MEDICARE	2,686	2,686	2,650	2,650	2,650	(36)	-1.3%
06260600 041210	DENTAL INSURANCE	774	774	813	813	813	39	5.0%
06260600 041220	LONG TERM DISABILITY INSURANCE	731	731	748	748	748	17	2.3%
06260600 041230	HEALTH INSURANCE	17,649	17,649	31,236	31,236	31,236	13,587	77.0%
06260600 041240	PENSION	15,083	15,083	15,409	15,409	15,409	326	2.2%
06260600 041300	OVERTIME PAY	2,570	2,570	3,000	3,000	3,000	430	16.7%
06260600 042910	EMPLOYEE TRAINING	1,000	1,000	1,000	1,000	1,000	-	0.0%
06260600 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
06260600 043225 69000:11	CONTRACT SERV HSF, PF, WF, SBP, MP, BPP	16,615	32,875	16,615	16,615	16,615	-	0.0%
06260600 043227	FIELD LINING	9,600	13,200	9,600	9,600	9,600	-	0.0%
06260600 043228	ORGANICS - ATHLETIC FIELD	92,293	104,600	86,650	86,650	86,650	(5,643)	-6.1%
06260600 043229	TRACK	-	-	-	-	-	-	100.0%
06260600 043230	TENNIS COURT	4,000	3,625	4,000	4,000	4,000	-	0.0%
06260600 044100 69003:11	SEWER CHARGES (WP, MP, BPP)	3,200	1,505	3,200	3,200	3,200	-	0.0%
06260600 044110 69000:11	WATER CHARGE HS, PF, WP, SBP, MP, BPP	15,851	19,460	15,851	15,851	15,851	-	0.0%
06260600 044252	INFIELD PREPARATION	28,000	54,623	28,000	28,000	28,000	-	0.0%
06260600 044253	TRIM/PRUNE	2,000	2,000	2,000	2,000	2,000	-	0.0%
06260600 044254:044255	PROPERTY MAINTENANCE/LONG HAY MOWING	45,000	52,675	45,000	45,000	45,000	-	0.0%
06260600 044300 69010:11	BUILDING REPAIRS (MP, BLPP)	1,500	1,000	1,500	1,500	1,500	-	0.0%
06260600 044310	VEHICLE MAINTENANCE	20,000	28,250	20,000	20,000	20,000	-	0.0%
06260600 044320	MISCELLANEOUS MAINTENANCE	10,000	10,000	10,000	10,000	10,000	-	0.0%
06260600 044320 69002:10	FIELD REPAIRS (PF, WF, SPF,MP)	1,850	2,023	1,850	1,850	1,850	-	0.0%
06260600 045302	WILEY PARK PHONE	1,340	1,805	1,340	1,340	1,340	-	0.0%
06260600 045800	TRAVEL EXPENSE	1,000	625	1,000	1,000	500	(500)	-50.0%
06260600 046000	OFFICE SUPPLIES	200	200	200	200	200	-	0.0%
06260600 046015 69002:4	MISCELLANEOUS FIELD SUPPLIES	16,200	16,200	16,200	16,200	16,200	-	0.0%
06260600 046210 69000:10	FIELDS GAS UTILITY	5,450	3,950	5,450	4,450	4,450	(1,000)	-18.3%
06260600 046220 69000:11	FIELDS ELECTRICITY UTILITY	29,000	20,900	29,000	27,000	22,000	(7,000)	-24.1%
06260600 046261 69003:04	FIELDS PROPANE FUEL	5,000	3,300	5,000	3,600	3,600	(1,400)	-28.0%
06260600 047150	LAND IMPROVEMENTS	2,500	2,500	2,500	2,500	2,300	(200)	-8.0%
06260600 047400	NEW EQUIPMENT	1,000	3,978	1,000	1,000	1,000	-	0.0%
	TOTAL GROUNDS MAINTENANCE	544,399	594,730	557,522	553,122	547,422	3,023	0.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:27 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
ICE RINK								
06260700 041122	CELL PHONE STIPEND	840	840	840	840	840	-	0.0%
06260700 041150	PART TIME PAY	4,080	4,500	4,080	4,080	-	(4,080)	-100.0%
06260700 041200	FICA	253	253	253	253	-	(253)	-100.0%
06260700 041205	MEDICARE	60	60	59	59	-	(60)	-100.0%
06260700 043225	CONTRACTED SERVICES	500	3,290	500	500	500	-	0.0%
06260700 044100	SEWER	2,800	6,500	2,800	2,800	2,800	-	0.0%
06260700 046001	FOOD	1,250	250	1,250	1,250	-	(1,250)	-100.0%
06260700 046015	MISCELLANEOUS SUPPLIES	200	442	200	200	200	-	0.0%
06260700 046210	UTILITY GAS ICE RINK	2,700	2,700	2,700	2,700	2,342	(358)	-13.3%
06260700 046220	UTILITY ELECTRICITY	1,700	2,500	1,700	1,700	1,400	(300)	-17.6%
	TOTAL ICE RINK	14,383	21,335	14,382	14,382	8,082	(6,301)	-43.8%
	TOTAL COMMUNITY SERV GROUNDS	558,782	616,065	571,904	567,504	555,504	(3,278)	-0.6%
RECREATION								
06255500 041111	RECREATION MANAGER	33,122	33,122	57,077	57,077	57,077	23,955	72.3%
06255500 041112	PROGRAM COORDINATOR	35,003	35,003	51,689	51,689	51,689	16,686	47.7%
06255500 041118	SITE SUPERVISOR/REC LEADER	4,100	3,050	3,700	3,700	3,700	(400)	-9.8%
06255500 041122	CELL PHONE STIPEND	966	420	840	840	840	(126)	-13.0%
06255500 041200	FICA	4,481	4,481	6,894	6,894	6,894	2,413	53.8%
06255500 041205	MEDICARE	1,047	1,047	1,613	1,613	1,613	566	54.1%
06255500 041210	DENTAL INSURANCE	334	334	542	542	542	208	62.3%
06255500 041220	LONG TERM DISABILITY INSURANCE	342	342	545	545	545	203	59.4%
06255500 041230	HEALTH INSURANCE	11,525	11,525	20,797	20,797	20,797	9,272	80.5%
06255500 041240	PENSION	8,277	8,277	11,043	11,043	11,043	2,766	33.4%
06255500 041300	OVERTIME PAY	1,020	1,020	1,200	1,200	1,200	180	17.6%
06255500 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
06255500 045800	TRAVEL	1,000	800	1,000	800	500	(500)	-50.0%
	TOTAL RECREATION	101,217	99,421	156,940	156,740	156,440	55,223	54.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:36 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
YOUTH PROGRAMS								
06260000 041150	PART TIME PAY	155,000	155,000	155,000	155,000	155,000	-	0.0%
06260000 041156	CAMP FEES	38,760	28,000	30,500	30,500	30,500	(8,260)	-21.3%
06260000 041200	FICA	12,013	12,013	11,501	11,501	11,501	(512)	-4.3%
06260000 041205	MEDICARE	2,810	2,810	2,690	2,690	2,690	(120)	-4.3%
06260000 042910	EMPLOYEE TRAINING	1,500	1,500	1,500	1,500	1,500	-	0.0%
06260000 042950	INFECTIOUS DISEASE CONTROL	500	500	500	500	500	-	0.0%
06260000 043225	CONTRACTED SERVICES	30,000	30,000	30,000	30,000	30,000	-	0.0%
06260000 046015	MISCELLANEOUS SUPPLIES	7,000	7,000	7,000	7,000	7,000	-	0.0%
06260000 047400	NEW EQUIPMENT	1,000	1,000	1,000	1,000	1,000	-	0.0%
06260000 048100	YOUTH IN-HOUSE PROGRAMS	3,500	3,593	3,500	3,500	3,500	-	0.0%
06260000 048101	CONTRACTED PROGRAMS	51,000	36,500	51,000	51,000	45,083	(5,917)	-11.6%
06260000 048103	SPECIAL EVENTS	62,000	62,000	62,000	62,000	62,000	-	0.0%
YOUTH BASKETBALL	YOUTH BASKETBALL							
06260010 041150	PART TIME PAY	714	714	714	714	714	-	0.0%
06260010 041200	FICA	45	45	44	44	44	(1)	-2.2%
06260010 041205	MEDICARE	12	12	10	10	10	(2)	-16.7%
06260010 043225	CONTRACTED SERVICES	2,000	2,000	2,000	2,000	2,000	-	0.0%
06260010 046020	PROGRAM SUPPLIES	8,000	7,500	8,000	8,000	7,750	(250)	-3.1%
06260010 047400	NEW EQUIPMENT	2,000	1,250	2,000	2,000	2,000	-	0.0%
SOCCER PROGRAMS	SOCCER PROGRAMS							
06260040 043225	CONTRACTED SERVICES	3,500	3,060	3,500	3,500	3,500	-	0.0%
06260040 046020	PROGRAM SUPPLIES	18,000	18,311	18,000	18,000	18,000	-	0.0%
LEARN TO SKI	LEARN TO SKI							
06260050 041150	PART TIME PAY	4,080	-	-	-	-	(4,080)	-100.0%
06260050 041200	FICA	253	-	-	-	-	(253)	-100.0%
06260050 041205	MEDICARE	60	-	-	-	-	(60)	-100.0%
06260050 046020	SPECIAL PROJGRAM SUPPLIES	200	200	500	500	500	300	150.0%
06260050 048101	CONTRACTED PROGRAMS	25,000	28,250	27,000	27,000	27,000	2,000	8.0%
	TOTAL YOUTH PROGRAMS	428,947	401,258	417,959	417,959	411,792	(17,155)	-4.0%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:37 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
ADULT PROGRAMS								
06260160 041150	PART TIME PAY	8,670	5,550	7,650	7,650	7,650	7,650	(1,020) -11.8%
06260160 041200	FICA	538	538	474	474	474	474	(64) -11.9%
06260160 041205	MEDICARE	127	127	111	111	111	111	(16) -12.6%
06260160 046015	MISCELLANEOUS SUPPLIES	1,000	500	1,000	1,000	750	750	(250) -25.0%
06260160 048000	MISCELLANEOUS EXPENSES	1,122	600	800	800	800	800	(322) -28.7%
06260160 048101	CONTRACTED PROGRAMS	1,500	-	1,250	1,250	1,000	1,000	(500) -33.3%
	TOTAL ADULT PROGRAMS	12,957	7,315	11,285	11,285	10,785	10,785	(2,172) -16.8%
COMMUNITY PROGRAMS								
06260250 046022	TICKET PURCHASES	23,000	23,000	23,000	22,000	22,000	22,000	(1,000) -4.3%
06260250 048100	SPECIAL EVENTS	23,000	23,820	23,000	23,000	23,000	23,000	- 0.0%
	TOTAL COMMUNITY PROGRAMS	46,000	46,820	46,000	45,000	45,000	45,000	(1,000) -2.2%
	TOTAL COMMUNITY SERVICES RECREATION	589,121	554,814	632,184	630,984	624,017	624,017	34,896 5.9%
SENIOR PROGRAMS								
06160270 041112	SENIOR'S COORDINATOR	44,470	44,470	46,780	46,780	46,780	46,780	2,310 5.2%
06160270 041122	CELL PHONE STIPEND	420	420	420	420	420	420	- 0.0%
06160270 041155	MINIBUS PART TIME PAY	16,695	16,695	17,046	17,046	17,046	17,046	351 2.1%
06160270 041200	FICA	3,834	3,834	3,941	3,941	3,941	3,941	107 2.8%
06160270 041205	MEDICARE	897	897	922	922	922	922	25 2.8%
06160270 041210	DENTAL INSURANCE	258	258	271	271	271	271	13 5.0%
06160270 041220	LONG TERM DISABILITY INSURANCE	230	230	234	234	234	234	4 1.7%
06160270 041230	HEALTH INSURANCE	5,765	5,765	6,756	6,756	6,756	6,756	991 17.2%
06160270 041240	PENSION	6,187	6,187	4,959	4,959	4,959	4,959	(1,228) -19.8%
06160270 041300	OVERTIME PAY	-	600	-	-	-	-	- 100.0%
06160270 042910	EMPLOYEE TRAINING	500	530	500	500	500	500	- 0.0%
06160270 042945	ACCRUED VACATION	-	-	-	-	-	-	- 0.0%
06160270 044415	RENT/LEASE	3,500	910	-	-	-	-	(3,500) -100.0%
06160270 045321	SENIORS PUBLIC INFORMATION	4,200	4,200	7,700	7,700	6,700	6,700	2,500 59.5%
06160270 046260	SENIOR BUS FUEL	4,499	4,499	4,499	4,499	4,499	4,499	- 0.0%
06160270 048000	MISCELLANEOUS EXPENSE	2,000	2,000	2,000	2,000	2,000	2,000	- 0.0%
06160270 048102	FIELD TRIPS	9,500	9,500	9,500	9,500	9,500	9,500	- 0.0%
06160270 048103	SENIOR PROGRAMS/FOOD	5,000	5,800	5,000	5,000	5,000	5,000	- 0.0%
	TOTAL SENIOR PROGRAMS	107,955	106,795	110,528	110,528	109,528	109,528	1,573 1.5%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:38 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE	
CHILD CARE									
06260400 041111	MANAGER FULL TIME PAY	55,204	55,204	57,076	57,076	57,076	57,076	1,872	3.4%
06260400 041112	STAFF FULL TIME PAY	107,202	107,202	92,998	92,998	92,998	92,998	(14,204)	-13.2%
06260400 041122	CELL PHONE STIPEND	1,260	1,260	1,260	1,260	1,260	1,260	-	0.0%
06260400 041150	PART TIME PAY	190,000	178,000	185,000	185,000	185,000	185,000	(5,000)	-2.6%
06260400 041160	INCENTIVE PAY	9,180	4,500	6,000	5,500	5,500	5,500	(3,680)	-40.1%
06260400 041200	FICA	22,203	22,203	21,133	21,133	21,133	21,133	(1,070)	-4.8%
06260400 041205	MEDICARE	5,193	5,193	4,943	4,943	4,943	4,943	(250)	-4.8%
06260400 041210	DENTAL INSURANCE	878	878	813	813	813	813	(65)	-7.4%
06260400 041220	LONG TERM DISABILITY INSURANCE	814	814	752	752	752	752	(62)	-7.6%
06260400 041230	HEALTH INSURANCE	37,978	37,978	38,589	38,589	38,589	38,589	611	1.6%
06260400 041240	PENSION	16,449	16,449	15,215	15,215	15,215	15,215	(1,234)	-7.5%
06260400 041300	OVERTIME PAY	1,500	1,500	1,500	1,500	1,500	1,500	-	0.0%
06260400 042910	EMPLOYEE TRAINING	3,500	3,500	3,500	3,500	3,500	3,500	-	0.0%
06260400 042945	ACCRUED VACATION	-	-	-	-	-	-	-	0.0%
06260400 042950	INFECTIOUS DISEASE CONTROL	500	500	500	500	500	500	-	0.0%
06260400 043225	CONTRACTED SERVICES	2,000	800	2,000	2,000	2,000	2,000	-	0.0%
06260400 043600	LICENSES AND FEES	800	250	800	800	800	800	-	0.0%
06260400 044320	MISCELLANEOUS MAINTENANCE	225	125	225	225	225	225	-	0.0%
06260400 044410	LEASES LAND	35,000	30,500	35,000	35,000	33,000	33,000	(2,000)	-5.7%
06260400 045302	TELEPHONES	850	250	850	850	850	850	-	0.0%
06260400 045400	ADVERTISEMENT	500	350	500	500	500	500	-	0.0%
06260400 045800	TRAVEL	750	620	750	750	750	750	-	0.0%
06260400 046001	FOOD	32,000	28,275	32,000	32,000	32,000	32,000	-	0.0%
06260400 046020	SPECIAL PROGRAMS	5,000	6,500	5,000	5,000	5,000	5,000	-	0.0%
06260400 048102	FIELD TRIPS	3,500	3,500	3,500	3,500	3,500	3,500	-	0.0%
WENTWORTH SCHOOL	WENTWORTH SCHOOL								
06260480 043225	CONTRACTED SERVICES	2,000	1,000	2,000	500	500	500	(1,500)	-75.0%
06260480 044300	BUILDING MAINTENANCE & UTILITIES	750	-	750	400	400	400	(350)	-46.7%
06260480 044320	MISCELLANEOUS MAINTENANCE	750	120	750	400	400	400	(350)	-46.7%
06260480 045302	TELEPHONES	500	202	500	250	250	250	(250)	-50.0%
06260480 046000	OFFICE SUPPLIES	500	300	500	250	250	250	(250)	-50.0%
06260480 046029	CUSTODIAL SUPPLIES	1,500	600	1,500	500	500	500	(1,000)	-66.7%
06260480 047400/047430	NEW EQUIPMENT/FURNITURE	2,750	2,750	2,750	900	900	900	(1,850)	-67.3%
	TOTAL CHILDCARE	541,236	511,323	518,654	512,604	510,604	510,604	(30,632)	-5.7%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:42 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
BEACH ACCOUNTS								
FERRY BEACH								
06261040 041150	PART TIME PAY	18,690	18,690	14,280	14,280	14,280	14,280	(4,410) -23.6%
06261040 041200	FICA	1,165	1,165	892	892	892	892	(273) -23.4%
06261040 041205	MEDICARE	272	272	209	209	209	209	(63) -23.2%
06261040 041300	OVERTIME PAY	102	102	102	102	102	102	- 0.0%
06261040 043225	CONTRACTED SERVICES	4,000	4,000	4,000	4,000	4,000	4,000	- 0.0%
06261040 044100	FERRY BEACH SEWER	1,000	1,000	1,000	1,000	1,000	1,000	- 0.0%
06261040 044110	FERRY BEACH WATER	1,000	1,000	1,000	1,000	1,000	1,000	- 0.0%
06261040 046015	MISCELLANEOUS SUPPLIES	1,500	1,500	1,500	1,500	1,500	1,500	- 0.0%
06261040 046220	FERRY BEACH ELECTRICITY	500	500	500	500	500	500	- 0.0%
HURD PARK/PINE POINT BEACH								
06261050 041150	PART TIME PAY	16,000	16,000	14,280	14,280	14,280	14,280	(1,720) -10.8%
06261050 041200	FICA	1,005	1,005	892	892	892	892	(113) -11.2%
06261050 041205	MEDICARE	235	235	209	209	209	209	(26) -11.1%
06261050 041300	OVERTIME PAY	204	1,800	102	102	102	102	(102) -50.0%
06261050 043225	CONTRACTED SERVICES	13,000	15,685	13,000	13,000	13,000	13,000	- 0.0%
06261050 044100	HURD PARK SEWER	1,400	4,000	1,400	1,400	1,400	1,400	- 0.0%
06261050 044110	HURD PARK WATER	200	600	200	200	200	200	- 0.0%
06261050 045302	TELEPHONES	1,400	1,400	1,400	1,400	1,400	1,400	- 0.0%
06261050 046015	MISCELLANEOUS SUPPLIES	3,000	3,000	3,000	3,000	3,000	3,000	- 0.0%
06261050 046220	HURD PARK ELECTRICITY	2,400	1,850	2,400	1,900	1,900	1,900	(500) -20.8%
06261050 047400	NEW EQUIPMENT	2,000	2,000	2,000	2,000	2,000	2,000	- 0.0%
HIGGINS BEACH								
06261060 041150	PART TIME PAY	14,280	14,280	18,690	18,690	18,690	18,690	4,410 30.9%
06261060 041200	FICA	930	930	1,203	1,203	1,203	1,203	273 29.4%
06261060 041205	MEDICARE	217	217	281	281	281	281	64 29.5%
06261060 041300	OVERTIME PAY	714	714	714	714	714	714	- 0.0%
06261060 043225	CONTRACTUAL SERVICES	1,500	4,600	1,500	1,500	1,500	1,500	- 0.0%
06261060 044100	UTILITY SEWER	10,500	2,600	3,000	3,000	3,000	3,000	(7,500) -71.4%
06261060 044110	UTILITY WATER	500	500	500	500	500	500	- 0.0%
06261060 045302	TELEPHONES	-	-	-	-	-	-	- 100.0%
06261060 046015	MISCELLANEOUS SUPPLIES	2,000	3,200	2,000	2,000	2,000	2,000	- 0.0%
06261060 046220	UTILITY ELECTRICITY	1,000	520	1,000	700	700	700	(300) -30.0%
06261060 046261	PROPANE	1,800	875	1,800	1,100	1,100	1,100	(700) -38.9%
06261060 047400	NEW EQUIPMENT	1,500	1,500	1,500	1,500	1,500	1,500	- 0.0%
TOWN LANDING								
06261070 041150	PART TIME PAY	9,690	9,690	10,500	10,500	10,500	10,500	810 8.4%
06261070 041200	FICA	601	601	651	651	651	651	50 8.3%
06261070 041205	MEDICARE	141	141	152	152	152	152	11 7.8%
06261070 044100	TOWN LANDING SEWER	330	330	330	330	330	330	- 0.0%
06261070 044110	TOWN LANDING WATER	800	800	800	800	800	800	- 0.0%
06261070 044320	MISCELLANEOUS MAINTENANCE	1,200	2,380	1,200	1,200	1,200	1,200	- 0.0%
06261070 046015	MISCELLANEOUS SUPPLIES	1,000	1,625	1,000	1,000	1,000	1,000	- 0.0%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:44 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
BEACH CARE								
06261080 041112	37,083	37,083	19,666	19,666	19,666	19,666	(17,417)	-47.0%
06261080 041122	750	750	420	420	420	420	(330)	-44.0%
06261080 041150	3,000	4,785	3,000	3,000	3,000	3,000	-	0.0%
06261080 041151	6,009	12,000	-	-	-	-	(6,009)	-100.0%
06261080 041200	2,832	3,203	1,476	1,476	1,476	1,476	(1,356)	-47.9%
06261080 041205	665	751	345	345	345	345	(320)	-48.1%
06261080 041210	182	182	135	135	135	135	(47)	-25.8%
06261080 041220	186	186	98	98	98	98	(88)	-47.3%
06261080 041230	6,535	6,535	3,967	3,967	3,967	3,967	(2,568)	-39.3%
06261080 041240	3,779	3,779	2,743	2,743	2,743	2,743	(1,036)	-27.4%
06261080 041300	500	500	500	500	500	500	-	0.0%
06261080 043223	-	-	12,252	12,252	12,252	12,252	12,252	100.0%
06261080 043225	61,643	61,643	61,643	41,643	35,643	35,643	(26,000)	-42.2%
06261080 045800	750	820	750	750	750	750	-	0.0%
06261080 046015	6,000	6,000	6,000	6,000	6,000	6,000	-	0.0%
06261080 047400	2,000	2,000	2,000	1,800	1,800	1,800	(200)	-10.0%
06261080 048000	2,800	2,800	2,800	2,600	2,600	2,600	(200)	-7.1%
TOTAL BEACH MANAGEMENT	252,490	264,324	226,982	205,082	199,082	199,082	(53,408)	-21.2%
TOTAL COMMUNITY SERVICES ALL DIVISIONS	2,748,857	2,747,589	2,801,181	2,752,506	2,721,589	2,721,589	(27,268)	-1.0%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:45 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
LIBRARY								
LIBRARY DIRECTOR	99,008	99,008	102,357	102,357	102,357	102,357	3,349	3.4%
FULL TIME PAYROLL	304,263	304,263	314,538	314,538	314,538	314,538	10,275	3.4%
PART TIME PAYROLL	282,265	279,000	294,378	294,378	294,378	294,378	12,113	4.3%
SALARY ADJUSTMENTS	-	-	3,909	3,909	3,909	3,909	3,909	0.0%
NEW HRS ADULT SRV (Wage/FICA/Medi/Health)	-	-	11,610	9,478	-	-	-	0.0%
FICA/MEDICARE	52,444	52,194	54,412	54,412	54,412	54,412	1,968	3.8%
UNEMPLOYMENT INSURANCE	4,000	2,650	2,600	2,600	2,600	2,600	(1,400)	-35.0%
HEALTH INSURANCE	136,598	132,430	140,902	140,902	140,902	140,902	4,304	3.2%
OTHER EMPLOYEE BENEFITS	45,030	40,663	46,500	46,500	46,500	46,500	1,470	3.3%
