Vision Statement

Augusta is a world-class capital city; where entrepreneurs start, grow, and maintain a variety of businesses; where citizens pursue life-long learning in first-rate schools, libraries, historic, and cultural facilities; where residents, workers, and tourists circulate around and enjoy the Heart of Augusta – on both sides of the Kennebec River, along Water Street, and throughout the Capitol complex; where travelers appreciate the historic and natural scenery; where homebuyers and renters of all ages and incomes are drawn by safe and appealing neighborhoods, and where taxpayers enjoy competitive tax rates and superior services.

Mission Statement

The Augusta City Council shall achieve this vision by: acting as a model of teamwork and efficiency in its own deliberations; creating an ongoing partnership with state government; and organizing a responsive, flexible, and effective economic development program.

About the Quilt

In 2000, the City of Augusta and Maine Made Shop collaborated in designing a commemorative quilt. Quilts may be purchased in the City Manager’s Office. Proceeds are dedicated to the Bicentennial Nature Park Fund.

Design: Susan Bourdon
Printed by: J.S. McCarthy Printers
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To the residents of Augusta,

In the midst of economic uncertainty, Augusta has been fortunate in holding the line on spending.

We have had growth that we all should be very proud of such as a new third bridge opening soon, a new Cony High School about to start construction, and new tax revenue coming as the Civic Center Drive Mall expands.

The City Council and Augusta employees have worked very hard to maintain services at very modest increases and at the same time maintain a healthy fund balance. Having said that, the uncertainty rests at the State Legislature and the voters concerning tax reform. I think we all agree tax reform should take place to shift from the local taxpayers to a fairer system. However, there are plans that would do little and plans that would devastate local government as we know it today. Hopefully, the Governor and the Maine Legislature can come together on a competing measure that makes sense. If they fail, we could be faced with major local services pared back or eliminated. Please vote wisely on those issues; our future generations depend on us.

Again, Augusta is fortunate to have the caliber of elected officials it has and the dedicated work force that makes all of our lives more enjoyable.
Many thanks to our Committee Members.

Augusta Development Commission
John Bridge
Noreen Copp
Richard Dumont
Diane Hastings
Roger Katz
Terrence McCabe
Jim Nimon
Mike Seitzinger

Conservation Commission
Donald Cameron
Tom Danielson
Roberta Record
David Simard
Rex Turner
Harvey Versteeg

Richard Godfrey
Edward Heath
E. Bruce Kirkham
Paul Lessard
Mary Maher McCarthy
Janice Moreshead
Margaret O'Connor
Frank O'Hara
Genie Gannett Quist
Charles Roundy
Lance Tapley
Dennis Towle
Milton Wright
Dennis Young
Maynard Young

General Assistance Fair Hearing Authority
John Finnegan

Historic Preservation Commission
Richard Bridges
Anthony Douin
Mary Maher McCarthy
Carl Smith
Phyllis VonHerrlich

Parking District
Jed Davis
John Finnegan
Thomas Johnson
Kevin Mattson
Barbara Rodrigue
Gary Peachey
Bruce Schatz

BOCA Board of Appeals
Julian Beale
Herbert Doten
Edward Millett
Paul Rodrigue
Stephen Roberge
Jeff Shostak

Housing Authority
Margaret Ayotte
Martin Cloutier
Raymond Foster
Kenneth Lajoie
Donald