PAYROLL ADMIN FEES	3,900	3,800	3,900	3,900	3,900	3,900	-	0.0%
ADVERTISING	100	50	500	100	100	100	-	0.0%
TRAINING & CONFERENCES	4,000	4,000	4,700	4,000	4,000	4,000	-	0.0%
WORKER'S COMPENSATION	2,600	2,500	2,600	2,600	2,600	2,600	-	0.0%
BOOKS/PRINTED MATERIALS	52,000	52,000	52,000	52,000	52,000	52,000	-	0.0%
NON-BOOK RESOURCES	15,000	15,000	13,800	13,800	13,800	13,800	(1,200)	-8.0%
ELECTRONIC RESOURCES (E-Books/Media)	16,500	16,500	27,700	27,700	27,700	27,700	11,200	67.9%
MATERIALS REPAIR & DIGITIZATION	2,200	2,020	2,200	1,500	1,500	1,500	(700)	-31.8%
PROGRAMS	1,000	1,000	2,000	1,000	1,000	1,000	-	0.0%
UTILITIES (Electricity, Fuel, Water, Sewer)	32,120	29,970	31,710	31,710	31,710	31,710	(410)	-1.3%
TELEPHONE	2,500	2,400	2,400	2,400	2,400	2,400	(100)	-4.0%
GENERAL MAINTENANCE	19,000	20,000	19,000	19,000	19,000	19,000	-	0.0%
CLEANING	19,500	19,500	20,000	20,000	20,000	20,000	500	2.6%
GROUNDS MAINTENANCE	14,500	14,000	14,500	14,500	14,500	14,500	-	0.0%
BUILDING INSURANCE	5,000	4,800	5,000	5,000	5,000	5,000	-	0.0%
MACHINE MAINTENANCE	2,500	3,900	3,900	3,900	3,900	3,900	1,400	56.0%
BANK CHARGES	650	750	600	600	600	600	(50)	-7.7%
MILEAGE	300	250	300	300	300	300	-	0.0%
SUPPLIES	16,500	16,500	16,500	16,500	16,500	16,500	-	0.0%
POSTAGE/COURIER	3,200	3,300	3,200	3,200	3,200	3,200	-	0.0%
DIRECTORS' INSURANCE	1,350	1,300	1,350	1,350	1,350	1,350	-	0.0%
ACCOUNTING	7,100	6,500	7,000	7,000	7,000	7,000	(100)	-1.4%
LEGAL SERVICES & LICENSES	60	60	60	60	60	60	-	0.0%
AUDIT/TAX PREPARATION	6,600	6,845	7,000	7,000	7,000	7,000	400	6.1%
NEWSLETTER	4,000	4,000	4,000	4,000	4,000	4,000	-	0.0%
EQUIPMENT	500	760	500	500	500	500	-	0.0%
INFORMATION SYSTEMS	36,200	36,200	26,200	26,200	26,200	26,200	(10,000)	-27.6%
LIBRARY GROSS BUDGET	1,192,488	1,178,113	1,243,826	1,238,894	1,229,416	1,229,416	36,928	3.1%
LESS REVENUES	(92,590)	(91,165)	(99,170)	(99,170)	(99,170)	(99,170)	(6,580)	7.1%
(SHORTFALL) EXCESS	-	12,950	-	-	-	-	-	0.0%
TOTAL LIBRARY NET - TOWN APPROPRIATION	1,099,898	1,099,898	1,144,656	1,139,724	1,130,246	1,130,246	30,348	2.8%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:46 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
SCARBOROUGH ECONOMIC DEVELOPMENT CORPORATION								
06800000 041110	ADMIN FULL TIME PAY	93,039	93,039	96,159	96,159	96,159	3,120	3.4%
06800000 041112	STAFF FULL TIME PAY	42,016	42,016	43,410	43,410	43,410	1,394	3.3%
06800000 041200	FICA	8,160	8,160	8,386	8,386	8,386	226	2.8%
06800000 041205	MEDICARE	1,909	1,909	1,962	1,962	1,962	53	2.8%
06800000 041210	DENTAL INSURANCE	516	516	542	542	542	26	5.0%
06800000 041220	LONG TERM DISABILITY INSURANCE	677	677	698	698	698	21	3.1%
06800000 041230	HEALTH INSURANCE	18,060	18,060	20,797	20,797	20,797	2,737	15.2%
06800000 041240	PENSION	13,507	13,507	13,959	13,959	13,959	452	3.3%
06800000 042500	UNEMPLOYMENT COMP	400	400	400	400	400	-	0.0%
06800000 042600	WORKER'S COMPENSATION	800	562	800	800	800	-	0.0%
06800000 043225	CONTRACTED SERVICES	32,110	32,110	32,110	32,110	32,110	-	0.0%
06800000 045310	POSTAGE	-	-	-	-	-	-	100.0%
06800000 045420	MARKETING / PUBLICATIONS	13,500	13,500	16,000	13,500	13,500	-	0.0%
	TOTAL SEDCO	224,694	224,456	235,223	232,723	232,723	8,029	3.6%
	TOTAL PUBLIC SERVICE	4,073,449	4,071,943	4,181,060	4,124,953	4,084,558	11,109	0.3%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:55 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE	
FIRE SUPPRESSION									
07171200 041111	DEPUTY CHIEF FULL TIME PAY	78,648	78,648	81,292	81,292	81,292	81,292	2,644	3.4%
07171200 041112	FULL TIME EMTs	190,147	190,147	227,931	227,931	227,931	227,931		
07171200 041113	FULL TIME DUTY OFFICERS	250,724	250,724	255,262	255,262	255,262	255,262	4,538	1.8%
07171200 041115	PROPOSED POSITIONS	-	-	289,924	-	-	-	-	0.0%
07171200 041117	FULL TIME OFFICER'S TRAINING PAY	16,096	17,500	18,122	18,122	18,122	18,122	2,026	12.6%
07171200 041153	DAYTIME PAY	1,060,633	1,105,000	1,184,346	1,117,308	1,117,308	1,117,308	56,675	5.3%
07171200 041154	CALL COMPANY PAY	165,000	155,000	145,000	145,000	145,000	145,000	(20,000)	-12.1%
07171200 041200	FICA	115,852	117,500	126,936	122,780	122,160	122,160	6,308	5.4%
07171200 041205	MEDICARE	27,097	28,500	29,691	28,719	28,574	28,574	1,477	5.5%
07171200 041210	DENTAL INSURANCE	2,091	2,091	2,168	2,168	2,168	2,168	77	3.7%
07171200 041220	LONG TERM DISABILITY INSURANCE	2,216	2,216	2,826	2,826	2,826	2,826	610	27.5%
07171200 041230	HEALTH INSURANCE	160,320	125,500	147,074	147,074	147,074	147,074	(13,246)	-8.3%
07171200 041240	PENSION	82,676	82,676	101,245	101,245	100,025	100,025	17,349	21.0%
07171200 041250	RETIREE HEALTH SAVINGS/HOLIDAY PAY	3,630	3,630	3,752	3,752	3,752	3,752	122	3.4%
07171200 041300	FT DUTY OFFICER'S OVERTIME PAY	120,000	135,000	145,000	145,000	135,000	135,000	15,000	12.5%
07171200 041303	TRAINING PAY	42,500	40,000	37,500	37,500	37,500	37,500	(5,000)	-11.8%
07171200 042920 52002:53002	F.T. CLOTHING ALLOWANCE	5,440	5,440	5,440	5,440	5,440	5,440	-	0.0%
07171200 042920 53099	P.T. CLOTHING ALLOWANCE	9,125	9,125	9,125	9,125	9,125	9,125	-	0.0%
07171200 042945	ACCRUED VACATION	-	-	-	-	-	-	-	0.0%
	TOTAL FIRE SUPPRESSION	2,332,195	2,348,697	2,812,634	2,450,544	2,438,559	2,438,559	106,364	4.6%
FIRE PREVENTION									
07171300 041150	PART TIME INSPECTOR'S PAY	29,662	29,662	38,734	38,734	30,255	30,255	593	2.0%
07171300 041200	FICA	1,839	1,839	2,402	2,402	1,876	1,876	37	2.0%
07171300 041205	MEDICARE	430	430	562	562	439	439	9	2.1%
07171300 042920	INSPECTOR'S CLOTHING ALLOWANCE	300	300	300	300	300	300	-	0.0%
07171300 045800	TRAVEL - VEHICLE EXPENSE / MILEAGE	500	500	500	500	500	500	-	0.0%
07171300 046015	MISCELLANEOUS SUPPLY & MATERIALS	4,500	4,500	4,500	4,500	4,500	4,500	-	0.0%
07171300 046020	SPECIAL PROG-FIRE INVESTIGATING TEAM	300	300	300	300	300	300	-	0.0%
	TOTAL FIRE PREVENTION	37,531	37,531	47,298	47,298	38,170	38,170	639	1.7%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:56 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
EMERGENCY MEDICAL SERVICES								
07171000 041111	EMS DIRECTOR FULL TIME PAY	82,664	82,664	85,434	85,434	85,434	85,434	2,770 3.4%
07171000 041112	PARAMEDIC FULL TIME PAY	970,611	970,611	947,985	947,985	947,985	947,985	(22,626) -2.3%
07171000 041115	PROPOSED POSITIONS	-	-	-	-	-	-	- 0.0%
07171000 041117	FULL TIME PARAMEDIC TRAINING PAY	35,380	35,380	37,319	37,319	37,319	37,319	1,939 5.5%
07171000 041150	PART TIME SPECIAL DUTY PAY	-	-	12,400	12,400	12,400	12,400	12,400 0.0%
07171000 041151	MEDICAL DIRECTOR PT PAY	6,000	6,000	6,000	6,000	6,000	6,000	- 0.0%
07171000 041200	FICA	69,323	69,323	70,224	70,224	70,224	70,224	901 1.3%
07171000 041205	MEDICARE	16,219	16,219	16,434	16,434	16,434	16,434	215 1.3%
07171000 041210	DENTAL INSURANCE	4,644	4,644	4,336	4,336	4,336	4,336	(308) -6.6%
07171000 041220	LONG TERM DISABILITY INSURANCE	5,271	5,271	5,176	5,176	5,176	5,176	(95) -1.8%
07171000 041230	HEALTH INSURANCE	186,091	186,091	199,267	199,267	199,267	199,267	13,176 7.1%
07171000 041240	PENSION	153,019	153,019	161,243	161,243	161,243	161,243	8,224 5.4%
07171000 041250	RETIREE HEALTH SAVINGS/HOLIDAY PAY	3,768	3,768	3,943	3,943	3,943	3,943	175 4.6%
07171000 041300	PARAMEDIC OVER TIME PAY	95,000	95,000	97,850	97,850	97,850	97,850	2,850 3.0%
07171000 041301	SPECIAL DUTY FIRE/RESCUE OVERTIME	1,623	1,623	1,672	1,672	1,672	1,672	49 3.0%
07171000 042910	EMPLOYEE TRAINING	8,400	9,500	10,150	10,150	10,150	10,150	1,750 20.8%
07171000 042920 52001:25	F.T. CLOTHING ALLOWANCE	13,230	13,230	13,230	13,230	13,230	13,230	- 0.0%
07171000 042930	TUITION REIMBURSEMENT	3,000	3,000	3,000	3,000	3,000	3,000	- 0.0%
07171000 042945	ACCRUED VACATION	-	-	-	-	-	-	- 0.0%
07171000 042952	HEPATITIS B VACCINATION	500	500	500	500	500	500	- 0.0%
07171000 043201	SO. MAINE EMS COORDINATOR FEE	3,100	3,100	3,100	3,100	3,100	3,100	- 0.0%
07171000 043210	RECRUITMENT & TESTING RESCUE	1,000	1,000	1,000	1,000	1,000	1,000	- 0.0%
07171000 043261 85013	COMSTAR RESCUE BILLING CONTRACT	33,000	30,000	28,500	28,500	28,500	28,500	(4,500) -13.6%
07171000 043500	PROFESSIONAL DUES	1,000	1,000	1,000	1,000	1,000	1,000	- 0.0%
07171000 043600	LICENSING FEES	280	280	280	280	280	280	- 0.0%
07171000 044310	VEHICLE MAINTENANCE PARTS	9,500	9,500	8,500	8,500	8,500	8,500	(1,000) -10.5%
07171000 044313	VEHICLE MAINTENANCE LABOR	7,500	8,750	10,500	10,500	10,500	10,500	3,000 40.0%
07171000 044315	NON-PWD REPAIRS	1,500	2,500	2,000	2,000	2,000	2,000	500 33.3%
07171000 044351	DEPT EQUIPMENT MAINTENANCE	4,200	5,000	5,500	5,500	5,500	5,500	1,300 31.0%
07171000 044351 68006	OXYGEN SUPPLY CONTRACT	4,500	4,500	4,500	4,500	4,500	4,500	- 0.0%
07171000 044354	ALS EQUIPMENT MAINTENANCE	12,000	13,500	15,000	15,000	15,000	15,000	3,000 25.0%
07171000 046000	OFFICE SUPPLIES	2,000	2,500	2,500	2,500	2,500	2,500	500 25.0%
07171000 046017	INFECTIOUS DISEASE CONTROL	26,620	35,000	40,000	40,000	40,000	40,000	13,380 50.3%
07171000 046018	DRUGS/MEDICAL SUPPLIES	-	-	6,600	6,600	6,600	6,600	6,600 100.0%
07171000 046260	VEHICLE FUEL GAS	10,207	10,207	11,608	11,608	11,608	11,608	1,401 13.7%
07171000 047401	NEW RESCUE COMPANY EQUIPMENT	2,000	2,000	2,000	2,000	2,000	2,000	- 0.0%
07171000 047405	NEW PATIENT EQUIPMENT	2,500	2,500	2,500	2,500	2,500	2,500	- 0.0%
07171000 047406	NEW TRAINING EQUIPMENT	1,000	1,000	1,000	1,000	1,000	1,000	- 0.0%
07171000 047407	NEW CPR EQUIPMENT	1,500	1,500	1,500	1,500	1,500	1,500	- 0.0%
07171000 048000	MISCELLANEOUS EXPENSES	1,000	1,000	1,000	1,000	1,000	1,000	- 0.0%
	TOTAL EMERGENCY MEDICAL SERVICES	1,779,150	1,790,680	1,824,751	1,824,751	1,824,751	1,824,751	45,601 2.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
11:57 AM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
EMERGENCY MANAGEMENT								
07170300 041150	PART TIME PAY	21,008	21,008	21,428	21,428	21,428	420	2.0%
07170300 041200	FICA	1,303	1,303	1,329	1,329	1,329	26	2.0%
07170300 041205	MEDICARE	305	305	311	311	311	6	2.0%
07170300 042964	HAZMAT EXAMS	6,250	6,250	6,750	6,750	6,750	500	8.0%
07170300 044351	EQUIPMENT MAINTENANCE	1,225	1,000	1,000	1,000	1,000	(225)	-18.4%
07170300 046001	FOOD	2,500	2,500	2,500	2,500	2,500	-	0.0%
07170300 046015	MISCELLANEOUS SUPPLY	500	500	500	500	500	-	0.0%
07170300 046020	SPECIAL PROGRAM SUPPLIES	1,000	1,000	1,000	1,000	1,000	-	0.0%
07170300 046400	BOOKS	350	350	350	350	350	-	0.0%
07170300 047400	NEW EQUIPMENT	2,500	2,500	2,500	2,500	2,500	-	0.0%
07170300 048000	MISCELLANEOUS EXPENSE	2,000	2,000	2,000	2,000	2,000	-	0.0%
	TOTAL EMERGENCY MANAGEMENT	38,941	38,716	39,668	39,668	39,668	727	1.9%
	TOTAL FIRE DEPARTMENT ALL DIVISIONS	4,856,621	4,906,864	5,427,109	5,065,019	5,043,906	187,285	3.9%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:11 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
PATROL								
07261000 041150	9,392	6,000	9,392	-	-	-	(9,392)	-100.0%
07261000 041200	571	571	582	-	-	-	(571)	-100.0%
07261000 041205	134	134	136	-	-	-	(134)	-100.0%
07261110 041150	10,103	10,103	10,315	10,315	10,315	10,315	212	2.1%
07261110 041200	626	626	640	640	640	640	14	2.2%
07261110 041205	146	146	150	150	150	150	4	2.7%
07261210 041150	32,545	32,545	35,754	10,315	28,324	28,324	(4,221)	-13.0%
07261210 041200	2,018	2,018	2,217	640	1,755	1,755	(263)	-13.0%
07261210 041205	472	472	518	150	410	410	(62)	-13.1%
07270400 041200	1,955	1,955	2,170	2,170	2,170	2,170	215	11.0%
07270400 041205	457	457	508	508	508	508	51	11.2%
07270400 041240	4,163	4,163	4,883	4,883	4,883	4,883	720	17.3%
07270400 041303	31,535	33,000	35,000	35,000	35,000	35,000	3,465	11.0%
07271500 041152	4,164	4,164	4,251	4,251	4,251	4,251	87	2.1%
07271500 041200	258	258	264	264	264	264	6	2.3%
07271500 041205	60	60	62	62	62	62	2	3.3%
07272100 041112	2,099,982	2,099,982	2,159,438	2,159,438	2,133,396	2,133,396	33,414	1.6%
07272100 041113	132,378	132,378	136,636	136,636	136,636	136,636	4,258	3.2%
07272100 041115	82,902	82,902	-	-	-	-	(82,902)	-100.0%
07272100 041120	15,600	14,980	15,600	15,600	15,600	15,600	-	0.0%
07272100 041122	5,005	4,775	5,005	5,005	5,005	5,005	-	0.0%
07272100 041160	32,554	32,430	34,000	34,000	34,000	34,000	1,446	4.4%
07272100 041200	147,053	147,053	150,046	149,973	148,557	148,557	1,504	1.0%
07272100 041205	34,403	34,403	35,169	35,152	34,821	34,821	418	1.2%
07272100 041210	7,998	7,998	8,130	8,130	8,130	8,130	132	1.7%
07272100 041220	11,049	11,049	11,392	11,392	11,278	11,278	229	2.1%
07272100 041230	338,769	338,769	377,910	377,910	377,910	377,910	39,141	11.6%
07272100 041240	326,605	326,605	347,882	347,775	345,491	345,491	18,886	5.8%
07272100 041250	58,964	58,964	51,500	51,500	51,500	51,500	(7,464)	-12.7%
07272100 041300	81,000	81,000	90,000	89,231	89,231	89,231	8,231	10.2%
07272100 041302	20,000	20,000	20,000	20,000	20,000	20,000	-	0.0%
07272100 041305	15,836	15,836	16,232	15,836	15,836	15,836	-	0.0%
07272100 042920 50004:41	35,000	36,000	37,000	37,000	37,000	37,000	2,000	5.7%
07272100 042945	-	-	-	-	-	-	-	0.0%
07272100 047400	6,514	6,775	7,000	7,000	7,000	7,000	486	7.5%
07272100 047400 72001	18,225	20,000	21,213	21,213	21,213	21,213	2,988	16.4%
07272100 047400 72002	5,875	6,875	7,000	7,000	7,000	7,000	1,125	19.1%
07272100 047400 94018	4,570	8,947	4,986	4,986	4,986	4,986	416	9.1%
07272100 047442	5,715	7,000	7,500	5,715	5,715	5,715	-	0.0%
07272210 041112 72020	-	-	67,892	67,892	67,892	67,892	67,892	0.0%
07272210 041200 72020	-	-	3,545	3,545	3,545	3,545	3,545	0.0%
07272210 041205 72020	-	-	829	829	829	829	829	0.0%
07272210 041210 72020	-	-	271	271	271	271	271	0.0%
07272210 041220 72020	-	-	340	340	340	340	340	0.0%
07272210 041230 72020	-	-	12,863	12,863	12,863	12,863	12,863	0.0%
07272210 041240 72020	-	-	10,659	10,659	10,659	10,659	10,659	0.0%
07272210 041300 72020	-	3,000	3,000	3,000	3,000	3,000	3,000	0.0%
07272210 042920 72020	-	-	-	-	-	-	-	0.0%
12729300 041112 79436	-	-	-	-	-	-	-	100.0%
12729300 041299 79436	-	-	-	-	-	-	-	100.0%
12729300 041300	19,000	19,000	-	-	-	-	(19,000)	-100.0%
12729300 048600 79402	2,000	2,000	-	-	-	-	(2,000)	-100.0%
TOTAL POLICE	3,605,596	3,615,393	3,749,880	3,709,239	3,698,436	3,698,436	92,840	2.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:12 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
POLICE SERVICES								
07272120 048100	DARE PROGRAM	5,000	4,875	5,000	5,000	5,000	-	0.0%
07272140 047400 72000	RADAR - NEW EQUIPMENT	3,500	3,000	3,500	3,500	3,500	-	0.0%
07272150 048100	COMMUNITY IN HOUSE PROGRAM	2,750	2,725	2,750	2,750	2,750	-	0.0%
07272150 048100 77080	SCHOOL RESOURCE OFFICER PROGRAM	3,500	3,500	3,500	3,500	3,500	-	0.0%
07272160 048100	TACTICAL TEAM	2,600	3,260	3,750	3,750	3,750	1,150	44.2%
07272230 043225	REGIONAL LAB CONTRACTED SERVICE	12,108	12,107	12,108	12,108	12,108	-	0.0%
07272230 046002 72007	LAB ARREST SUPPLIES	1,300	1,000	1,300	1,300	1,300	-	0.0%
07272230 046002 72008	LAB EVIDENCE PROCESS	13,650	13,000	13,650	13,650	13,650	-	0.0%
07272230 046002 72009	LAB DRUG TEST SUPPLY	3,000	2,000	3,000	3,000	3,000	-	0.0%
07272240 048100	CID VIDEO FORENSICS	7,250	6,250	7,250	7,250	7,250	-	0.0%
07272250 048100	ARSON TEAM	150	100	150	150	150	-	0.0%
07272260 048100	POLYGRAPH	2,500	2,000	2,500	2,500	2,500	-	0.0%
	TOTAL POLICE SERVICES	57,308	53,817	58,458	58,458	58,458	1,150	2.0%
POLICE SPECIAL ASSIGNMENTS								
07272600 041150	PART TIME PAY	1,588	1,588	2,500	2,500	2,500	912	57.4%
07272600 041200	FICA	4,288	4,288	4,495	4,495	4,495	207	4.8%
07272600 041205	MEDICARE	1,003	1,003	1,051	1,051	1,051	48	4.8%
07272600 041240	PENSION	8,919	8,919	9,765	9,765	9,765	846	9.5%
07272600 041301	FULL TIME SPECIAL POLICE OT PAY	67,568	67,568	70,000	70,000	70,000	2,432	3.6%
	TOTAL POLICE SPECIAL ASSIGNMENTS	83,366	83,366	87,811	87,811	87,811	4,445	5.3%
ANIMAL CONTROL								
07272700 041112	ANIMAL CONTROL OFFICER PAY	45,261	45,261	46,780	46,780	46,780	1,519	3.4%
07272700 041200	FICA	2,931	2,931	2,912	2,912	2,912	(19)	-0.6%
07272700 041205	MEDICARE	686	686	682	682	682	(4)	-0.6%
07272700 041220	LONG TERM DISABILITY	227	227	234	234	234	7	3.1%
07272700 041230	HEALTH INSURANCE	6,890	6,890	7,934	7,934	7,934	1,044	15.2%
07272700 041240	PENSION	6,147	6,147	4,528	4,528	4,528	(1,619)	-26.3%
07272700 041300	ACO OVERTIME PAY	265	265	265	265	265	-	0.0%
07272700 042920 50029	CLOTHING ALLOWANCE	400	300	400	400	400	-	0.0%
07272700 042945	ACCURED VACATION	-	-	-	-	-	-	0.0%
07272700 043225	ANIMAL REFUGE LEAGUE CONTRACT	26,108	26,108	26,487	26,487	26,487	379	1.5%
07272700 048100	ACO PROGRAM COSTS	500	400	500	500	500	-	0.0%
	TOTAL ANIMAL CONTROL	89,415	89,215	90,722	90,722	90,722	1,307	1.5%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:13 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
PATROL								
07272810 048100		2,800	1,975	2,800	2,800	2,800	-	0.0%
07272830 048100		5,000	5,000	5,000	4,380	4,380	(620)	-12.4%
		7,800	6,975	7,800	7,180	7,180	(620)	-7.9%
RESERVE OFFICERS								
07272900 041150		6,756	6,756	6,756	6,756	6,756	-	0.0%
07272900 041155		35,975	35,975	30,000	30,000	30,000	(5,975)	-16.6%
07272900 041158		27,847	27,847	28,682	28,682	28,682	835	3.0%
07272900 041200		4,376	4,376	4,057	4,057	4,057	(319)	-7.3%
07272900 041205		1,023	1,023	949	949	949	(74)	-7.2%
07272900 041240		-	-	-	-	-	-	0.0%
07272900 042910		1,000	850	1,000	1,000	1,000	-	0.0%
07272900 046020		1,000	500	1,000	1,000	1,000	-	0.0%
07272900 047400		4,000	7,000	8,000	6,000	6,000	2,000	50.0%
		81,977	84,327	80,444	78,444	78,444	(3,533)	-4.3%
		3,925,462	3,933,093	4,075,115	4,031,854	4,021,051	95,589	2.4%
COMMUNICATIONS								
07272300 041112		621,490	621,490	668,737	668,737	639,767	18,277	2.9%
07272300 041113		61,424	61,424	63,232	63,232	63,232	1,808	2.9%
07272300 041116		54,309	54,309	55,661	55,661	55,661	1,352	2.5%
07272300 041120		4,248	3,000	3,500	3,500	3,500	(748)	-17.6%
07272300 041122		1,365	500	1,365	1,365	1,365	-	0.0%
07272300 041150		8,736	8,736	10,000	10,000	10,000	1,264	14.5%
07272300 041160		7,059	7,059	7,235	7,235	7,235	176	2.5%
07272300 041200		53,310	53,310	54,083	53,664	52,615	(695)	-1.3%
07272300 041205		12,474	12,474	12,654	12,556	12,311	(163)	-1.3%
07272300 041210		3,354	3,354	3,523	3,523	3,523	169	5.0%
07272300 041220		3,846	3,846	3,840	3,840	3,640	(206)	-5.4%
07272300 041230		132,424	132,424	154,660	154,660	159,589	27,165	20.5%
07272300 041240		100,848	100,848	94,585	93,643	92,958	(7,890)	-7.8%
07272300 041250		20,256	20,256	15,000	15,000	15,000	(5,256)	-25.9%
07272300 041300		60,000	60,000	71,750	65,000	65,000	5,000	8.3%
07272300 041303		4,893	4,893	4,893	4,893	4,893	-	0.0%
07272300 042910		3,000	2,300	3,000	3,000	3,000	-	0.0%
07272300 042920 51001:49		7,200	8,066	7,200	7,200	7,200	-	0.0%
07272300 042930		2,500	500	2,500	2,500	2,500	-	0.0%
07272300 042945		-	-	-	-	-	-	0.0%
07272300 043210		750	750	750	750	750	-	0.0%
07272300 044340		2,500	1,975	2,500	2,500	2,500	-	0.0%
07272300 044345		6,055	5,000	6,055	6,055	6,055	-	0.0%
07272300 044352 77020:70		23,300	20,500	23,300	20,970	20,970	(2,330)	-10.0%
07272300 044420		2,040	2,040	2,040	2,040	2,040	-	0.0%
07272300 045300 77050		8,580	7,000	6,600	6,600	6,600	(1,980)	-23.1%
07272300 045301 77050		1,200	1,000	1,000	1,000	1,000	(200)	-16.7%
07272300 045303		8,000	8,300	8,652	8,652	8,652	652	8.2%
07272300 045304 77050		10,000	9,000	10,000	10,000	10,000	-	0.0%
07272300 045305 77050		3,000	1,500	2,000	2,000	2,000	(1,000)	-33.3%
07272300 045307 77051		800	800	800	800	800	-	0.0%
07272300 045308 77051		1,500	1,440	1,440	1,440	1,440	(60)	-4.0%
07272300 046000:046015		3,050	2,950	3,050	3,050	3,050	-	0.0%
		1,233,511	1,221,044	1,305,605	1,295,066	1,268,846	35,335	2.9%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:15 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
MARINE RESOURCES								
07272400 041112	MRO FULL TIME PAY	41,476	41,476	42,890	42,890	42,890	42,890	1,414 3.4%
07272400 041150	PART TIME PAY	4,754	4,754	4,000	4,000	4,000	4,000	(754) -15.9%
07272400 041200	FICA	2,967	2,967	3,112	3,112	3,112	3,112	145 4.9%
07272400 041205	MEDICARE	694	694	728	728	728	728	34 4.9%
07272400 041210	DENTAL INSURANCE	258	258	271	271	271	271	13 5.0%
07272400 041220	LONG TERM DISABILITY	208	208	215	215	215	215	7 3.4%
07272400 041230	HEALTH INSURANCE	11,170	11,170	7,934	7,934	7,934	7,934	(3,236) -29.0%
07272400 041240	PENSION	6,417	6,417	4,626	4,626	4,626	4,626	(1,791) -27.9%
07272400 041250	HOLIDAY CASH OUT	889	889	1,140	1,140	1,140	1,140	251 28.2%
07272400 041300	OVERTIME PAY	5,000	2,500	2,500	2,500	2,500	2,500	(2,500) -50.0%
07272400 042910	EMPLOYEE TRAINING	800	600	800	800	800	800	- 0.0%
07272400 042920	CLOTHING	800	400	800	800	800	800	- 0.0%
07272400 042945	ACCRUED VACATION	-	-	-	-	-	-	- 0.0%
07272400 043225	PP PIER - CRANE MAINTENANCE	2,112	1,195	2,112	2,112	2,112	2,112	- 0.0%
07272400 043226	TOWING STORAGE	200	-	200	200	200	200	- 0.0%
07272400 044110	PIER WATER	-	150	150	150	150	150	150 0.0%
07272400 044310	VEHICLE PARTS	450	450	450	450	450	450	- 0.0%
07272400 044313	VEHICLE LABOR	900	900	900	900	900	900	- 0.0%
07272400 044351	EQUIPMENT MAINT	500	100	500	500	500	500	- 0.0%
07272400 044365	PIER MAINTENANCE	4,888	4,888	4,888	4,888	4,888	4,888	- 0.0%
07272400 045300	MRO CELLULAR	780	600	600	600	600	600	(180) -23.1%
07272400 045302	MRO TELEPHONES	475	475	475	475	475	475	- 0.0%
07272400 046000	OFFICE SUPPLIES	300	100	300	300	300	300	- 0.0%
07272400 046015	MISC SUPPLIES	1,000	900	1,000	1,000	1,000	1,000	- 0.0%
07272400 046220	PIER ELECTRICITY-UTILITY	3,000	2,800	3,000	3,000	3,000	3,000	- 0.0%
07272400 046260	MRO VEHICLE FUEL	2,600	2,000	2,000	2,000	2,000	2,000	(600) -23.1%
07272400 046500	CLAM SEEDS	2,000	500	2,000	2,000	2,000	2,000	- 0.0%
07272400 047400	NEW EQUIPMENT	1,250	1,250	1,250	1,250	1,250	1,250	- 0.0%
	TOTAL MARINE RESOURCES	95,888	88,641	88,841	88,841	88,841	88,841	(7,047) -7.3%
FIRE/POLICE								
07272500 041120	STIPENDS (VEHICLES)	4,000	4,000	4,200	4,200	4,200	4,200	200 5.0%
07272500 041121	SPECIALTY STIPENDS	625	625	625	625	625	625	- 0.0%
07272500 041150	PART TIME PAY	19,046	19,046	25,000	25,000	25,000	25,000	5,954 31.3%
07272500 041200	FICA	1,468	1,468	1,849	1,849	1,849	1,849	381 26.0%
07272500 041205	MEDICARE	344	344	432	432	432	432	88 25.6%
07272500 042920	CLOTHING	850	850	850	850	850	850	- 0.0%
07272500 044320	MISC. MAINT	80	50	80	80	80	80	- 0.0%
07272500 046015	MISC. SUPPLY	100	100	100	100	100	100	- 0.0%
07272500 047400	NEW EQUIPMENT	525	525	525	525	525	525	- 0.0%
	TOTAL FIRE/POLICE	27,038	27,008	33,661	33,661	33,661	33,661	6,623 24.5%
	TOTAL POLICE SERVICES ALL DIVISIONS	6,282,325	6,293,575	6,513,443	6,451,476	6,414,453	6,414,453	132,128 2.1%
	TOTAL PUBLIC SAFETY	11,138,946	11,200,439	11,940,552	11,516,495	11,458,359	11,458,359	319,413 2.9%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:16 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
PUBLIC WORKS								
ADMINISTRATION								
08155000 041110	ADMIN. FULL TIME PAY	95,368	95,368	98,572	98,572	98,572	3,204	3.4%
08155000 041111	DEPUTY DIRECTOR	74,381	74,381	76,898	76,898	70,056	(4,325)	-5.8%
08155000 041114	CLERICAL FULL TIME PAY	93,664	93,664	96,825	96,825	96,825	3,161	3.4%
08155000 041122	PW CELL PHONE STIPEND	1,680	1,680	1,260	1,260	1,260	(420)	-25.0%
08155000 041200	FICA	16,371	16,371	16,522	16,522	15,900	(471)	-2.9%
08155000 041205	MEDICARE	3,830	3,830	3,866	3,866	3,721	(109)	-2.8%
08155000 041210	DENTAL INSURANCE	1,032	1,032	1,084	1,084	1,084	52	5.0%
08155000 041220	LONG TERM DISABILITY INSURANCE	1,315	1,315	1,364	1,364	1,364	49	3.7%
08155000 041230	HEALTH INSURANCE	36,120	36,120	41,594	41,594	38,378	2,258	6.3%
08155000 041240	PENSION	26,690	26,690	23,636	23,636	22,461	(4,229)	-15.8%
08155000 041300	OVERTIME PAY	2,550	2,550	2,550	2,550	2,550	-	0.0%
08155000 042610	SAFETY AND COMPLIANCE	9,000	9,300	10,000	10,000	10,000	1,000	11.1%
08155000 042910	EMPLOYEE TRAINING	700	625	700	700	700	-	0.0%
08155000 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
08155000 043225	CONTRACTED SERVICES	9,600	8,700	7,600	7,600	7,600	(2,000)	-20.8%
08155000 043500	PROFESSIONAL DUES	300	390	400	400	400	100	33.3%
08155000 044100	UTILITY SEWER	4,900	4,200	4,200	4,200	4,200	(700)	-14.3%
08155000 044110	UTILITY WATER	2,300	2,300	2,300	2,300	2,300	-	0.0%
08155000 044300	BUILDING MAINTENANCE & REPAIRS	41,000	38,700	41,000	41,000	41,000	-	0.0%
08155000 044350	OFFICE EQUIPMENT MAINTENANCE	-	-	3,000	3,000	3,000	3,000	100.0%
08155000 045304	TELEPHONES	11,000	10,600	11,000	11,000	11,000	-	0.0%
08155000 045310	POSTAGE	350	210	300	300	300	(50)	-14.3%
08155000 045400	ADVERTISEMENTS	850	780	850	850	850	-	0.0%
08155000 045800	TRAVEL	250	330	450	450	450	200	80.0%
08155000 046000	OFFICE SUPPLIES	5,500	5,200	5,500	5,500	5,500	-	0.0%
08155000 046015	MISCELLANEOUS SUPPLY	1,500	1,500	1,500	1,500	1,500	-	0.0%
08155000 046029	CUSTODIAL SUPPLIES	3,000	3,000	3,000	3,000	3,000	-	0.0%
08155000 046210	UTILITY - GAS	29,000	22,500	22,500	22,500	22,500	(6,500)	-22.4%
08155000 046220	UTILITY - ELECTRICITY	34,000	35,000	35,000	35,000	35,000	1,000	2.9%
08155000 046400	BOOKS	25	25	25	25	25	-	0.0%
08155000 047400	NEW EQUIPMENT	2,500	2,500	3,200	2,700	2,700	200	8.0%
	TOTAL ADMINISTRATION	508,776	498,861	516,696	516,196	504,196	(4,580)	-0.9%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:18 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
GIS/ENGINEERING								
08157100 041112	GIS COORDINATOR	54,538	69,764	56,368	56,368	56,368	1,830	3.4%
08157100 041200	FICA	3,503	4,636	3,621	3,621	3,621	118	3.4%
08157100 041205	MEDICARE	820	1,085	847	847	847	27	3.3%
08157100 041210	DENTAL INSURANCE	-	97	-	-	-	-	100.0%
08157100 041220	LONG TERM DISABILITY INSURANCE	273	306	282	282	282	9	3.3%
08157100 041230	HEALTH INSURANCE	6,890	11,079	7,934	7,934	7,934	1,044	15.2%
08157100 041240	PENSION	7,364	10,026	7,667	7,667	7,667	303	4.1%
08157100 042910	EMPLOYEE TRAINING	5,500	5,500	5,500	5,500	5,500	-	0.0%
08157100 042945	ACCRUED VACATION	-	-	-	-	-	-	0.0%
08157100 043223	IN-HOUSE CONTRACTED SERVICE	-	-	19,923	19,923	19,923	19,923	0.0%
08157100 043225	GIS MAPPING	10,000	10,000	10,000	10,000	6,000	(4,000)	-40.0%
08157100 043400	ENGINEERING	10,000	12,000	11,500	10,000	7,000	(3,000)	-30.0%
08157100 043500	PROFESSIONAL DUES	100	100	100	100	100	-	0.0%
08157100 044345	GIS SOFTWARE LICENSING	7,000	7,000	8,000	8,000	8,000	1,000	14.3%
08157100 046015	MISCELLANEOUS SUPPLY	1,500	1,500	1,500	1,500	1,500	-	0.0%
08157100 047400	GIS NEW EQUIPMENT	7,000	7,000	7,000	7,000	4,000	(3,000)	-42.9%
	TOTAL GIS/ENGINEERING	114,488	140,093	140,242	138,742	128,742	14,254	12.5%
SPECIAL PROJECTS								
08181720 043225	NPDES - CONTRACTUAL SERVICES	25,000	25,000	50,500	45,500	44,500	19,500	78.0%
	TOTAL SPECIAL PROJECTS	25,000	25,000	50,500	45,500	44,500	19,500	78.0%
	TOTAL PW ADMINISTRATION	648,264	663,954	707,438	700,438	677,438	29,174	4.5%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:19 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE	
PUBLIC WORKS OPERATIONS									
08181000 041112	STAFF FULL TIME PAY	824,584	824,584	803,689	803,689	803,689	803,689	(20,895)	-2.5%
08181000 041120	STIPENDS	11,400	11,400	12,502	12,502	12,502	12,502	1,102	9.7%
08181000 041150	PART TIME PAY	16,640	16,640	17,000	17,000	17,000	17,000	360	2.2%
08181000 041200	FICA	56,865	56,865	54,267	54,267	54,267	54,267	(2,598)	-4.6%
08181000 041205	MEDICARE	13,304	13,304	12,697	12,697	12,697	12,697	(607)	-4.6%
08181000 041210	DENTAL INSURANCE	3,096	3,096	3,659	3,659	3,659	3,659	563	18.2%
08181000 041220	LONG TERM DISABILITY INSURANCE	4,119	4,119	4,025	4,025	4,025	4,025	(94)	-2.3%
08181000 041230	HEALTH INSURANCE	175,516	175,516	198,151	198,151	198,151	198,151	22,635	12.9%
08181000 041240	PENSION	108,621	108,621	88,692	88,692	88,692	88,692	(19,929)	-18.3%
08181000 041300	OVERTIME PAY	107,100	107,100	107,100	107,100	107,100	107,100	-	0.0%
08181000 042910	EMPLOYEE TRAINING	1,500	1,500	1,500	1,500	1,500	1,500	-	0.0%
08181000 042920	CLOTHING ALLOWANCE	12,000	12,800	13,200	13,200	13,200	13,200	1,200	10.0%
08181000 042945	ACCRUED VACATION	-	-	-	-	-	-	-	0.0%
08181000 042950	MEDICAL EXPENDITURES (IDC)	1,000	550	1,000	1,000	1,000	1,000	-	0.0%
08181000 043225	CONTRACTED SERVICES	93,400	90,000	94,400	132,400	94,400	94,400	1,000	1.1%
08181000 044238	WINTER SALT	90,000	180,000	100,800	100,800	100,800	100,800	10,800	12.0%
08181000 044240	WINTER SAND	15,000	15,000	16,250	16,250	16,250	16,250	1,250	8.3%
08181000 044243	MAGNESIUM CHLORIDE	36,000	26,600	26,600	26,600	26,600	26,600	(9,400)	-26.1%
08181000 044248	GRAVEL	22,000	25,000	25,000	22,000	22,000	22,000	-	0.0%
08181000 044260	ROADSIDE MOWING	65,000	65,000	65,000	65,000	65,000	65,000	-	0.0%
08181000 044270	STREET SIGNS	12,000	13,000	14,200	14,200	14,200	14,200	2,200	18.3%
08181000 044275	COLD PATCH	2,400	2,000	2,500	2,500	2,500	2,500	100	4.2%
08181000 044278	STREET STRIPING	72,000	74,000	74,000	74,000	74,000	74,000	2,000	2.8%
08181000 044280	ASPHALT PAVING	340,000	340,000	340,000	297,550	264,850	264,850	(75,150)	-22.1%
08181000 044283	CULVERTS	8,500	8,500	8,500	8,500	8,500	8,500	-	0.0%
08181000 044310	VEHICLE MAINTENANCE PARTS	175,000	175,000	175,000	175,000	175,000	175,000	-	0.0%
08181000 044313	VEHICLE MAINTENANCE LABOR	150,000	150,000	150,000	150,000	150,000	150,000	-	0.0%
08181000 046015	OUTSIDE OPERATIONAL SUPPLIES	19,500	19,500	19,500	17,000	17,000	17,000	(2,500)	-12.8%
08181000 046052	CUTTING EDGES	19,000	19,000	19,000	19,000	18,000	18,000	(1,000)	-5.3%
08181000 046260	VEHICLE FUEL GAS	80,000	80,000	80,000	80,000	80,000	80,000	-	0.0%
08181000 046261	PROPANE FUEL	3,000	3,000	3,000	3,000	3,000	3,000	-	0.0%
08181000 047411	NEW TOOLS	7,000	7,500	7,500	7,500	5,000	5,000	(2,000)	-28.6%
	TOTAL OPERATIONS	2,545,545	2,629,195	2,538,732	2,528,782	2,454,582	2,454,582	(90,963)	-3.6%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:20 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
PIERS, WHARVES, FLOATS, BOAT LAUNCH								
08161300 044190	WATERFRONT	120	120	400	100	100	(20)	-16.7%
	TOTAL WATERFRONT	120	120	400	100	100	(20)	-16.7%
DUNSTAN & SCARBOROUGH MEMORIAL CEMETERY								
08181460 043225	CONTRACTED SERVICES - DUNSTAN	9,000	9,000	9,000	9,000	9,000	-	0.0%
08181460 044110	UTILITY WATER - DUNSTAN	-	-	-	-	-	-	0.0%
08181460 044320	MISC. MAINTENANCE - DUNSTAN	350	350	350	50	50	(300)	-85.7%
08181470 043225	CONTRACT SERVICES-SCAR MEMORIAL	9,000	9,000	9,000	9,000	9,000	-	0.0%
08181470 044320	MISC MAINT-SCARBOROUGH MEMORIAL	350	350	350	50	50	(300)	-85.7%
	TOTAL CEMETERY CARE	18,700	18,700	18,700	18,100	18,100	(600)	-3.2%
MEMORIAL ACCOUNTS								
08181500 044320 78004	MISC. MAINT. AMERICAN LEGION	1,565	1,565	1,600	1,600	1,600	35	2.2%
08181500 044320 78005	MISC. MAINT. DUNSTAN MONUMENT	442	442	442	442	442	-	0.0%
08181500 044320 78006	MISC. MAINT. BLACK POINT CEMETERY	3,000	3,000	3,000	3,000	3,000	-	0.0%
08181500 044320 78007	MISC. MAINT. HUNNEWELL HOUSE	3,000	3,000	3,000	3,000	3,000	-	0.0%
	TOTAL MEMORIAL ACCOUNTS	8,007	8,007	8,042	8,042	8,042	35	0.4%
SHADE TREES								
08181600 044265	TREE PLANTING & REMOVAL	6,000	4,000	5,000	4,000	3,000	(3,000)	-50.0%
	TOTAL SHADE TREES	6,000	4,000	5,000	4,000	3,000	(3,000)	-50.0%
	TOTAL PW OPERATIONS	2,578,372	2,660,022	2,570,874	2,559,024	2,483,824	(94,548)	-3.7%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:21 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
PUBLIC WORKS VEHICLE MAINTENANCE								
08181200 041112	STAFF FULL TIME PAY	525,197	525,197	523,019	523,019	523,019	523,019	(2,178) -0.4%
08181200 041120	STIPENDS	4,700	4,700	4,936	4,936	4,936	4,936	236 5.0%
08181200 041150	PART TIME PAY	7,865	7,865	9,000	9,000	9,000	9,000	1,135 14.4%
08181200 041200	FICA	33,755	33,755	33,193	33,193	33,193	33,193	(562) -1.7%
08181200 041205	MEDICARE	7,897	7,897	7,766	7,766	7,766	7,766	(131) -1.7%
08181200 041210	DENTAL INSURANCE	2,322	2,322	2,439	2,439	2,439	2,439	117 5.0%
08181200 041220	LONG TERM DISABILITY INSURANCE	2,492	2,492	2,620	2,620	2,620	2,620	128 5.1%
08181200 041230	HEALTH INSURANCE	90,368	90,368	104,064	104,064	104,064	104,064	13,696 15.2%
08181200 041240	PENSION	70,032	70,032	65,187	65,187	65,187	65,187	(4,845) -6.9%
08181200 041300	OVERTIME PAY	15,000	15,000	15,000	15,000	15,000	15,000	- 0.0%
08181200 042910	EMPLOYEE TRAINING	2,000	2,000	2,000	2,000	2,000	2,000	- 0.0%
08181200 042920	CLOTHING ALLOWANCE	6,600	7,000	7,500	7,500	7,500	7,500	900 13.6%
08181200 042945	ACCRUED VACATION	-	-	-	-	-	-	- 0.0%
08181200 042950	MEDICAL EXPENDITURES (IDC)	400	495	600	600	600	600	200 50.0%
08181200 044218	HAZARDOUS WASTE DISPOSAL	2,500	4,000	4,000	4,000	4,000	4,000	1,500 60.0%
08181200 044305	WASH BAY MAINTENANCE	-	-	3,000	1,000	1,000	1,000	1,000 100.0%
08181200 044316	FUEL ISLAND REPAIRS	3,700	4,200	2,000	2,000	2,000	2,000	(1,700) -45.9%
08181200 044317	PROPANE STATION	300	200	200	200	200	200	(100) -33.3%
08181200 044320	MISCELLANEOUS MAINTENANCE	2,800	5,800	4,500	4,500	4,500	4,500	1,700 60.7%
08181200 044345	PW DIAGNOSTIC SOFTWARE	6,000	6,000	6,300	6,300	6,300	6,300	300 5.0%
08181200 046015	SHOP SUPPLIES	9,000	9,000	9,000	9,000	9,000	9,000	- 0.0%
08181200 046032	PARTS/SERVICE	527,600	527,600	601,600	601,600	601,600	601,600	74,000 14.0%
08181200 046260	VEHICLE FUEL GAS	343,991	308,991	291,068	291,068	291,068	291,068	(52,923) -15.4%
08181200 046261	PROPANE FUEL	34,000	33,000	38,000	38,000	38,000	38,000	4,000 11.8%
08181200 047400	NEW EQUIPMENT	14,000	14,000	14,000	14,000	11,500	11,500	(2,500) -17.9%
08181200 047460	NEW STEEL	2,000	1,500	2,000	2,000	2,000	2,000	- 0.0%
	TOTAL VEHICLE MAINTENANCE	1,714,519	1,683,414	1,752,992	1,750,992	1,748,492	1,748,492	33,973 2.0%
STREET LIGHTS								
08182000 046221	UTILITY - CMP EXP. FOR STREET LIGHTS	185,000	185,000	185,000	185,000	185,000	185,000	- 0.0%
08182000 047400	NEW EQUIP/REPAIR STREET LIGHTS	1,000	2,240	1,000	1,000	1,000	1,000	- 0.0%
	TOTAL STREET LIGHTS	186,000	187,240	186,000	186,000	186,000	186,000	- 0.0%

TOWN OF SCARBOROUGH
NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

6/12/2017
2:22 PM

FY 2018 TOWN APPROPRIATIONS

ACCOUNTS FOR:	2017 BUDGET	2017 PROJECTION	2018 DEPARTMENT	2018 PROPOSED	FINANCE COMMITTEE	2018 ADOPTED	TC INC. DEC.	TC PCT CHANGE
TRAFFIC SIGNALS								
08182100 043225	500	500	500	500	500	500	-	0.0%
08182100 043500	85	100	110	110	110	110	25	29.4%
08182100 044284	1,800	3,800	2,600	2,600	2,600	2,600	800	44.4%
08182100 044286	1,500	2,200	2,000	2,000	2,000	2,000	500	33.3%
08182100 044301	20,000	15,000	17,000	17,000	17,000	17,000	(3,000)	-15.0%
08182100 044302	22,000	22,000	22,000	22,000	22,000	22,000	-	0.0%
08182100 044310	3,000	3,000	3,000	3,000	3,000	3,000	-	0.0%
08182100 044351	32,000	30,000	32,000	30,000	30,000	30,000	(2,000)	-6.3%
08182100 044353	2,500	2,670	2,500	2,500	2,500	2,500	-	0.0%
08182100 046053	500	500	500	500	500	500	-	0.0%
08182100 046230	17,000	16,200	16,500	16,500	16,500	16,500	(500)	-2.9%
08182100 046260	700	900	900	900	900	900	200	28.6%
08182100 047400	3,000	3,300	12,000	10,000	10,000	10,000	7,000	233.3%
08182100 047450	8,000	7,500	10,000	9,000	9,000	9,000	1,000	12.5%
TOTAL TRAFFIC SIGNALS	112,585	107,670	121,610	116,610	116,610	116,610	4,025	3.6%
WATER CHARGES								
08182300 044110	159,450	155,000	156,550	165,528	165,528	165,528	6,078	3.8%
08182300 044110	58,000	57,100	57,100	57,100	57,100	57,100	(900)	-1.6%
08182300 044353	-	-	-	-	-	-	-	100.0%
TOTAL WATER CHARGES	217,450	212,100	213,650	222,628	222,628	222,628	5,178	2.4%
TOTAL UTILITIES	516,035	507,010	521,260	525,238	525,238	525,238	9,203	1.8%
SOLID WASTE PROGRAM								
08181300 044205	6,900	6,500	6,500	6,500	6,500	6,500	(400)	-5.8%
08181320 043232	378,814	378,814	384,875	384,875	384,875	384,875	6,061	1.6%
08181320 044213	-	-	-	-	-	-	-	100.0%
08181320 044220	60,600	60,600	60,600	60,600	60,600	60,600	-	0.0%
08181320 044223	57,000	57,000	57,000	57,000	57,000	57,000	-	0.0%
08181320 044231	2,500	4,500	4,500	4,500	4,500	4,500	2,000	80.0%
08181320 045321	5,000	5,000	5,000	4,000	4,000	4,000	(1,000)	-20.0%
08181320 047418	18,000	18,000	19,500	19,500	19,500	19,500	1,500	8.3%
08181330 044213	376,823	376,823	396,000	396,000	396,000	396,000	19,177	5.1%
08181330 044215	378,814	378,814	384,875	384,875	384,875	384,875	6,061	1.6%
08181330 044217	7,500	7,500	7,500	7,500	7,500	7,500	-	0.0%
08181330 044218	6,000	6,300	6,000	6,000	6,000	6,000	-	0.0%
TOTAL SOLID WASTE PROGRAM	1,297,951	1,299,851	1,332,350	1,331,350	1,331,350	1,331,350	33,399	2.6%
TOTAL PUBLIC WORKS ALL DIVISIONS	6,755,141	6,814,251	6,884,914	6,867,042	6,766,342	6,766,342	11,201	0.2%



Educational

Detail Line Item Appropriations



**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
REGULAR INSTRUCTION										
7100002	510100	MS TEACHER SALARIES	3,208,204	3,284,045	3,427,737	143,692	4.4%	3,506,737	222,692	6.8%
7100002	510230	MS ED TECH WAGES	75,099	71,292	81,676	10,384	14.6%	81,676	10,384	14.6%
7100002	512300	MS SUBSTITUTE WAGES	63,401	62,000	62,000	0	0.0%	62,000	0	0.0%
7100002	515000	MS RETIREMENT STIPENDS	0	14,672	22,447	7,775	53.0%	22,447	7,775	53.0%
7100002	515200	MS INSTRUCTIONAL/LEAD TEACHER STIPENDS	34,505	42,140	48,395	6,255	14.8%	48,395	6,255	14.8%
7100002	520000	MS ER PAYROLL TAX ON STIPENDS	1,344	3,179	3,612	433	13.6%	3,612	433	13.6%
7100002	520100	MS TEACHER BENEFITS	744,411	693,971	760,437	66,466	9.6%	772,437	78,466	11.3%
7100002	520200	MS ED TECH BENEFITS	21,336	10,358	30,352	19,994	193.0%	30,352	19,994	193.0%
7100002	520300	MS ER PAYROLL TAX ON SUB WAGES	3,667	3,596	3,596	0	0.0%	3,596	0	0.0%
7100002	523100	MS TEACHER MAINEPERS	83,986	111,973	115,172	3,199	2.9%	115,172	3,199	2.9%
7100002	523200	MS ED TECH MAINEPERS	1,967	2,396	2,745	349	14.6%	2,745	349	14.6%
7100002	525100	MS STAFF COURSE REIMBURSEMENT	32,628	16,200	16,200	0	0.0%	16,200	0	0.0%
7100002	532000	MS ONLINE SUBSCRIPTIONS & SERVICES	5,796	6,000	12,000	6,000	100.0%	12,000	6,000	100.0%
7100002	533000	MS STAFF DEVELOPMENT	10,457	11,000	11,000	0	0.0%	11,000	0	0.0%
7100002	543100	MS EQUIPMENT MAINTENANCE	4,600	5,000	6,800	1,800	36.0%	6,800	1,800	36.0%
7100002	544400	MS COPIERS LEASE & SERVICE	18,258	15,000	16,000	1,000	6.7%	16,000	1,000	6.7%
7100002	555000	MS PRINTING - SCHOOL HANDBOOKS & FORMS	4,647	6,000	5,500	(500)	-8.3%	5,500	(500)	-8.3%
7100002	558000	MS MILEAGE FOR STAFF TRAVEL	216	500	500	0	0.0%	500	0	0.0%
7100002	560000	MS GENERAL SUPPLIES	6,844	7,500	7,500	0	0.0%	7,500	0	0.0%
7100002	561000	MS INSTRUCTIONAL SUPPLIES	45,362	50,950	60,950	10,000	19.6%	60,950	10,000	19.6%
7100002	561100	MS INSTRUCTIONAL EQUIPMENT	1,933	2,000	5,000	3,000	150.0%	5,000	3,000	150.0%
7100002	564000	MS BOOKS & SUBSCRIPTIONS	959	500	33,000	32,500	6500.0%	33,000	32,500	6500.0%
7100002	581000	MS PROGRAM DUES & FEES	920	1,000	1,000	0	0.0%	1,000	0	0.0%
7100003	510100	WS TEACHER SALARIES	2,734,775	2,830,626	2,919,539	88,913	3.1%	2,976,539	145,913	5.2%
7100003	510230	WS ED TECH WAGES	236,053	231,210	252,338	21,128	9.1%	252,338	21,128	9.1%
7100003	512300	WS SUBSTITUTE WAGES	61,405	62,000	62,000	0	0.0%	62,000	0	0.0%
7100003	515000	WS RETIREMENT STIPENDS	5,372	22,316	23,397	1,081	4.8%	23,397	1,081	4.8%
7100003	515200	WS LD TCHR/CO-CURRIC/MENTOR STIPENDS	34,578	37,672	41,686	4,014	10.7%	41,686	4,014	10.7%
7100003	520000	WS ER PAYROLL TAX ON STIPENDS	1,441	3,266	3,468	202	6.2%	3,468	202	6.2%
7100003	520100	WS TEACHER BENEFITS	486,152	487,764	539,686	51,922	10.6%	551,686	63,922	13.1%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71000003	520200	WS ED TECH BENEFITS	79,499	80,145	84,453	4,308	5.4%	84,453	4,308	5.4%
71000003	520300	WS ER PAYROLL TAX ON SUB WAGES	2,830	3,596	3,596	0	0.0%	3,596	0	0.0%
71000003	523100	WS TEACHER MAINEPERS	71,081	95,455	98,097	2,642	2.8%	98,097	2,642	2.8%
71000003	523200	WS ED TECH MAINEPERS	6,118	7,769	8,479	710	9.1%	8,479	710	9.1%
71000003	525100	WS STAFF COURSE REIMBURSEMENT	12,540	16,200	16,200	0	0.0%	16,200	0	0.0%
71000003	532000	WS ONLINE SUBSCRIPTIONS & SERVICES	3,400	4,600	4,600	0	0.0%	4,600	0	0.0%
71000003	533000	WS STAFF DEVELOPMENT	6,673	7,000	7,000	0	0.0%	7,000	0	0.0%
71000003	543100	WS EQUIPMENT MAINTENANCE	1,012	3,000	3,000	0	0.0%	3,000	0	0.0%
71000003	544400	WS COPIERS LEASE & SERVICE	23,640	21,000	25,000	4,000	19.0%	25,000	4,000	19.0%
71000003	555000	WS PRINTING - SCHOOL HANDBOOKS & FORMS	0	1,600	0	(1,600)	-100.0%	0	(1,600)	-100.0%
71000003	558000	WS MILEAGE FOR STAFF TRAVEL	409	450	500	50	11.1%	500	50	11.1%
71000003	560000	WS GENERAL SUPPLIES	49,926	45,000	45,000	0	0.0%	45,000	0	0.0%
71000003	561000	WS INSTRUCTIONAL SUPPLIES	44,900	41,675	43,275	1,600	3.8%	43,275	1,600	3.8%
71000003	561100	WS INSTRUCTIONAL EQUIPMENT	1,300	2,000	2,000	0	0.0%	2,000	0	0.0%
71000003	564000	WS BOOKS & SUBSCRIPTIONS	202	10,000	15,000	5,000	50.0%	15,000	5,000	50.0%
71000004	510100	BP TEACHER SALARIES	974,425	987,298	987,161	(137)	0.0%	942,661	(44,637)	-4.5%
71000004	510230	BP ED TECH WAGES	99,854	78,886	80,375	1,489	1.9%	80,375	1,489	1.9%
71000004	512300	BP SUBSTITUTE WAGES	29,438	30,000	30,000	0	0.0%	30,000	0	0.0%
71000004	515000	BP RETIREMENT STIPENDS	2,149	10,060	0	(10,060)	-100.0%	0	(10,060)	-100.0%
71000004	515200	BP LEAD TEACHER/MENTOR STIPENDS	3,800	2,600	2,400	(200)	-7.7%	2,400	(200)	-7.7%
71000004	520000	BP ER PAYROLL TAX ON STIPENDS	227	542	137	(405)	-74.7%	137	(405)	-74.7%
71000004	520100	BP TEACHER BENEFITS	192,069	194,313	191,953	(2,360)	-1.2%	176,953	(17,360)	-8.9%
71000004	520200	BP ED TECH BENEFITS	28,723	31,134	28,676	(2,458)	-7.9%	28,676	(2,458)	-7.9%
71000004	520300	BP ER PAYROLL TAX ON SUB WAGES	993	1,740	1,740	0	0.0%	1,740	0	0.0%
71000004	523100	BP TEACHER MAINEPERS	25,589	33,747	33,169	(578)	-1.7%	33,169	(578)	-1.7%
71000004	523200	BP ED TECH MAINEPERS	2,614	2,651	2,701	50	1.9%	2,701	50	1.9%
71000004	525100	BP STAFF COURSE REIMBURSEMENT	0	5,000	5,000	0	0.0%	5,000	0	0.0%
71000004	532000	BP ONLINE SUBSCRIPTIONS & SERVICES	150	3,200	500	(2,700)	-84.4%	500	(2,700)	-84.4%
71000004	533000	BP STAFF DEVELOPMENT	1,617	4,500	4,500	0	0.0%	4,500	0	0.0%
71000004	543100	BP EQUIPMENT MAINTENANCE	250	1,500	1,200	(300)	-20.0%	1,200	(300)	-20.0%
71000004	544400	BP COPIERS LEASE & SERVICE	11,604	13,000	13,000	0	0.0%	13,000	0	0.0%
71000004	555000	BP PRINTING - SCHOOL HANDBOOKS & FORMS	0	350	350	0	0.0%	350	0	0.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71000004	558000	BP MILEAGE FOR STAFF TRAVEL	202	400	300	(100)	-25.0%	300	(100)	-25.0%
71000004	560000	BP GENERAL SUPPLIES	9,400	9,500	9,500	0	0.0%	9,500	0	0.0%
71000004	561000	BP INSTRUCTIONAL SUPPLIES	13,088	13,450	13,450	0	0.0%	13,450	0	0.0%
71000004	561100	BP INSTRUCTIONAL EQUIPMENT	589	1,200	1,500	300	25.0%	1,500	300	25.0%
71000004	564000	BP BOOKS & SUBSCRIPTIONS	282	1,500	1,500	0	0.0%	1,500	0	0.0%
71000005	510100	EC TEACHER SALARIES	808,519	825,760	857,310	31,550	3.8%	864,810	39,050	4.7%
71000005	510230	EC ED TECH WAGES	75,618	100,854	77,593	(23,261)	-23.1%	77,593	(23,261)	-23.1%
71000005	512300	EC SUBSTITUTE WAGES	19,828	30,000	30,000	0	0.0%	30,000	0	0.0%
71000005	515000	EC RETIREMENT STIPENDS	12,374	0	0	0	0.0%	0	0	0.0%
71000005	515200	EC LEAD TEACHER/MENTOR STIPENDS	3,968	2,600	5,000	2,400	92.3%	5,000	2,400	92.3%
71000005	520000	EC ER PAYROLL TAX ON STIPENDS	660	142	283	141	99.3%	283	141	99.3%
71000005	520100	EC TEACHER BENEFITS	139,688	151,406	153,415	2,009	1.3%	153,415	2,009	1.3%
71000005	520200	EC ED TECH BENEFITS	26,824	45,432	30,258	(15,174)	-33.4%	30,258	(15,174)	-33.4%
71000005	520300	EC ER PAYROLL TAX ON SUB WAGES	645	1,740	1,740	0	0.0%	1,740	0	0.0%
71000005	523100	EC TEACHER MAINEPERS	20,733	28,249	28,806	557	2.0%	28,806	557	2.0%
71000005	523200	EC ED TECH MAINEPERS	1,993	3,389	2,608	(781)	-23.0%	2,608	(781)	-23.0%
71000005	525100	EC STAFF COURSE REIMBURSEMENT	5,700	5,000	5,000	0	0.0%	5,000	0	0.0%
71000005	532000	EC ONLINE SUBSCRIPTIONS & SERVICES	1,194	3,500	2,500	(1,000)	-28.6%	2,500	(1,000)	-28.6%
71000005	533000	EC STAFF DEVELOPMENT	3,440	4,500	4,500	0	0.0%	4,500	0	0.0%
71000005	543100	EC EQUIPMENT MAINTENANCE	0	1,500	1,200	(300)	-20.0%	1,200	(300)	-20.0%
71000005	544400	EC COPIERS LEASE & SERVICE	13,030	13,000	15,000	2,000	15.4%	15,000	2,000	15.4%
71000005	555000	EC PRINTING - SCHOOL HANDBOOKS & FORMS	0	350	350	0	0.0%	350	0	0.0%
71000005	558000	EC MILEAGE FOR STAFF TRAVEL	270	400	350	(50)	-12.5%	350	(50)	-12.5%
71000005	560000	EC GENERAL SUPPLIES	10,175	10,450	10,450	0	0.0%	10,450	0	0.0%
71000005	561000	EC INSTRUCTIONAL SUPPLIES	11,147	13,450	13,450	0	0.0%	13,450	0	0.0%
71000005	561100	EC INSTRUCTIONAL EQUIPMENT	1,708	1,200	1,500	300	25.0%	1,500	300	25.0%
71000005	564000	EC BOOKS & SUBSCRIPTIONS	244	1,500	1,500	0	0.0%	1,500	0	0.0%
71000006	510100	PH TEACHER SALARIES	697,739	694,784	743,376	48,592	7.0%	747,376	52,592	7.6%
71000006	510230	PH ED TECH WAGES	52,047	53,218	50,015	(3,203)	-6.0%	50,015	(3,203)	-6.0%
71000006	512300	PH SUBSTITUTE WAGES	15,938	16,000	16,000	0	0.0%	16,000	0	0.0%
71000006	515000	PH RETIREMENT STIPENDS	1,074	11,124	9,979	(1,145)	-10.3%	9,979	(1,145)	-10.3%
71000006	515200	PH LEAD TEACHER/MENTOR STIPENDS	3,700	2,600	2,400	(200)	-7.7%	2,400	(200)	-7.7%
71000006	520000	PH ER PAYROLL TAX ON STIPENDS	117	745	703	(42)	-5.6%	703	(42)	-5.6%
71000006	520100	PH TEACHER BENEFITS	140,576	140,825	154,880	14,055	10.0%	154,880	14,055	10.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71000006	520200	PH ED TECH BENEFITS	1,884	1,874	3,544	1,670	89.1%	3,544	1,670	89.1%
71000006	520300	PH ER PAYROLL TAX ON SUB WAGES	450	960	960	0	0.0%	960	0	0.0%
71000006	523100	PH TEACHER MAINEPERS	18,330	24,287	24,978	691	2.8%	24,978	691	2.8%
71000006	523200	PH ED TECH MAINEPERS	1,379	1,789	1,681	(108)	-6.0%	1,681	(108)	-6.0%
71000006	525100	PH STAFF COURSE REIMBURSEMENT	4,560	2,500	2,500	0	0.0%	2,500	0	0.0%
71000006	532000	PH ONLINE SUBSCRIPTIONS & SERVICES	0	2,500	500	(2,000)	-80.0%	500	(2,000)	-80.0%
71000006	533000	PH STAFF DEVELOPMENT	1,421	3,300	3,300	0	0.0%	3,300	0	0.0%
71000006	543100	PH EQUIPMENT MAINTENANCE	89	1,500	1,200	(300)	-20.0%	1,200	(300)	-20.0%
71000006	544400	PH COPIERS LEASE & SERVICE	11,474	12,000	12,500	500	4.2%	12,500	500	4.2%
71000006	555000	PH PRINTING - SCHOOL HANDBOOKS & FORMS	143	350	350	0	0.0%	350	0	0.0%
71000006	558000	PH MILEAGE FOR STAFF TRAVEL	63	400	200	(200)	-50.0%	200	(200)	-50.0%
71000006	560000	PH GENERAL SUPPLIES	7,506	8,000	8,000	0	0.0%	8,000	0	0.0%
71000006	561000	PH INSTRUCTIONAL SUPPLIES	11,395	10,375	10,375	0	0.0%	10,375	0	0.0%
71000006	561100	PH INSTRUCTIONAL EQUIPMENT	1,741	1,200	1,500	300	25.0%	1,500	300	25.0%
71000006	564000	PH BOOKS & SUBSCRIPTIONS	0	1,100	1,100	0	0.0%	1,100	0	0.0%
71000030	510100	HS TEACHER SALARIES	3,775,145	3,945,854	4,136,535	190,681	4.8%	4,404,135	458,281	11.6%
71000030	510230	HS ED TECH WAGES	82,779	80,193	82,778	2,585	3.2%	82,778	2,585	3.2%
71000030	512300	HS SUBSTITUTE WAGES	68,488	69,000	69,000	0	0.0%	69,000	0	0.0%
71000030	515000	HS RETIREMENT STIPENDS	11,073	28,525	22,827	(5,698)	-20.0%	22,827	(5,698)	-20.0%
71000030	515200	HS DEPT HEAD/INSTR/MENTOR STIPENDS	68,933	86,190	79,595	(6,595)	-7.7%	79,595	(6,595)	-7.7%
71000030	520000	HS ER PAYROLL TAX ON STIPENDS	4,851	7,114	6,146	(968)	-13.6%	6,146	(968)	-13.6%
71000030	520100	HS TEACHER BENEFITS	746,302	791,986	794,791	2,805	0.4%	849,991	58,005	7.3%
71000030	520200	HS ED TECH BENEFITS	20,479	21,879	25,122	3,243	14.8%	25,122	3,243	14.8%
71000030	520300	HS ER PAYROLL TAX ON SUB WAGES	3,190	4,140	4,140	0	0.0%	4,140	0	0.0%
71000030	523100	HS TEACHER MAINEPERS	99,852	132,877	138,988	6,111	4.6%	138,988	6,111	4.6%
71000030	523200	HS ED TECH MAINEPERS	1,441	1,741	1,804	63	3.6%	1,804	63	3.6%
71000030	525100	HS STAFF COURSE REIMBURSEMENT	19,411	20,000	20,000	0	0.0%	20,000	0	0.0%
71000030	532000	HS ONLINE SUBSCRIPTIONS & SERVICES	20,484	30,000	30,000	0	0.0%	30,000	0	0.0%
71000030	533000	HS STAFF DEVELOPMENT	13,991	25,000	30,000	5,000	20.0%	30,000	5,000	20.0%
71000030	543100	HS EQUIPMENT MAINTENANCE	5,046	6,000	8,000	2,000	33.3%	8,000	2,000	33.3%
71000030	544400	HS COPIERS LEASE & SERVICE	35,435	32,000	35,000	3,000	9.4%	35,000	3,000	9.4%
71000030	555000	HS PRINTING - SCHOOL DATEBOOKS & FORMS	7,461	11,000	9,000	(2,000)	-18.2%	9,000	(2,000)	-18.2%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71000030	560000	HS GENERAL SUPPLIES	15,715	17,000	20,000	3,000	17.6%	20,000	3,000	17.6%
71000030	561000	HS INSTRUCTIONAL SUPPLIES	54,865	58,300	70,000	11,700	20.1%	70,000	11,700	20.1%
71000030	564000	HS BOOKS & SUBSCRIPTIONS	65,850	70,000	70,000	0	0.0%	70,000	0	0.0%
71000030	573100	HS INSTRUCTIONAL EQUIPMENT	17,031	20,000	20,000	0	0.0%	20,000	0	0.0%
71000030	581000	HS PROGRAM DUES & FEES	4,439	4,000	5,000	1,000	25.0%	5,000	1,000	25.0%
REGULAR INSTRUCTION TOTAL			16,902,548	17,560,839	18,312,625	751,786	4.3%	18,747,425	1,186,586	6.5%

OTHER INSTRUCTION (ESL)

71041005	510100	K-8 ESL TEACHER SALARIES	113,373	110,117	115,935	5,818	5.3%	115,935	5,818	5.3%
71041005	510230	K-8 ESL ED TECH WAGES	26,397	46,781	32,675	(14,106)	-30.2%	32,675	(14,106)	-30.2%
71041005	520100	K-8 ESL TEACHER BENEFITS	28,853	15,160	17,205	2,045	13.5%	17,205	2,045	13.5%
71041005	520200	K-8 ESL ED TECH BENEFITS	5,798	7,855	8,007	152	1.9%	8,007	152	1.9%
71041005	523100	K-8 ESL TEACHER MAINEPERS	2,747	3,700	3,896	196	5.3%	3,896	196	5.3%
71041005	523200	K-8 ESL ED TECH MAINEPERS	700	1,572	1,098	(474)	-30.2%	1,098	(474)	-30.2%
71041005	533000	K-8 ESL STAFF DEVELOPMENT	671	1,000	750	(250)	-25.0%	750	(250)	-25.0%
71041005	534400	ESL CONTRACTED SERVICES	0	1,000	1,000	0	0.0%	1,000	0	0.0%
71041005	560000	K-8 ESL SUPPLIES	144	1,500	1,000	(500)	-33.3%	1,000	(500)	-33.3%
71041009	510100	HS ESL TEACHER SALARY	56,853	59,091	61,739	2,648	4.5%	61,739	2,648	4.5%
71041009	520100	HS ESL TEACHER BENEFITS	16,055	16,263	17,280	1,017	6.3%	17,280	1,017	6.3%
71041009	523100	HS ESL TEACHER MAINEPERS	1,492	1,986	2,075	89	4.5%	2,075	89	4.5%
71041009	533000	HS ESL STAFF DEVELOPMENT	0	0	250	250	100.0%	250	250	100.0%
71041009	560000	HS ESL SUPPLIES	0	0	500	500	100.0%	500	500	100.0%
OTHER INSTRUCTION (ESL) TOTAL			253,082	266,025	263,410	(2,615)	-1.0%	263,410	(2,615)	-1.0%

GATES

71029005	510100	K-8 GATES TEACHER SALARIES	194,601	191,383	197,697	6,314	3.3%	197,697	6,314	3.3%
71029005	520100	K-8 GATES TEACHER BENEFITS	52,297	52,466	52,162	(304)	-0.6%	52,162	(304)	-0.6%
71029005	523100	K-8 GATES TEACHER MAINEPERS	5,121	6,767	6,643	(124)	-1.8%	6,643	(124)	-1.8%
71029005	533000	K-8 GATES STAFF DEVELOPMENT	0	400	450	50	12.5%	450	50	12.5%
71029005	560000	K-8 GATES SUPPLIES	188	1,000	1,000	0	0.0%	1,000	0	0.0%
71029009	510100	HS GATES TEACHER SALARY	29,355	31,062	32,911	1,849	6.0%	32,911	1,849	6.0%
71029009	520100	HS GATES TEACHER BENEFITS	7,418	7,779	8,280	501	6.4%	8,280	501	6.4%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71029009	523100	HS GATES TEACHER MAINEPERS	770	1,044	1,106	62	5.9%	1,106	62	5.9%
71029005	533000	HS GATES STAFF DEVELOPMENT	0	150	150	0	0.0%	150	0	100.0%
71029005	560000	HS GATES SUPPLIES	0	600	600	0	0.0%	600	0	100.0%
GATES TOTAL			289,750	292,651	300,999	8,348	2.9%	300,999	8,348	2.9%

SPECIAL EDUCATION INSTRUCTION

71021125	510100	K-8 SOCIAL WORKER SALARIES	223,764	228,464	237,231	8,767	3.8%	237,231	8,767	3.8%
71021125	520100	K-8 SOCIAL WORKER BENEFITS	43,766	37,959	40,449	2,490	6.6%	40,449	2,490	6.6%
71021125	523100	K-8 SOCIAL WORKER MAINEPERS	5,873	7,677	7,971	294	3.8%	7,971	294	3.8%
71021129	510100	HS SOCIAL WORKER SALARIES	80,783	78,227	82,829	4,602	5.9%	82,829	4,602	5.9%
71021129	520100	HS SOCIAL WORKER BENEFITS	14,513	14,522	18,283	3,761	25.9%	18,283	3,761	25.9%
71021129	523100	HS SOCIAL WORKER MAINEPERS	2,130	2,797	2,784	(13)	-0.5%	2,784	(13)	-0.5%
71023095	510100	K-8 SPED TEACHER SALARIES	1,876,225	2,037,424	2,141,873	104,449	5.1%	2,161,873	124,449	6.1%
71023095	510200	BUS AIDE/PSYCH SECRETARY SALARIES	32,211	31,299	30,634	(665)	-2.1%	30,634	(665)	-2.1%
71023095	510230	K-8 SPED ED TECH WAGES	921,652	1,167,173	1,091,497	(75,676)	-6.5%	1,091,497	(75,676)	-6.5%
71023095	512300	SPED SUBSTITUTE WAGES	68,042	95,000	85,000	(10,000)	-10.5%	85,000	(10,000)	-10.5%
71023095	515000	SPED RETIREMENT STIPENDS	20,225	21,438	0	(21,438)	-100.0%	0	(21,438)	-100.0%
71023095	520000	SPED ER PAYROLL TAX ON STIPENDS	271	1,791	0	(1,791)	-100.0%	0	(1,791)	-100.0%
71023095	520100	K-8 SPED TEACHER BENEFITS	375,417	396,654	434,631	37,977	9.6%	434,631	37,977	9.6%
71023095	520200	K-8 SPED ED TECH BENEFITS	306,631	314,719	339,969	25,250	8.0%	339,969	25,250	8.0%
71023095	520300	ER PAYROLL TAX ON SPED SUBSTITUTES	3,640	5,700	4,675	(1,025)	-18.0%	4,675	(1,025)	-18.0%
71023095	521200	BUS AIDE/PSYCH SECRETARY BENEFITS	10,350	10,698	4,604	(6,094)	-57.0%	4,604	(6,094)	-57.0%
71023095	523100	K-8 SPED TEACHER MAINEPERS	49,407	64,863	71,967	7,104	11.0%	71,967	7,104	11.0%
71023095	523200	K-8 SPED ED TECH MAINEPERS	24,604	30,694	35,672	4,978	16.2%	35,672	4,978	16.2%
71023095	523210	BUS AIDE/PSYCH SECRETARY MAINEPERS	539	2,786	0	(2,786)	-100.0%	0	(2,786)	-100.0%
71023095	525100	SPED STAFF COURSE REIMBURSEMENT	10,754	18,000	18,000	0	0.0%	18,000	0	0.0%
71023095	532000	SPED CONTRACTED TUTOR SERVICE	513	2,000	2,000	0	0.0%	2,000	0	0.0%
71023095	533000	SPED STAFF DEVELOPMENT	981	5,000	5,000	0	0.0%	5,000	0	0.0%
71023095	534400	SPED CONTRACTED SERVICES (BILLED TO SAC)	7,119	0	3,000	3,000	100.0%	3,000	3,000	100.0%
71023095	553100	SPED POSTAGE	3,962	3,500	4,000	500	14.3%	4,000	500	14.3%
71023095	556000	SPED OUTSIDE PLACEMENT	337,032	505,150	300,000	(205,150)	-40.6%	300,000	(205,150)	-40.6%
71023095	558000	SPED STAFF TRAVEL	2,640	3,100	3,100	0	0.0%	3,100	0	0.0%
71023095	560000	SPED SUPPLIES	95	10,000	9,000	(1,000)	-10.0%	9,000	(1,000)	-10.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71023095	561000	SPED INSTRUCTIONAL SUPPLIES	750	1,000	2,000	1,000	100.0%	2,000	1,000	100.0%
71023099	510100	HS SPED TEACHER SALARIES	669,699	724,587	727,699	3,112	0.4%	737,699	13,112	1.8%
71023099	510230	HS SPED ED TECH WAGES	631,060	439,171	576,991	137,820	31.4%	576,991	137,820	31.4%
71023099	520100	HS SPED TEACHER BENEFITS	119,427	126,542	132,883	6,341	5.0%	132,883	6,341	5.0%
71023099	520200	HS SPED ED TECH BENEFITS	255,755	245,480	236,028	(9,452)	-3.9%	236,028	(9,452)	-3.9%
71023099	523100	HS SPED TEACHER MAINEPERS	17,578	24,347	24,451	104	0.4%	24,451	104	0.4%
71023099	523200	HS SPED ED TECH MAINEPERS	17,045	21,813	19,387	(2,426)	-11.1%	19,387	(2,426)	-11.1%
71025090	510400	SPED ADMIN SALARIES	121,026	124,881	128,630	3,749	3.0%	128,630	3,749	3.0%
71025090	511800	SPED ADMIN SUPPORT STAFF WAGES	46,711	47,944	50,253	2,309	4.8%	50,253	2,309	4.8%
71025090	520400	SPED ADMIN BENEFITS	22,211	22,346	26,203	3,857	17.3%	26,203	3,857	17.3%
71025090	520800	SPED ADMIN SUPPORT STAFF BENEFITS	15,860	12,715	17,385	4,670	36.7%	17,385	4,670	36.7%
71025090	523400	SPED ADMIN MAINEPERS	3,207	4,196	4,322	126	3.0%	4,322	126	3.0%
71025090	534400	SPED LEGAL SERVICES	406	5,000	5,000	0	0.0%	5,000	0	0.0%
71032100	556600	CHARTER SCHOOL TUITION - SPED	35,795	0	0	0	0.0%	0	0	0.0%
71028095	510100	SPED ESY WAGES	94,586	95,000	100,000	5,000	5.3%	100,000	5,000	5.3%
71028095	520100	SPED ESY PAYROLL TAX ON WAGES	1,662	1,500	1,500	0	0.0%	1,500	0	0.0%
71028095	523100	SPED ESY MAINEPERS	2,093	2,500	2,500	0	0.0%	2,500	0	0.0%
71028095	561100	SPED ESY SUPPLIES	909	800	1,000	200	25.0%	1,000	200	25.0%

SPECIAL EDUCATION TOTAL 6,478,920 6,996,457 7,030,401 33,944 0.5% 7,060,401 63,944 0.9%

CTE INSTRUCTION

71030030	556100	HS VOCATIONAL ASSESSMENT	344,167	293,591	259,555	(34,036)	-11.6%	259,555	(34,036)	-11.6%
----------	--------	--------------------------	---------	---------	---------	----------	--------	---------	----------	--------

CTE TOTAL 344,167 293,591 259,555 (34,036) -11.6% 259,555 (34,036) -11.6%

CO-CURRICULAR

71009102	510100	MS CO-CURRICULAR STIPENDS	30,463	30,641	31,939	1,298	4.2%	31,939	1,298	4.2%
71009102	520100	MS ER PAYROLL TAX ON CO-CURRIC STIPENDS	1,196	1,642	1,600	(42)	-2.6%	1,600	(42)	-2.6%
71009102	581000	MS CO-CURRICULAR PARTICIPATION FEES	250	250	250	0	0.0%	250	0	0.0%
71009530	510100	HS CO-CURRICULAR STIPENDS	76,207	66,876	68,161	1,285	1.9%	68,161	1,285	1.9%
71009530	512100	AUDITORIUM SUPPORT WAGES (OFFSET BY FEES)	8,387	5,000	5,000	0	0.0%	5,000	0	0.0%
71009530	520100	HS ER PAYROLL TAX ON CO-CURRIC STIPENDS	4,741	4,728	4,882	154	3.3%	4,882	154	3.3%
71009530	520300	HS ER PAYROLL TAX ON AUDITORIUM SUPPORT	256	350	350	0	0.0%	350	0	0.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71009530	532000	HS CO-CURRICULAR CONTRACTED SERVICES	2,392	2,692	2,692	0	0.0%	2,692	0	0.0%
71009530	534000	HS CO-CURRICULAR ACADEMIC CLUB SUPPORT	620	5,000	5,000	0	0.0%	5,000	0	0.0%
71009530	560000	HS CO-CURRICULAR SUPPLIES	3,243	6,500	4,600	(1,900)	-29.2%	4,600	(1,900)	-29.2%
71009530	581000	HS CO-CURRICULAR PARTICIPATION FEES	1,831	6,257	5,100	(1,157)	-18.5%	5,100	(1,157)	-18.5%
71091027	511800	MS CO-CURRIC BUS DRIVER WAGES	460	450	450	0	0.0%	450	0	0.0%
71091027	520800	MS CO-CURRIC ER PR TAX ON DRIVER WAGES	59	80	80	0	0.0%	80	0	0.0%
71091027	523800	MS CO-CURRIC DRIVER MAINEPERS	25	25	25	0	0.0%	25	0	0.0%
71095027	511800	HS CO-CURRIC BUS DRIVER WAGES	1,972	2,500	2,500	0	0.0%	2,500	0	0.0%
71095027	513800	HS CO-CURRIC BUS DRIVER OVERTIME	5,140	4,000	5,000	1,000	25.0%	5,000	1,000	25.0%
71095027	520800	HS CO-CURRIC ER PR TAX ON DRIVER WAGES	672	450	700	250	55.6%	700	250	55.6%
71095027	523800	HS CO-CURRIC DRIVER MAINEPERS	377	200	400	200	100.0%	400	200	100.0%
CO-CURRICULAR TOTAL			138,290	137,641	138,729	1,088	0.8%	138,729	1,088	0.8%

EXTRA-CURRICULAR

71009202	512100	MS ATHLETIC COACH STIPENDS	36,105	38,901	34,113	(4,788)	-12.3%	53,878	14,977	38.5%
71009202	520300	MS ER PAYROLL TAX ON ATHLETIC STIPENDS	2,097	2,768	2,200	(568)	-20.5%	3,400	632	22.8%
71009202	532000	MS ATHLETIC OFFICIALS	3,011	8,200	4,500	(3,700)	-45.1%	9,000	800	9.8%
71009202	560000	MS ATHLETIC SUPPLIES	4,727	4,200	5,800	1,600	38.1%	11,800	7,600	181.0%
71009202	581000	MS ATHLETIC PARTICIPATION FEES	1,817	3,000	2,200	(800)	-26.7%	10,200	7,200	240.0%
71009630	510400	ATHLETICS & ACTIVITIES ADMIN SALARIES	136,778	141,179	145,416	4,237	3.0%	145,416	4,237	3.0%
71009630	511900	ATHLETICS & ACTIVITIES CLERICAL WAGES	38,578	34,908	34,466	(442)	-1.3%	34,466	(442)	-1.3%
71009630	512100	HS ATHLETIC COACH STIPENDS	248,155	237,784	244,451	6,667	2.8%	244,451	6,667	2.8%
71009630	520300	HS ER PAYROLL TAX ON ATHLETIC STIPENDS	19,564	18,108	19,272	1,164	6.4%	19,272	1,164	6.4%
71009630	520400	ATHLETICS & ACTIVITIES ADMIN BENEFITS	38,302	47,462	41,884	(5,578)	-11.8%	41,884	(5,578)	-11.8%
71009630	520900	ATHLETICS & ACTIVITIES CLERICAL BENEFITS	16,744	14,783	10,185	(4,598)	-31.1%	10,185	(4,598)	-31.1%
71009630	523400	ATHLETICS & ACTIVITIES ADMIN MAINEPERS	2,316	2,926	3,014	88	3.0%	3,014	88	3.0%
71009630	523900	ATHLETICS & ACTIVITIES CLERICAL MAINEPERS	3,112	3,107	3,275	168	5.4%	3,275	168	5.4%
71009630	532000	HS ATHLETIC OFFICIALS & SERVICES	99,367	93,000	128,000	35,000	37.6%	128,000	35,000	37.6%
71009630	553200	STUDENT ACTIVITIES PHONE SERVICE	568	650	750	100	15.4%	750	100	15.4%
71009630	558000	STUDENT ACTIVITIES STAFF TRAVEL	826	1,000	1,000	0	0.0%	1,000	0	0.0%
71009630	560000	HS ATHLETICS SUPPLIES	20,084	32,000	32,961	961	3.0%	32,961	961	3.0%
71009630	573100	HS ATHLETICS EQUIPMENT	10,220	21,900	21,900	0	0.0%	30,035	8,135	37.1%
71009630	581000	HS ATHLETICS PARTICIPATION FEES	8,550	10,000	11,300	1,300	13.0%	11,300	1,300	13.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71092027	511800	MS ATHLETICS BUS DRIVER WAGES	3,656	6,000	4,000	(2,000)	-33.3%	5,000	(1,000)	-16.7%
71092027	513800	MS ATHLETICS BUS DRIVER OVERTIME	1,003	2,500	2,000	(500)	-20.0%	3,000	500	20.0%
71092027	520800	MS ATHLETICS ER PR TAX ON DRIVER WAGES	674	1,000	700	(300)	-30.0%	1,000	0	0.0%
71092027	523800	MS ATHLETICS BUS DRIVER MAINEPERS	146	200	200	0	0.0%	300	100	50.0%
71096027	511800	HS ATHLETICS BUS DRIVER WAGES	26,533	33,500	27,500	(6,000)	-17.9%	27,500	(6,000)	-17.9%
71096027	513800	HS ATHLETICS BUS DRIVER OVERTIME	18,376	19,000	25,000	6,000	31.6%	25,000	6,000	31.6%
71096027	520800	HS ATHLETICS ER PR TAX ON DRIVER WAGES	6,783	7,200	8,000	800	11.1%	8,000	800	11.1%
71096027	523800	HS ATHLETICS BUS DRIVER MAINEPERS	2,115	2,200	2,500	300	13.6%	2,500	300	13.6%

EXTRA-CURRICULAR TOTAL			750,208	787,476	816,587	29,111	3.7%	866,587	79,111	10.0%
			888,498	925,117	955,316	30,199	3.3%	1,005,316		

GUIDANCE SERVICES

71021202	510100	MS GUIDANCE/SOCIAL WORKER SALARIES	173,934	179,078	188,162	9,084	5.1%	188,162	9,084	5.1%
71021202	511800	MS GUIDANCE SUPPORT STAFF WAGES	33,406	32,748	35,799	3,051	9.3%	35,799	3,051	9.3%
71021202	520100	MS GUIDANCE/SOCIAL WORKER BENEFITS	39,691	33,982	36,266	2,284	6.7%	36,266	2,284	6.7%
71021202	520800	MS GUIDANCE SUPPORT STAFF BENEFITS	3,480	3,702	5,043	1,341	36.2%	5,043	1,341	36.2%
71021202	523100	MS GUIDANCE/SOCIAL WORKER MAINEPERS	4,566	6,017	6,323	306	5.1%	6,323	306	5.1%
71021202	523800	MS GUIDANCE SUPPORT STAFF MAINEPERS	2,592	2,915	3,401	486	16.7%	3,401	486	16.7%
71021202	560000	MS GUIDANCE SUPPLIES	544	1,500	1,500	0	0.0%	1,500	0	0.0%
71021203	510100	WS GUIDANCE/SOCIAL WORKER SALARIES	169,534	174,399	182,691	8,292	4.8%	182,691	8,292	4.8%
71021203	511800	WS GUIDANCE SUPPORT STAFF WAGES	32,569	32,023	31,142	(881)	-2.8%	31,142	(881)	-2.8%
71021203	520100	WS GUIDANCE/SOCIAL WORKER BENEFITS	31,450	31,773	28,610	(3,163)	-10.0%	28,610	(3,163)	-10.0%
71021203	520800	WS GUIDANCE SUPPORT STAFF BENEFITS	3,417	3,642	2,717	(925)	-25.4%	2,717	(925)	-25.4%
71021203	523100	WS GUIDANCE/SOCIAL WORKER MAINEPERS	4,450	5,860	6,139	279	4.8%	6,139	279	4.8%
71021203	523800	WS GUIDANCE SUPPORT STAFF MAINEPERS	0	0	2,958	2,958	100.0%	2,958	2,958	#DIV/0!
71021203	561000	WS GUIDANCE SUPPLIES	0	500	500	0	0.0%	500	0	0.0%
71021204	510100	BP GUIDANCE/SOCIAL WORKER SALARY (.5 FTE)	30,067	31,297	32,782	1,485	4.7%	32,782	1,485	4.7%
71021204	520100	BP GUIDANCE/SOCIAL WORKER BENEFITS	3,950	4,090	4,382	292	7.1%	4,382	292	7.1%
71021204	523100	BP GUIDANCE/SOCIAL WORKER MAINEPERS	792	1,052	1,102	50	4.8%	1,102	50	4.8%
71021204	561000	BP GUIDANCE SUPPLIES	0	300	300	0	0.0%	300	0	0.0%
71021205	510100	EC GUIDANCE/SOCIAL WORKER SALARY (.5 FTE)	29,653	30,819	32,236	1,417	4.6%	32,236	1,417	4.6%
71021205	520100	EC GUIDANCE/SOCIAL WORKER BENEFITS	7,985	1,132	1,742	610	53.9%	1,742	610	53.9%
71021205	523100	EC GUIDANCE/SOCIAL WORKER MAINEPERS	781	1,036	1,084	48	4.6%	1,084	48	4.6%
71021205	561000	EC GUIDANCE SUPPLIES	0	300	300	0	0.0%	300	0	0.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71021206	510100	PH GUIDANCE/SOCIAL WORKER SALARY (.5 FTE)	33,743	34,586	35,624	1,038	3.0%	35,624	1,038	3.0%
71021206	520100	PH GUIDANCE/SOCIAL WORKER BENEFITS	8,066	8,235	8,750	515	6.3%	8,750	515	6.3%
71021206	523100	PH GUIDANCE/SOCIAL WORKER MAINEPERS	891	1,163	1,197	34	2.9%	1,197	34	2.9%
71021206	561000	PH GUIDANCE SUPPLIES	0	300	300	0	0.0%	300	0	0.0%
71021230	510100	HS GUIDANCE/SOCIAL WORKER SALARIES	374,897	402,113	407,772	5,659	1.4%	430,172	28,059	7.0%
71021230	511800	HS GUIDANCE SUPPORT STAFF WAGES	63,978	61,529	62,824	1,295	2.1%	62,824	1,295	2.1%
71021230	520100	HS GUIDANCE/SOCIAL WORKER BENEFITS	73,368	71,166	78,939	7,773	10.9%	83,739	12,573	17.7%
71021230	520800	HS GUIDANCE SUPPORT STAFF BENEFITS	25,007	21,128	23,200	2,072	9.8%	23,200	2,072	9.8%
71021230	523100	HS GUIDANCE/SOCIAL WORKER MAINEPERS	9,619	13,511	13,702	191	1.4%	13,702	191	1.4%
71021230	523800	HS GUIDANCE SUPPORT STAFF MAINEPERS	1,838	2,812	3,049	237	8.4%	3,049	237	8.4%
71021230	532000	HS GUIDANCE CONTRACTED SERVICES	6,812	10,000	10,000	0	0.0%	10,000	0	0.0%
71021230	553100	HS GUIDANCE POSTAGE	603	1,500	1,500	0	0.0%	1,500	0	0.0%
71021230	560000	HS GUIDANCE SUPPLIES	1,413	3,000	3,000	0	0.0%	3,000	0	0.0%
71021230	564000	HS GUIDANCE BOOKS & SUBSCRIPTIONS	99	800	800	0	0.0%	800	0	0.0%
71021230	581000	HS GUIDANCE PARTICIPATION FEES	473	1,000	1,000	0	0.0%	1,000	0	0.0%
GUIDANCE TOTAL			1,173,666	1,211,008	1,256,836	45,828	3.8%	1,284,036	73,028	6.0%

HEALTH SERVICES

71002130	510100	HEALTH SERVICES SCHOOL NURSE SALARIES	325,318	338,450	351,380	12,930	3.8%	351,380	12,930	3.8%
71002130	510230	HEALTH SERVICES SUPPORT/LPN WAGES	66,509	65,318	67,328	2,010	3.1%	67,328	2,010	3.1%
71002130	512300	HEALTH SERVICES SUBSTITUTE WAGES	9,791	10,000	10,000	0	0.0%	10,000	0	0.0%
71002130	520100	HEALTH SERVICES SCHOOL NURSE BENEFITS	94,595	87,325	89,812	2,487	2.8%	89,812	2,487	2.8%
71002130	520200	HEALTH SERVICES SUPPORT/LPN BENEFITS	27,722	28,537	30,161	1,624	5.7%	30,161	1,624	5.7%
71002130	520300	ER PAYROLL TAX ON SCHOOL NURSE SUBS	711	765	765	0	0.0%	765	0	0.0%
71002130	523100	HEALTH SERVICES SCHOOL NURSE MAINEPERS	8,538	11,372	11,807	435	3.8%	11,807	435	3.8%
71002130	523200	HEALTH SERVICES SUPPORT/LPN MAINEPERS	853	2,195	1,103	(1,092)	-49.7%	1,103	(1,092)	-49.7%
71002130	532000	HEALTH SERVICES CONTRACTED SERVICES	5,869	6,000	6,000	0	0.0%	16,000	10,000	166.7%
71002130	533000	HEALTH SERVICES STAFF DEVELOPMENT	60	5,000	3,000	(2,000)	-40.0%	3,000	(2,000)	-40.0%
71002130	553100	HEALTH SERVICES POSTAGE	100	350	350	0	0.0%	350	0	0.0%
71002130	558000	HEALTH SERVICES MILEAGE FOR STAFF TRAVEL	1,959	2,000	2,200	200	10.0%	2,200	200	10.0%
71002130	560000	HEALTH SERVICES SUPPLIES	10,038	10,150	10,150	0	0.0%	10,150	0	0.0%
71002130	564000	HEALTH SERVICES BOOKS & SUBSCRIPTIONS	644	300	300	0	0.0%	300	0	0.0%
71002130	573100	HEALTH SERVICES MEDICAL EQUIPMENT	1,665	3,500	5,000	1,500	42.9%	5,000	1,500	42.9%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71002130	581000	HEALTH SERVICES DUES & FEES	376	400	500	100	25.0%	500	100	25.0%
HEALTH SERVICES TOTAL			554,747	571,662	589,856	18,194	3.2%	599,856	28,194	4.9%

INSTRUCTIONAL TECHNOLOGY

71002230	510100	IT PROFESSIONAL STAFF WAGES*	287,522	316,590	312,329	(4,261)	-1.3%	312,329	(4,261)	-1.3%
71002230	510400	IT ADMIN SALARIES*	51,367	51,092	53,999	2,907	5.7%	53,999	2,907	5.7%
71002230	520100	IT PROFESSIONAL STAFF BENEFITS*	84,267	97,774	98,913	1,139	1.2%	98,913	1,139	1.2%
71002230	520400	IT ADMIN BENEFITS*	11,238	13,283	14,483	1,200	9.0%	14,483	1,200	9.0%
71002230	532000	IT LICENSE FEES & SERVICES	123,563	175,625	178,809	3,184	1.8%	178,809	3,184	1.8%
71002230	543200	IT EQUIPMENT REPAIRS	89,103	85,700	85,700	0	0.0%	85,700	0	0.0%
71002230	553200	IT PHONE SERVICE	482	675	675	0	0.0%	675	0	0.0%
71002230	560000	IT SUPPLIES	811	1,000	1,000	0	0.0%	1,000	0	0.0%
71002230	573400	IT EQUIPMENT PURCHASES	16,428	115,000	250,000	135,000	117.4%	250,000	135,000	117.4%
INSTRUCTIONAL TECHNOLOGY TOTAL			664,780	856,739	995,908	139,169	16.2%	995,908	139,169	16.2%

*shared service with Town

IMPROVEMENT OF INSTRUCTION

71002210	510100	CURRICULUM DIST. INFO SPECIALIST SALARY	84,706	86,823	89,428	2,605	3.0%	89,428	2,605	3.0%
71002210	510400	CURRICULUM ADMIN SALARIES	100,000	104,154	107,281	3,127	3.0%	107,281	3,127	3.0%
71002210	511800	CURRICULUM SUPPORT STAFF WAGES	144,517	149,680	156,884	7,204	4.8%	184,884	35,204	23.5%
71002210	515000	CURRICULUM STIPENDS/STAFF DEVELOPMENT	148,852	152,100	132,100	(20,000)	-13.1%	132,100	(20,000)	-13.1%
71002210	520000	CURRICULUM ER PAYROLL TAX ON STIPENDS	6,426	7,320	5,800	(1,520)	-20.8%	5,800	(1,520)	-20.8%
71002210	520100	CURRICULUM DIST. INFO SPECIALIST BENEFITS	16,584	16,832	17,917	1,085	6.4%	17,917	1,085	6.4%
71002210	520400	CURRICULUM DIRECTOR BENEFITS	22,022	22,212	24,118	1,906	8.6%	24,118	1,906	8.6%
71002210	520800	CURRICULUM SUPPORT STAFF BENEFITS	44,235	47,996	39,677	(8,319)	-17.3%	49,677	1,681	3.5%
71002210	523100	CURRICULUM DIST. INFO SPECIALIST MAINEPERS	2,236	2,918	3,005	87	3.0%	3,005	87	3.0%
71002210	523400	CURRICULUM DIRECTOR MAINEPERS	2,650	3,500	3,605	105	3.0%	3,605	105	3.0%
71002210	523800	CURRICULUM SUPPORT STAFF MAINEPERS	6,560	9,263	10,366	1,103	11.9%	10,366	1,103	11.9%
71002210	525100	CURRICULUM COURSE REIMBURSEMENT	2,400	2,500	2,400	(100)	-4.0%	2,400	(100)	-4.0%
71002210	532000	CURRICULUM ONLINE & CONTRACTED SERVICES	57,886	75,000	80,000	5,000	6.7%	80,000	5,000	6.7%
71002210	533000	CURRICULUM STAFF DEVELOPMENT	93,524	94,000	94,000	0	0.0%	94,000	0	0.0%
71002210	544400	CURRICULUM COPIERS LEASE & SERVICE	100	200	200	0	0.0%	200	0	0.0%
71002210	553200	CURRICULUM PHONE SERVICE	1,251	1,200	900	(300)	-25.0%	900	(300)	-25.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71002210	558000	CURRICULUM MILEAGE FOR STAFF TRAVEL	1,357	1,700	1,700	0	0.0%	1,700	0	0.0%
71002210	560000	CURRICULUM GENERAL SUPPLIES	1,926	2,450	2,500	50	2.0%	2,500	50	2.0%
71002210	561000	CURRICULUM INSTRUCTIONAL SUPPLIES	86,866	90,000	80,000	(10,000)	-11.1%	80,000	(10,000)	-11.1%
71002210	564000	CURRICULUM BOOKS & SUBSCRIPTIONS	58,567	70,000	100,000	30,000	42.9%	100,000	30,000	42.9%
71002210	573100	CURRICULUM INSTRUCTIONAL EQUIPMENT	2,087	3,000	3,000	0	0.0%	3,000	0	0.0%
IMPROVEMENT OF INSTRUCTION TOTAL			884,752	942,848	954,881	12,033	1.3%	992,881	50,033	5.3%

LIBRARY SERVICES

71022202	510100	MS LIBRARIAN SALARIES (.2 FTE)	6,396	11,415	12,129	714	6.3%	12,129	714	6.3%
71022202	510230	MS LIBRARY ED TECH WAGES	59,981	57,992	51,045	(6,947)	-12.0%	51,045	(6,947)	-12.0%
71022202	520100	MS LIBRARIAN BENEFITS	847	3,881	4,123	242	6.2%	4,123	242	6.2%
71022202	520200	MS LIBRARY ED TECH BENEFITS	25,485	26,319	15,685	(10,634)	-40.4%	15,685	(10,634)	-40.4%
71022202	523100	MS LIBRARIAN MAINEPERS	168	384	408	24	6.3%	408	24	6.3%
71022202	523200	MS LIBRARY ED TECH MAINEPERS	1,589	1,949	1,716	(233)	-12.0%	1,716	(233)	-12.0%
71022202	532000	MS LIBRARY ONLINE SERVICES/RESOURCES	2,828	3,500	4,500	1,000	28.6%	4,500	1,000	28.6%
71022202	533000	MS LIBRARY STAFF DEVELOPMENT	0	600	600	0	0.0%	600	0	0.0%
71022202	543100	MS LIBRARY EQUIPMENT REPAIR	0	500	500	0	0.0%	500	0	0.0%
71022202	558000	MS LIBRARIAN TRAVEL	231	250	150	(100)	-40.0%	150	(100)	-40.0%
71022202	560000	MS LIBRARY GENERAL SUPPLIES	1,131	1,750	1,500	(250)	-14.3%	1,500	(250)	-14.3%
71022202	561000	MS LIBRARY INSTRUCTIONAL SUPPLIES	0	0	250	250	100.0%	250	250	100.0%
71022202	561100	MS LIBRARY EQUIPMENT PURCHASES	3,299	2,500	2,500	0	0.0%	2,500	0	0.0%
71022202	564000	MS LIBRARY BOOKS & PERIODICALS	11,608	14,250	13,360	(890)	-6.2%	13,360	(890)	-6.2%
71022202	581000	MS LIBRARY DUES & FEES	308	150	250	100	66.7%	250	100	66.7%
71022203	510100	WS LIBRARIAN SALARIES (.5 FTE)	38,376	33,204	34,637	1,433	4.3%	34,637	1,433	4.3%
71022203	510230	WS LIBRARY ED TECH WAGES	42,135	46,376	48,441	2,065	4.5%	48,441	2,065	4.5%
71022203	520100	WS LIBRARIAN BENEFITS	4,805	4,129	4,425	296	7.2%	4,425	296	7.2%
71022203	520200	WS LIBRARY ED TECH BENEFITS	15,699	13,854	15,653	1,799	13.0%	15,653	1,799	13.0%
71022203	523100	WS LIBRARIAN MAINEPERS	1,011	1,116	1,164	48	4.3%	1,164	48	4.3%
71022203	523200	WS LIBRARY ED TECH MAINEPERS	1,117	1,559	1,628	69	4.4%	1,628	69	4.4%
71022203	532000	WS LIBRARY ONLINE SERVICES/RESOURCES	3,323	6,000	7,700	1,700	28.3%	7,700	1,700	28.3%
71022203	533000	WS LIBRARY STAFF DEVELOPMENT	0	550	550	0	0.0%	550	0	0.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71022203	543100	WS LIBRARY EQUIPMENT REPAIR	0	500	500	0	0.0%	500	0	0.0%
71022203	558000	WS LIBRARIAN TRAVEL	209	250	300	50	20.0%	300	50	20.0%
71022203	560000	WS LIBRARY GENERAL SUPPLIES	901	3,500	2,300	(1,200)	-34.3%	2,300	(1,200)	-34.3%
71022203	561000	WS LIBRARY INSTRUCTIONAL SUPPLIES	0	0	1,200	1,200	100.0%	1,200	1,200	100.0%
71022203	561100	WS LIBRARY EQUIPMENT PURCHASES	1,253	2,500	2,500	0	0.0%	2,500	0	0.0%
71022203	564000	WS LIBRARY BOOKS & PERIODICALS	11,160	16,618	15,000	(1,618)	-9.7%	15,000	(1,618)	-9.7%
71022203	581000	WS LIBRARY DUES & FEES	659	200	200	0	0.0%	200	0	0.0%
71022204	510100	BP LIBRARIAN SALARIES (.2 FTE)	6,396	13,282	13,855	573	4.3%	13,855	573	4.3%
71022204	510230	BP LIBRARY ED TECH WAGES	27,685	28,406	29,401	995	3.5%	29,401	995	3.5%
71022204	520100	BP LIBRARIAN BENEFITS	807	1,652	1,770	118	7.1%	1,770	118	7.1%
71022204	520200	BP LIBRARY ED TECH BENEFITS	14,341	15,634	9,219	(6,415)	-41.0%	9,219	(6,415)	-41.0%
71022204	523100	BP LIBRARIAN MAINEPERS	168	447	466	19	4.3%	466	19	4.3%
71022204	523200	BP LIBRARY ED TECH MAINEPERS	734	955	988	33	3.5%	988	33	3.5%
71022204	532000	BP LIBRARY ONLINE SERVICES/RESOURCES	2,952	3,111	3,450	339	10.9%	3,450	339	10.9%
71022204	533000	BP LIBRARY STAFF DEVELOPMENT	0	250	250	0	0.0%	250	0	0.0%
71022204	560000	BP LIBRARY GENERAL SUPPLIES	52	400	375	(25)	-6.3%	375	(25)	-6.3%
71022204	561000	BP LIBRARY INSTRUCTIONAL SUPPLIES	0	0	100	100	100.0%	100	100	100.0%
71022204	564000	BP LIBRARY BOOKS & PERIODICALS	3,216	3,568	3,281	(287)	-8.0%	3,281	(287)	-8.0%
71022204	581000	BP LIBRARY DUES & FEES	40	0	0	0	0.0%	0	0	0.0%
71022205	510100	EC LIBRARIAN SALARIES (.2 FTE)	6,396	13,282	13,855	573	4.3%	13,855	573	4.3%
71022205	510230	EC LIBRARY ED TECH WAGES	27,580	29,401	30,140	739	2.5%	30,140	739	2.5%
71022205	520100	EC LIBRARIAN BENEFITS	807	1,652	1,770	118	7.1%	1,770	118	7.1%
71022205	520200	EC LIBRARY ED TECH BENEFITS	8,679	8,719	9,236	517	5.9%	9,236	517	5.9%
71022205	523100	EC LIBRARIAN MAINEPERS	168	447	466	19	4.3%	466	19	4.3%
71022205	523200	EC LIBRARY ED TECH MAINEPERS	731	988	1,013	25	2.5%	1,013	25	2.5%
71022205	532000	EC LIBRARY ONLINE SERVICES/RESOURCES	2,952	3,100	3,450	350	11.3%	3,450	350	11.3%
71022205	533000	EC LIBRARY STAFF DEVELOPMENT	0	250	250	0	0.0%	250	0	0.0%
71022205	560000	EC LIBRARY GENERAL SUPPLIES	533	400	400	0	0.0%	400	0	0.0%
71022205	561000	EC LIBRARY INSTRUCTIONAL SUPPLIES	0	0	100	100	100.0%	100	100	100.0%
71022205	564000	EC LIBRARY BOOKS & PERIODICALS	2,782	3,520	3,808	288	8.2%	3,808	288	8.2%
71022205	581000	EC LIBRARY DUES & FEES	40	0	0	0	0.0%	0	0	0.0%
71022206	510100	PH LIBRARIAN SALARIES (.1 FTE)	6,396	6,641	6,928	287	4.3%	6,928	287	4.3%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71022206	510230	PH LIBRARY ED TECH WAGES (.8 FTE)	21,011	22,100	17,952	(4,148)	-18.8%	17,952	(4,148)	-18.8%
71022206	520100	PH LIBRARIAN BENEFITS	807	826	885	59	7.1%	885	59	7.1%
71022206	520200	PH LIBRARY ED TECH BENEFITS	406	1,254	15,787	14,533	1158.9%	15,787	14,533	1158.9%
71022206	523100	PH LIBRARIAN MAINEPERS	168	224	233	9	4.0%	233	9	4.0%
71022206	523200	PH LIBRARY ED TECH MAINEPERS	557	743	604	(139)	-18.7%	604	(139)	-18.7%
71022206	532000	PH LIBRARY ONLINE SERVICES/RESOURCES	2,952	3,100	3,450	350	11.3%	3,450	350	11.3%
71022206	533000	PH LIBRARY STAFF DEVELOPMENT	0	250	250	0	0.0%	250	0	0.0%
71022206	560000	PH LIBRARY GENERAL SUPPLIES	296	400	375	(25)	-6.3%	375	(25)	-6.3%
71022206	561000	PH LIBRARY INSTRUCTIONAL SUPPLIES	0	0	100	100	100.0%	100	100	100.0%
71022206	564000	PH LIBRARY BOOKS & PERIODICALS	2,418	2,832	2,992	160	5.6%	2,992	160	5.6%
71022206	581000	PH LIBRARY DUES & FEES	38	0	0	0	0.0%	0	0	0.0%
71022230	510100	HS LIBRARIAN SALARIES (.8 FTE)	54,554	45,660	48,513	2,853	6.2%	48,513	2,853	6.2%
71022230	510230	HS LIBRARY ED TECH WAGES	34,118	54,841	57,024	2,183	4.0%	57,024	2,183	4.0%
71022230	520100	HS LIBRARIAN BENEFITS	19,171	15,524	16,490	966	6.2%	16,490	966	6.2%
71022230	520200	HS LIBRARY ED TECH BENEFITS	7,532	22,810	12,804	(10,006)	-43.9%	12,804	(10,006)	-43.9%
71022230	523100	HS LIBRARIAN MAINEPERS	1,434	1,535	1,631	96	6.3%	1,631	96	6.3%
71022230	523200	HS LIBRARY ED TECH MAINEPERS	904	1,171	1,917	746	63.7%	1,917	746	63.7%
71022230	533000	HS LIBRARY STAFF DEVELOPMENT	0	650	600	(50)	-7.7%	600	(50)	-7.7%
71022230	532000	HS LIBRARY ONLINE SERVICES/RESOURCES	12,065	17,275	17,800	525	3.0%	17,800	525	3.0%
71022230	543100	HS LIBRARY EQUIPMENT REPAIR	139	300	300	0	0.0%	300	0	0.0%
71022230	560000	HS LIBRARY GENERAL SUPPLIES	1,740	3,000	2,000	(1,000)	-33.3%	2,000	(1,000)	-33.3%
71022230	560000	HS LIBRARY INSTRUCTIONAL SUPPLIES	0	0	1,000	1,000	100.0%	1,000	1,000	100.0%
71022230	561100	HS LIBRARY EQUIPMENT PURCHASES	4,790	6,000	6,000	0	0.0%	6,000	0	0.0%
71022230	564000	HS LIBRARY BOOKS & PERIODICALS	14,507	15,000	15,000	0	0.0%	15,000	0	0.0%
71022230	581000	HS LIBRARY DUES & FEES	628	100	250	150	150.0%	250	150	150.0%
LIBRARY SERVICES TOTAL			528,206	607,496	603,442	(4,054)	-0.7%	603,442	(4,054)	-0.7%

SYSTEM ADMINISTRATION

71002310	515000	SCHOOL BOARD STIPENDS	10,750	10,750	10,750	0	0.0%	10,750	0	0.0%
71002310	520000	SCHOOL BOARD ER PR TAX ON STIPENDS	822	823	823	0	0.0%	823	0	0.0%
71002310	533000	SCHOOL BOARD PROFESSIONAL DEVELOPMENT	4,533	5,000	5,000	0	0.0%	5,000	0	0.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71002310	552000	SCHOOL BOARD LIABILITY INSURANCE	14,284	15,000	14,500	(500)	-3.3%	14,500	(500)	-3.3%
71002310	560000	SCHOOL BOARD SUPPLIES	1,293	1,750	1,750	0	0.0%	1,750	0	0.0%
71002310	581000	SCHOOL BOARD DUES & FEES	0	1,000	500	(500)	-50.0%	500	(500)	-50.0%
71002320	510400	SUPERINTENDENTS SALARIES	231,172	234,812	241,861	7,049	3.0%	241,861	7,049	3.0%
71002320	511800	CENTRAL OFFICE SUPPORT STAFF WAGES	102,941	97,908	108,053	10,145	10.4%	108,053	10,145	10.4%
71002320	520400	SUPERINTENDENTS BENEFITS	28,824	28,731	36,885	8,154	28.4%	36,885	8,154	28.4%
71002320	520800	C.O. SUPPORT STAFF BENEFITS	33,389	35,500	8,036	(27,464)	-77.4%	8,036	(27,464)	-77.4%
71002320	523400	SUPERINTENDENTS MAINEPERS	16,703	12,890	13,127	237	1.8%	13,127	237	1.8%
71002320	523800	C.O. SUPPORT STAFF MAINEPERS	7,185	8,714	10,265	1,551	17.8%	10,265	1,551	17.8%
71002320	525400	C.O. ADMIN COURSE REIMBURSEMENT	2,450	5,000	5,000	0	0.0%	5,000	0	0.0%
71002320	532000	C.O. ONLINE RESOURCES & CONTR SERVICES	55,072	54,500	57,000	2,500	4.6%	57,000	2,500	4.6%
71002320	533000	ADMIN STAFF DEVELOPMENT	12,484	12,000	15,000	3,000	25.0%	15,000	3,000	25.0%
71002320	534500	DISTRICT LEGAL FEES & AUDIT	101,980	110,000	90,000	(20,000)	-18.2%	90,000	(20,000)	-18.2%
71002320	543100	C.O. EQUIPMENT REPAIR	0	180	1,600	1,420	788.9%	1,600	1,420	788.9%
71002320	544400	C.O. COPIERS LEASE & SERVICE	4,347	1,000	1,000	0	0.0%	1,000	0	0.0%
71002320	553100	C.O. POSTAGE	7,673	8,000	8,400	400	5.0%	8,400	400	5.0%
71002320	553200	C.O. PHONE SERVICE	10,799	11,750	11,000	(750)	-6.4%	11,000	(750)	-6.4%
71002320	554000	C.O. ADVERTISING	4,926	6,500	6,000	(500)	-7.7%	6,000	(500)	-7.7%
71002320	558000	C.O. TRAVEL	3,431	3,500	3,500	0	0.0%	3,500	0	0.0%
71002320	560000	C.O. SUPPLIES	6,237	6,250	8,000	1,750	28.0%	8,000	1,750	28.0%
71002320	564000	C.O. BOOKS & SUBSCRIPTIONS	1,887	1,750	2,000	250	14.3%	2,000	250	14.3%
71002320	573100	C.O. EQUIPMENT PURCHASE	494	450	1,000	550	122.2%	1,000	550	122.2%
71002320	581000	DISTRICT DUES/SEBAGO ALLIANCE/MSSA	15,105	16,000	13,500	(2,500)	-15.6%	13,500	(2,500)	-15.6%
71002500	510400	BUSINESS OFFICE ADMIN SALARIES	82,100	85,511	88,078	2,567	3.0%	88,078	2,567	3.0%
71002500	511800	BUSINESS OFFICE SUPPORT STAFF WAGES	105,393	109,148	114,570	5,422	5.0%	114,570	5,422	5.0%
71002500	520400	BUSINESS OFFICE ADMIN BENEFITS	26,274	27,188	28,836	1,648	6.1%	28,836	1,648	6.1%
71002500	520800	BUSINESS OFFICE SUPPORT STAFF BENEFITS	33,352	35,244	33,972	(1,272)	-3.6%	33,972	(1,272)	-3.6%
71002500	523800	BUSINESS OFFICE STAFF MAINEPERS	7,729	9,715	10,885	1,170	12.0%	10,885	1,170	12.0%
71002500	525800	BUSINESS OFFICE COURSE REIMBURSEMENT	0	0	0	0	0.0%	0	0	0.0%
71002500	533000	BUSINESS OFFICE OFFICE STAFF DEVELOPMENT	0	500	500	0	0.0%	500	0	0.0%
71002500	544400	BUSINESS OFFICE COPIER LEASE & SERVICE	8,323	9,000	12,000	3,000	33.3%	12,000	3,000	33.3%
71002500	558000	BUSINESS OFFICE TRAVEL	167	200	200	0	0.0%	200	0	0.0%
71002500	560000	BUSINESS OFFICE SUPPLIES	6,047	6,000	7,000	1,000	16.7%	7,000	1,000	16.7%
71002579	595000	DISTRICT UNEMPLOYMENT BILLING	15,541	25,000	16,000	(9,000)	-36.0%	16,000	(9,000)	-36.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
SYSTEM ADMINISTRATION TOTAL			963,705	997,264	986,591	(10,673)	-1.1%	986,591	(10,673)	-1.1%

SCHOOL ADMINISTRATION

71024102	510400	MS PRINCIPALS SALARIES	190,817	197,737	203,672	5,935	3.0%	203,672	5,935	3.0%
71024102	511800	MS ADMIN SUPPORT STAFF WAGES	58,367	60,095	53,384	(6,711)	-11.2%	53,384	(6,711)	-11.2%
71024102	520400	MS PRINCIPALS BENEFITS	43,474	44,075	49,331	5,256	11.9%	49,331	5,256	11.9%
71024102	520800	MS ADMIN SUPPORT STAFF BENEFITS	11,558	11,962	31,011	19,049	159.2%	31,011	19,049	159.2%
71024102	523400	MS PRINCIPALS MAINEPERS	5,398	6,644	6,844	200	3.0%	6,844	200	3.0%
71024102	523800	MS ADMIN SUPPORT STAFF MAINEPERS	644	1,145	3,106	1,961	171.3%	3,106	1,961	171.3%
71024102	532000	MS ADMIN ONLINE SERVICES	0	1,000	1,000	0	0.0%	1,000	0	0.0%
71024102	553100	MS POSTAGE	3,993	3,500	4,500	1,000	28.6%	4,500	1,000	28.6%
71024102	553200	MS PHONE SERVICE	6,876	8,000	8,000	0	0.0%	8,000	0	0.0%
71024102	558000	MS ADMIN TRAVEL	122	150	150	0	0.0%	150	0	0.0%
71024102	560000	MS ADMIN SUPPLIES	2,536	2,800	2,800	0	0.0%	2,800	0	0.0%
71024102	581000	MS ADMIN DUES & FEES	997	1,000	1,000	0	0.0%	1,000	0	0.0%
71024103	510400	WS PRINCIPALS SALARIES	190,899	185,915	191,496	5,581	3.0%	191,496	5,581	3.0%
71024103	511800	WS ADMIN SUPPORT STAFF WAGES	33,089	32,313	32,828	515	1.6%	32,828	515	1.6%
71024103	520400	WS PRINCIPALS BENEFITS	29,473	29,058	32,782	3,724	12.8%	32,782	3,724	12.8%
71024103	520800	WS ADMIN SUPPORT STAFF BENEFITS	17,499	17,717	18,650	933	5.3%	18,650	933	5.3%
71024103	523400	WS PRINCIPALS MAINEPERS	5,218	6,247	6,435	188	3.0%	6,435	188	3.0%
71024103	553100	WS POSTAGE	1,349	2,500	2,500	0	0.0%	2,500	0	0.0%
71024103	553200	WS PHONE SERVICE	7,677	8,000	8,000	0	0.0%	8,000	0	0.0%
71024103	560000	WS ADMIN SUPPLIES	19	200	200	0	0.0%	200	0	0.0%
71024103	581000	WS ADMIN DUES & FEES	904	930	1,000	70	7.5%	1,000	70	7.5%
71024104	510400	BP PRINCIPALS SALARIES	73,009	82,298	84,752	2,454	3.0%	84,752	2,454	3.0%
71024104	511800	BP ADMIN SUPPORT STAFF WAGES	24,575	30,780	31,254	474	1.5%	31,254	474	1.5%
71024104	520400	BP PRINCIPALS BENEFITS	20,871	21,504	28,507	7,003	32.6%	28,507	7,003	32.6%
71024104	520800	BP ADMIN SUPPORT STAFF BENEFITS	19,609	3,540	21,875	18,335	517.9%	21,875	18,335	517.9%
71024104	523400	BP PRINCIPALS MAINEPERS	2,030	2,766	2,848	82	3.0%	2,848	82	3.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71024104	523800	BP ADMIN SUPPORT STAFF MAINEPERS	0	0	0	0	0.0%	0	0	0.0%
71024104	553100	BP POSTAGE	376	650	500	(150)	-23.1%	500	(150)	-23.1%
71024104	553200	BP PHONE SERVICE	626	700	600	(100)	-14.3%	600	(100)	-14.3%
71024104	560000	BP ADMIN SUPPLIES	480	300	300	0	0.0%	300	0	0.0%
71024104	581000	BP ADMIN DUES & FEES	525	525	525	0	0.0%	525	0	0.0%
71024105	510400	EC PRINCIPALS SALARIES	87,472	90,094	92,798	2,704	3.0%	92,798	2,704	3.0%
71024105	511800	EC ADMIN SUPPORT STAFF WAGES	33,504	32,141	32,689	548	1.7%	32,689	548	1.7%
71024105	520400	EC PRINCIPALS BENEFITS	16,898	17,170	19,052	1,882	11.0%	19,052	1,882	11.0%
71024105	520800	EC ADMIN SUPPORT STAFF BENEFITS	13,041	9,548	10,034	486	5.1%	10,034	486	5.1%
71024105	523400	EC PRINCIPALS MAINEPERS	2,413	3,028	3,118	90	3.0%	3,118	90	3.0%
71024105	553100	EC POSTAGE	396	650	500	(150)	-23.1%	500	(150)	-23.1%
71024105	553200	EC PHONE SERVICE	648	700	600	(100)	-14.3%	600	(100)	-14.3%
71024105	560000	EC ADMIN SUPPLIES	0	300	300	0	0.0%	300	0	0.0%
71024105	581000	EC ADMIN DUES & FEES	525	525	525	0	0.0%	525	0	0.0%
71024106	510400	PH PRINCIPALS SALARIES	86,902	82,298	84,752	2,454	3.0%	84,752	2,454	3.0%
71024106	511800	PH ADMIN SUPPORT STAFF WAGES	35,282	32,313	32,828	515	1.6%	32,828	515	1.6%
71024106	520400	PH PRINCIPALS BENEFITS	21,928	21,504	28,507	7,003	32.6%	28,507	7,003	32.6%
71024106	520800	PH ADMIN SUPPORT STAFF BENEFITS	2,824	3,666	4,791	1,125	30.7%	4,791	1,125	30.7%
71024106	523400	PH PRINCIPALS MAINEPERS	2,398	2,766	2,848	82	3.0%	2,848	82	3.0%
71024106	553100	PH POSTAGE	549	500	550	50	10.0%	550	50	10.0%
71024106	553200	PH PHONE SERVICE	596	600	600	0	0.0%	600	0	0.0%
71024106	560000	PH ADMIN SUPPLIES	0	300	300	0	0.0%	300	0	0.0%
71024106	581000	PH ADMIN DUES & FEES	525	525	525	0	0.0%	525	0	0.0%
71024130	510400	HS PRINCIPALS SALARIES	289,117	298,428	298,875	447	0.1%	298,875	447	0.1%
71024130	511800	HS ADMIN SUPPORT STAFF WAGES	102,670	97,375	97,690	315	0.3%	97,690	315	0.3%
71024130	520400	HS PRINCIPALS BENEFITS	37,085	38,293	45,230	6,937	18.1%	45,230	6,937	18.1%
71024130	520800	HS ADMIN SUPPORT STAFF BENEFITS	36,594	36,876	33,419	(3,457)	-9.4%	33,419	(3,457)	-9.4%
71024130	523400	HS PRINCIPALS MAINEPERS	8,034	10,028	10,043	15	0.1%	10,043	15	0.1%
71024130	523800	HS ADMIN SUPPORT STAFF MAINEPERS PLD	2,670	2,618	6,831	4,213	160.9%	6,831	4,213	160.9%
71024130	532000	HS ADMIN ONLINE SERVICES/GRADUATION	24,173	25,000	25,500	500	2.0%	25,500	500	2.0%
71024130	553100	HS POSTAGE	5,305	5,500	5,500	0	0.0%	5,500	0	0.0%
71024130	553200	HS PHONE SERVICE	9,157	9,500	9,500	0	0.0%	9,500	0	0.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71024130	558000	HS ADMIN TRAVEL	219	400	300	(100)	-25.0%	300	(100)	-25.0%
71024130	560000	HS ADMIN SUPPLIES	699	1,000	1,000	0	0.0%	1,000	0	0.0%
71024130	581000	HS ADMIN MEMBERSHIP DUES	9,078	8,000	8,500	500	6.3%	8,500	500	6.3%
SCHOOL ADMINISTRATION TOTAL			1,583,712	1,595,697	1,687,555	91,858	5.8%	1,687,555	91,858	5.8%

TRANSPORTATION

71002700	510400	TRANSPORTATION SUPERVISORS SALARIES	66,277	66,919	67,486	567	0.8%	67,486	567	0.8%
71002700	511800	BUS DRIVER WAGES	594,456	576,636	588,882	12,246	2.1%	588,882	12,246	2.1%
71002700	512000	SPARE BUS DRIVER WAGES	15,161	75,000	30,000	(45,000)	-60.0%	30,000	(45,000)	-60.0%
71002700	520300	ER PAYROLL TAX ON SPARE BUS DRIVERS	1,160	5,800	2,300	(3,500)	-60.3%	2,300	(3,500)	-60.3%
71002700	520400	TRANSPORTATION SUPERVISORS BENEFITS	21,225	21,626	25,980	4,354	20.1%	25,980	4,354	20.1%
71002700	520800	BUS DRIVER BENEFITS	292,032	259,328	261,378	2,050	0.8%	261,378	2,050	0.8%
71002700	523800	BUS DRIVERS MAINEPERS PLD	25,028	25,032	30,361	5,329	21.3%	30,361	5,329	21.3%
71002700	533000	TRANSPORTATION STAFF DEVELOPMENT	175	500	500	0	0.0%	500	0	0.0%
71002700	534000	TRANSP CONTR SVC/DOT TESTING/PHYSICALS	5,543	5,500	6,000	500	9.1%	6,000	500	9.1%
71002700	543100	BUS MAINTENANCE/PW LABOR	83,000	86,000	89,000	3,000	3.5%	89,000	3,000	3.5%
71002700	544400	TRANSPORTATION COPIER LEASE & SERVICE	275	200	200	0	0.0%	200	0	0.0%
71002700	551000	CONTRACTED TRANSPORTATION	8,142	8,000	12,000	4,000	50.0%	12,000	4,000	50.0%
71002700	552000	VEHICLE INSURANCE	29,908	33,840	34,000	160	0.5%	34,000	160	0.5%
71002700	553200	TRANSPORTATION PHONE SERVICE	988	985	990	5	0.5%	990	5	0.5%
71002700	558000	MILEAGE/EZ PASS/TRIP MEALS	4,983	5,500	5,500	0	0.0%	5,500	0	0.0%
71002700	560000	BUS MAINTENANCE/PARTS	156,130	165,000	175,000	10,000	6.1%	175,000	10,000	6.1%
71002700	562600	BUS FUEL	181,157	173,000	100,000	(73,000)	-42.2%	100,000	(73,000)	-42.2%
71002700	573600	NEW BUS PURCHASE	0	0	0	0	0.0%	0	0	0.0%
71002790	511800	COMMUNITY SERVICES TRANSP WAGES	16,089	16,500	16,500	0	0.0%	16,500	0	0.0%
71002790	513800	COMMUNITY SERVICES TRANSP OVERTIME	973	1,000	1,000	0	0.0%	1,000	0	0.0%
71002790	520800	COMM SERVICES ER PR TAX ON WAGES	1,648	1,700	1,700	0	0.0%	1,700	0	0.0%
71002790	523800	COMM SERVICES DRIVER MAINEPERS PLD	1,103	1,100	1,100	0	0.0%	1,100	0	0.0%
TRANSPORTATION TOTAL			1,505,454	1,529,166	1,449,877	(79,289)	-5.2%	1,449,877	(79,289)	-5.2%

FACILITIES

71002700	541000	BUS GARAGE WATER/SEWER FEES	592	600	650	50	8.3%	650	50	8.3%
----------	--------	-----------------------------	-----	-----	-----	----	------	-----	----	------

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71002700	562200	BUS GARAGE ELECTRICITY	7,353	11,500	8,000	(3,500)	-30.4%	8,000	(3,500)	-30.4%
71002700	562300	BUS GARAGE PROPANE	1,405	2,000	2,000	0	0.0%	2,000	0	0.0%
71002700	562400	BUS GARAGE HEATING OIL	0	0	0	0	0.0%	0	0	0.0%
71026002	541000	MS WATER/SEWER FEES	16,146	21,000	21,000	0	0.0%	21,000	0	0.0%
71026002	552000	MS PROPERTY/CASUALTY INSURANCE	17,357	23,382	24,500	1,118	4.8%	24,500	1,118	4.8%
71026002	562100	MS NATURAL GAS	47,096	60,000	55,000	(5,000)	-8.3%	55,000	(5,000)	-8.3%
71026002	562200	MS ELECTRICITY	143,067	144,000	153,000	9,000	6.3%	153,000	9,000	6.3%
71026002	562400	MS HEATING OIL	520	3,500	800	(2,700)	-77.1%	800	(2,700)	-77.1%
71026002	581000	MS FACILITIES DUES & FEES	200	360	360	0	0.0%	360	0	0.0%
71026003	541000	WS WATER/SEWER FEES	12,220	15,500	12,800	(2,700)	-17.4%	12,800	(2,700)	-17.4%
71026003	552000	WS PROPERTY/CASUALTY INSURANCE	17,357	23,382	24,500	1,118	4.8%	24,500	1,118	4.8%
71026003	562100	WS NATURAL GAS	18,466	26,000	20,000	(6,000)	-23.1%	20,000	(6,000)	-23.1%
71026003	562200	WS ELECTRICITY	167,443	176,000	176,000	0	0.0%	176,000	0	0.0%
71026003	581000	WS FACILITIES DUES & FEES	250	320	320	0	0.0%	320	0	0.0%
71026004	541000	BP WATER/SEWER FEES	3,392	4,500	4,500	0	0.0%	4,500	0	0.0%
71026004	552000	BP PROPERTY/CASUALTY INSURANCE	8,679	7,794	8,100	306	3.9%	8,100	306	3.9%
71026004	562200	BP ELECTRICITY	18,932	21,000	21,000	0	0.0%	21,000	0	0.0%
71026004	562300	BP PROPANE	3,817	5,000	4,500	(500)	-10.0%	4,500	(500)	-10.0%
71026004	562400	BP HEATING OIL	30,499	24,000	24,000	0	0.0%	24,000	0	0.0%
71026004	581000	BP FACILITIES DUES & FEES	50	210	210	0	0.0%	210	0	0.0%
71026005	541000	EC WATER/SEWER FEES	4,463	4,500	4,500	0	0.0%	4,500	0	0.0%
71026005	552000	EC PROPERTY/CASUALTY INSURANCE	8,679	7,794	8,100	306	3.9%	8,100	306	3.9%
71026005	562200	EC ELECTRICITY	17,412	19,000	19,000	0	0.0%	19,000	0	0.0%
71026005	562300	EC PROPANE	5,029	6,000	5,800	(200)	-3.3%	5,800	(200)	-3.3%
71026005	562400	EC HEATING OIL	36,628	26,000	24,000	(2,000)	-7.7%	24,000	(2,000)	-7.7%
71026005	581000	EC FACILITIES DUES & FEES	150	210	210	0	0.0%	210	0	0.0%
71026006	541000	PH WATER/SEWER FEES	2,740	2,900	2,900	0	0.0%	2,900	0	0.0%
71026006	552000	PH PROPERTY/CASUALTY INSURANCE	8,679	7,794	8,100	306	3.9%	8,100	306	3.9%
71026006	562200	PH ELECTRICITY	15,022	15,000	16,000	1,000	6.7%	16,000	1,000	6.7%
71026006	562300	PH PROPANE	3,117	3,300	3,500	200	6.1%	3,500	200	6.1%
71026006	562400	PH HEATING OIL	28,610	19,000	19,000	0	0.0%	19,000	0	0.0%
71026006	581000	PH FACILITIES DUES & FEES	50	210	210	0	0.0%	210	0	0.0%
71026030	541000	HS WATER/SEWER FEES	15,531	16,000	16,200	200	1.3%	16,200	200	1.3%
71026030	552000	HS PROPERTY/CASUALTY INSURANCE	26,036	23,382	24,500	1,118	4.8%	24,500	1,118	4.8%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71026030	562100	HS NATURAL GAS	102,530	132,000	110,000	(22,000)	-16.7%	110,000	(22,000)	-16.7%
71026030	562200	HS ELECTRICITY	211,539	210,000	225,000	15,000	7.1%	225,000	15,000	7.1%
71026030	581000	HS FACILITIES DUES & FEES	805	1,150	1,150	0	0.0%	1,150	0	0.0%
71026102	511800	MS CUSTODIAN WAGES	174,789	200,759	202,448	1,689	0.8%	202,448	1,689	0.8%
71026102	511900	MS CUSTODIAN EVENT COVERAGE	4,946	5,000	5,000	0	0.0%	5,000	0	0.0%
71026102	512000	MS CUSTODIAN SUBSTITUTE WAGES	1,498	1,500	1,500	0	0.0%	1,500	0	0.0%
71026102	513800	MS CUSTODIAN OVERTIME	209	750	750	0	0.0%	750	0	0.0%
71026102	520300	MS CUSTODIAN SUB PAYROLL TAX	115	115	115	0	0.0%	115	0	0.0%
71026102	520800	MS CUSTODIAN BENEFITS	79,206	69,066	72,574	3,508	5.1%	72,574	3,508	5.1%
71026102	520900	MS CUSTODIAN EVENTS PR TAX	378	385	385	0	0.0%	385	0	0.0%
71026102	523800	MS CUSTODIAN MAINEPERS	5,099	5,841	6,571	730	12.5%	6,571	730	12.5%
71026102	543100	MS CONTRACTED REPAIRS & MAINTENANCE	147,324	165,000	165,000	0	0.0%	165,000	0	0.0%
71026102	550000	MS RECYCLING/COMPOSTING	559	0	1,500	1,500	100.0%	1,500	1,500	100.0%
71026102	560000	MS CUSTODIAL & MAINTENANCE SUPPLIES	44,174	45,000	48,000	3,000	6.7%	48,000	3,000	6.7%
71026103	511800	WS CUSTODIAN WAGES	204,234	179,296	232,401	53,105	29.6%	232,401	53,105	29.6%
71026103	511900	WS CUSTODIAN EVENT COVERAGE	3,840	5,000	5,000	0	0.0%	5,000	0	0.0%
71026103	512000	WS CUSTODIAN SUBSTITUTE WAGES	1,385	1,500	1,500	0	0.0%	1,500	0	0.0%
71026103	513800	WS CUSTODIAN OVERTIME	423	750	750	0	0.0%	750	0	0.0%
71026103	520300	WS CUSTODIAN SUB PAYROLL TAX	106	115	115	0	0.0%	115	0	0.0%
71026103	520800	WS CUSTODIAN BENEFITS	64,652	68,826	92,625	23,799	34.6%	92,625	23,799	34.6%
71026103	520900	WS CUSTODIAN EVENTS PR TAX	294	385	385	0	0.0%	385	0	0.0%
71026103	523800	WS CUSTODIAN MAINEPERS	2,878	5,110	2,854	(2,256)	-44.1%	2,854	(2,256)	-44.1%
71026103	543100	WS CONTRACTED REPAIRS & MAINTENANCE	74,711	85,000	100,000	15,000	17.6%	100,000	15,000	17.6%
71026103	550000	WS RECYCLING/COMPOSTING	682	0	4,000	4,000	100.0%	4,000	4,000	100.0%
71026103	560000	WS CUSTODIAL & MAINTENANCE SUPPLIES	49,304	51,000	52,000	1,000	2.0%	52,000	1,000	2.0%
71026104	511800	BP CUSTODIAN WAGES	56,126	51,142	54,268	3,126	6.1%	54,268	3,126	6.1%
71026104	511900	BP CUSTODIAN EVENT COVERAGE	215	250	250	0	0.0%	250	0	0.0%
71026104	512000	BP CUSTODIAN SUBSTITUTE WAGES	468	500	500	0	0.0%	500	0	0.0%
71026104	513800	BP CUSTODIAN OVERTIME	0	0	0	0	0.0%	0	0	0.0%
71026104	520300	BP CUSTODIAN SUB PAYROLL TAX	36	38	38	0	0.0%	38	0	0.0%
71026104	520800	BP CUSTODIAN BENEFITS	25,355	7,346	8,740	1,394	19.0%	8,740	1,394	19.0%
71026104	520900	BP CUSTODIAN EVENTS PAYROLL TAX	0	20	20	0	0.0%	20	0	0.0%
71026104	523800	BP CUSTODIAN MAINEPERS	2,996	4,552	3,016	(1,536)	-33.7%	3,016	(1,536)	-33.7%
71026104	543100	BP CONTRACTED REPAIRS & MAINTENANCE	54,829	55,000	55,000	0	0.0%	55,000	0	0.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71026104	550000	BP RECYCLING/COMPOSTING	361	0	1,400	1,400	100.0%	1,400	1,400	100.0%
71026104	560000	BP CUSTODIAL & MAINTENANCE SUPPLIES	14,260	14,000	14,000	0	0.0%	14,000	0	0.0%
71026105	511800	EC CUSTODIAN WAGES	48,980	48,412	51,699	3,287	6.8%	51,699	3,287	6.8%
71026105	511900	EC CUSTODIAN EVENT COVERAGE	1,047	750	1,000	250	33.3%	1,000	250	33.3%
71026105	512000	EC CUSTODIAN SUBSTITUTE WAGES	356	500	500	0	0.0%	500	0	0.0%
71026105	520300	EC CUSTODIAN SUB PAYROLL TAX	84	38	38	0	0.0%	38	0	0.0%
71026105	520800	EC CUSTODIAN BENEFITS	13,330	13,256	14,651	1,395	10.5%	14,651	1,395	10.5%
71026105	520900	EC CUSTODIAN EVENTS PAYROLL TAX	0	20	20	0	0.0%	20	0	0.0%
71026105	523800	EC CUSTODIAN MAINEPERS	401	0	0	0	0.0%	0	0	0.0%
71026105	543100	EC CONTRACTED REPAIRS & MAINTENANCE	57,824	50,000	55,000	5,000	10.0%	55,000	5,000	10.0%
71026105	550000	EC RECYCLING/COMPOSTING	426	0	1,700	1,700	100.0%	1,700	1,700	100.0%
71026105	560000	EC CUSTODIAL & MAINTENANCE SUPPLIES	13,184	10,000	12,500	2,500	25.0%	12,500	2,500	25.0%
71026106	511800	PH CUSTODIAN WAGES	56,690	54,782	56,514	1,732	3.2%	56,514	1,732	3.2%
71026106	511900	PH CUSTODIAN EVENT COVERAGE	410	150	250	100	66.7%	250	100	66.7%
71026106	512000	PH CUSTODIAN SUBSTITUTE WAGES	448	500	500	0	0.0%	500	0	0.0%
71026106	520300	PH CUSTODIAN SUB PAYROLL TAX	13	38	38	0	0.0%	38	0	0.0%
71026106	520800	PH CUSTODIAN BENEFITS	29,255	29,883	27,424	(2,459)	-8.2%	27,424	(2,459)	-8.2%
71026106	520900	PH CUSTODIAN EVENTS PAYROLL TAX	0	20	20	0	0.0%	20	0	0.0%
71026106	523800	PH CUSTODIAN MAINEPERS	2	0	0	0	0.0%	0	0	0.0%
71026106	543100	PH CONTRACTED REPAIRS & MAINTENANCE	65,208	60,000	60,000	0	0.0%	60,000	0	0.0%
71026106	550000	PH RECYCLING/COMPOSTING	291	0	1,550	1,550	100.0%	1,550	1,550	100.0%
71026106	560000	PH CUSTODIAL & MAINTENANCE SUPPLIES	12,520	14,000	14,000	0	0.0%	14,000	0	0.0%
71026130	511800	HS CUSTODIAN WAGES	239,473	311,187	281,651	(29,536)	-9.5%	281,651	(29,536)	-9.5%
71026130	511900	HS CUSTODIAN EVENT COVERAGE	15,016	15,000	15,000	0	0.0%	15,000	0	0.0%
71026130	512000	HS CUSTODIAN SUBSTITUTE WAGES	5,000	5,000	5,000	0	0.0%	5,000	0	0.0%
71026130	513800	HS CUSTODIAN OVERTIME	23	1,000	500	(500)	-50.0%	500	(500)	-50.0%
71026130	520300	HS CUSTODIAN ER PAYROLL TAX ON SUBS	382	385	385	0	0.0%	385	0	0.0%
71026130	520800	HS CUSTODIAN BENEFITS	101,311	121,413	89,322	(32,091)	-26.4%	89,322	(32,091)	-26.4%
71026130	520900	HS CUSTODIAN EVENTS PR TAX	1,833	1,500	1,500	0	0.0%	1,500	0	0.0%
71026130	523800	HS CUSTODIAN MAINEPERS	6,428	5,464	4,362	(1,102)	-20.2%	4,362	(1,102)	-20.2%
71026130	543100	HS CONTRACTED REPAIRS & MAINTENANCE	198,738	200,000	200,000	0	0.0%	200,000	0	0.0%
71026130	543900	HS AUDITORIUM REPAIRS & MAINTENANCE	11,029	8,000	10,000	2,000	25.0%	10,000	2,000	25.0%
71026130	550000	HS RECYCLING/COMPOSTING	1,102	0	1,300	1,300	100.0%	1,300	1,300	100.0%
71026130	560000	HS CUSTODIAL & MAINTENANCE SUPPLIES	77,292	75,000	85,000	10,000	13.3%	85,000	10,000	13.3%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
71026290	510400	FACILITIES ADMIN SALARIES	184,730	144,118	144,984	866	0.6%	144,984	866	0.6%
71026290	511800	FACILITIES ADMIN SUPPORT STAFF WAGES	46,793	48,797	51,148	2,351	4.8%	51,148	2,351	4.8%
71026290	511820	MAINTENANCE WORKER WAGES	85,389	129,007	124,445	(4,562)	-3.5%	124,445	(4,562)	-3.5%
71026290	513800	MAINTENANCE WORKER OVERTIME	4,624	3,000	3,000	0	0.0%	3,000	0	0.0%
71026290	520000	CUSTODIAN/MAINTENANCE UNIFORMS & SHOES	7,484	10,000	10,000	0	0.0%	10,000	0	0.0%
71026290	520400	FACILITIES ADMIN BENEFITS	47,644	36,446	62,533	26,087	71.6%	62,533	26,087	71.6%
71026290	520800	FACILITIES SUPPORT/MAINTENANCE BENEFITS	51,951	66,454	51,398	(15,056)	-22.7%	51,398	(15,056)	-22.7%
71026290	523400	FACILITIES ADMIN MAINEPERS	10,429	8,389	13,774	5,385	64.2%	13,774	5,385	64.2%
71026290	523800	MAINTENANCE WORKER MAINEPERS	3,048	7,698	3,860	(3,838)	-49.9%	3,860	(3,838)	-49.9%
71026290	533000	FACILITIES STAFF DEVELOPMENT	519	1,500	1,500	0	0.0%	1,500	0	0.0%
71026290	543000	FACILITIES VEHICLE REPAIRS & MAINTENANCE	18,718	15,000	16,000	1,000	6.7%	16,000	1,000	6.7%
71026290	543100	CONTRACTED REPAIR SERVICES	48,747	45,000	45,000	0	0.0%	45,000	0	0.0%
71026290	543900	FACILITIES REPLACEMENT & RENEWAL	46,936	45,268	50,000	4,732	10.5%	50,000	4,732	10.5%
71026290	550000	TRASH REMOVAL	10,016	9,000	5,000	(4,000)	-44.4%	5,000	(4,000)	-44.4%
71026290	553200	FACILITIES PHONE SERVICE	4,399	5,000	7,000	2,000	40.0%	7,000	2,000	40.0%
71026290	558000	FACILITIES STAFF TRAVEL	293	500	500	0	0.0%	500	0	0.0%
71026290	560000	DISTRICT-WIDE MAINTENANCE SUPPLIES	51,871	50,000	57,000	7,000	14.0%	57,000	7,000	14.0%
71026290	562600	FACILITIES VEHICLE FUEL	9,985	12,000	8,000	(4,000)	-33.3%	8,000	(4,000)	-33.3%
71026290	573200	FACILITIES VEHICLE PURCHASE/REPLACEMENT	0	0	0	0	0.0%	0	0	0.0%
71026290	573310	FACILITIES FURNISHINGS REPLACE/RENEW	0	0	0	0	0.0%	0	0	0.0%
71026290	581000	FACILITIES LICENSING FEES	3,237	2,750	2,500	(250)	-9.1%	2,500	(250)	-9.1%
FACILITIES TOTAL			3,612,218	3,753,759	3,831,181	77,422	2.1%	3,831,181	77,422	2.1%
DEBT SERVICE										
71005000	583100	CIP BONDED PROJECTS - PRINCIPAL	2,200,516	2,763,501	3,464,646	701,145	25.4%	3,464,646	701,145	25.4%
71005000	583200	CIP BONDED PROJECTS - INTEREST	2,405,431	2,354,936	2,296,987	(57,949)	-2.5%	2,296,987	(57,949)	-2.5%
DEBT SERVICE TOTAL			4,605,947	5,118,437	5,761,633	643,196	12.6%	5,761,633	643,196	12.6%
ALL OTHER										
71003100	591000	FOOD SERVICE SUPPORT	75,000	25,000	25,000	0	0.0%	25,000	0	0.0%
71002310	580000	SCHOOL BOARD CONTINGENCY	0	0	0	0	0.0%	0	0	0.0%
ALL OTHER TOTAL			75,000	25,000	25,000	0	0.0%	25,000	0	0.0%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

GENERAL FUND OPERATING BUDGET

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	% CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
GRAND TOTAL ALL CATEGORIES - GENERAL FUND			41,309,153	43,543,756	45,265,066	1,721,310	4.0%	45,855,066	2,311,310	5.3%
		Charter school lines deleted	97,246							
		Actual FY15	41,406,398							

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
ADULT LEARNING CENTER										
71506000	510100	ADULT ED INSTRUCTOR SALARIES	46,694	52,700	49,500	(3,200)	-6.1%	49,500	(3,200)	-6.1%
71506000	510400	ADULT ED ADMIN SALARIES	50,964	50,075	55,271	5,196	10.4%	55,271	5,196	10.4%
71506000	511800	ADULT ED ADMIN SUPPORT STAFF WAGES	22,719	27,705	29,183	1,478	5.3%	29,183	1,478	5.3%
71506000	520100	ADULT ED ER PR TAX ON WAGES	2,392	3,200	2,750	(450)	-14.1%	2,750	(450)	-14.1%
71506000	520400	ADULT ED ADMIN BENEFITS	2,237	2,326	2,647	321	13.8%	2,647	321	13.8%
71506000	520800	ADULT ED ADMIN SUPPORT STAFF BENEFITS	12,633	15,669	17,890	2,221	14.2%	17,890	2,221	14.2%
71506000	523400	ADULT ED ADMIN MAINEPERS	765	1,011	1,041	30	3.0%	1,041	30	3.0%
71506000	523800	ADULT ED ADMIN SUPPORT STAFF MAINEPERS	1,743	2,466	2,773	307	12.4%	2,773	307	12.4%
71506000	532000	ADULT ED CONTRACTED SERVICES	11,589	10,000	7,500	(2,500)	-25.0%	7,500	(2,500)	-25.0%
71506000	533000	ADULT ED STAFF DEVELOPMENT	480	600	1,000	400	66.7%	1,000	400	66.7%
71506000	553100	ADULT ED POSTAGE/CATALOG	1,841	2,000	2,000	0	0.0%	2,000	0	0.0%
71506000	554000	ADULT ED ADVERTISING	586	600	900	300	50.0%	900	300	50.0%
71506000	555000	ADULT ED PRINTING/CATALOG	3,892	4,000	4,100	100	2.5%	4,100	100	2.5%
71506000	558000	ADULT ED MILEAGE FOR STAFF TRAVEL	392	300	300	0	0.0%	300	0	0.0%
71506000	560000	ADULT ED SUPPLIES	2,532	4,500	2,000	(2,500)	-55.6%	2,000	(2,500)	-55.6%
71506000	561000	ADULT ED INSTRUCTIONAL SUPPLIES	656	0	500	500	0.0%	500	500	0.0%
71506000	564000	ADULT ED BOOKS & SUBSCRIPTIONS	1,774	3,000	2,000	(1,000)	-33.3%	2,000	(1,000)	-33.3%
71506000	573100	ADULT ED EQUIPMENT PURCHASE	381	750	750	0	0.0%	750	0	0.0%
71506000	581000	ADULT ED DUES & FEES	650	650	700	50	7.7%	700	50	7.7%
ADULT LEARNING CENTER TOTAL			164,920	181,552	182,805	1,253	0.7%	182,805	1,253	0.7%

**SCARBOROUGH SCHOOL DEPARTMENT
LEADERSHIP COUNCIL'S PROPOSAL - FOR FIRST READING 4/6/2016**

ORG	OBJECT	ACCT USED FOR:	FY2015 ACTUAL EXPENDED	FY2016 APPROVED BUDGET	FY2017 LEVEL SERVICES BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)	FY2017 MISSION CRITICAL BUDGET	\$CHANGE (from FY16)	% CHANGE (from FY16)
SCHOOL NUTRITION										
76013090	510400	SCHOOL NUTRITION DIRECTOR SALARY	50,000	65,770	54,193	(11,577)	-17.60%	54,193	(11,577)	-17.60%
76013090	511800	SCHOOL NUTRITION WORKER WAGES	399,421	417,231	448,388	31,157	7.47%	448,388	31,157	7.47%
76013090	512000	SCHOOL NUTRITION SUBSTITUTE WAGES	24,338	18,500	13,000	(5,500)	-29.73%	13,000	(5,500)	-29.73%
76013090	520300	SCHOOL NUTRITION PAYROLL TAX ON SUB WAGES	1,862	1,500	1,000	(500)	-33.33%	1,000	(500)	-33.33%
76013090	520400	SCHOOL NUTRITION DIRECTOR BENEFITS	20,962	22,694	10,907	(11,787)	-51.94%	10,907	(11,787)	-51.94%
76013090	520800	SCHOOL NUTRITION WORKER BENEFITS	249,898	251,740	290,178	38,438	15.27%	290,178	38,438	15.27%
76013090	523400	SCHOOL NUTRITION DIRECTOR MAINEPERS PLD	3,825	5,854	0	(5,854)	-100.00%	0	(5,854)	-100.00%
76013090	523800	SCHOOL NUTRITION WORKER MAINEPERS PLD	19,847	21,104	23,375	2,271	10.76%	23,375	2,271	10.76%
76013090	532000	SCHOOL NUTRITION POS SOFTWARE	4,367	5,000	4,000	(1,000)	-20.00%	4,000	(1,000)	-20.00%
76013090	533000	SCHOOL NUTRITION STAFF DEVELOPMENT	722	1,500	800	(700)	-46.67%	800	(700)	-46.67%
76013090	543100	SCHOOL NUTRITION EQUIPMENT REPAIR	11,497	10,000	15,000	5,000	50.00%	15,000	5,000	50.00%
76013090	553100	SCHOOL NUTRITION POSTAGE	98	250	250	0	0.00%	250	0	0.00%
76013090	558000	SCHOOL NUTRITION STAFF TRAVEL/MILEAGE	54	500	500	0	0.00%	500	0	0.00%
76013090	560000	SCHOOL NUTRITION OFFICE SUPPLIES	798	800	800	0	0.00%	800	0	0.00%
76013090	563000	SCHOOL NUTRITION FOOD SUPPLIES	620,291	605,000	540,800	(64,200)	-10.61%	540,800	(64,200)	-10.61%
76013090	563001	SCHOOL NUTRITION FOOD SUPPLIES FOR SUMMER	2,875	2,875	2,875	0	0.00%	2,875	0	0.00%
76013090	563100	SCHOOL NUTRITION NON-FOOD SUPPLIES	42,945	54,500	52,000	(2,500)	-4.59%	52,000	(2,500)	-4.59%
76013090	573100	SCHOOL NUTRITION EQUIPMENT PURCHASE	9,391	7,750	12,000	4,250	54.84%	12,000	4,250	54.84%
76013090	580000	SCHOOL NUTRITION INVENTORY (AUDIT ACCOUNT)	(12,366)	0	0	0	0.00%	0	0	0.00%
76013090	581000	SCHOOL NUTRITION CERTIFICATION FEES	1,073	3,000	1,000	(2,000)	-66.67%	1,000	(2,000)	-66.67%
76013090	589000	SCHOOL NUTRITION SPECIAL/BACKPACK	955	0	0	0	0.00%	0	0	0.00%
SCHOOL NUTRITION TOTAL			1,452,854	1,495,568	1,471,066	(24,502)	-1.64%	1,471,066	(24,502)	-1.64%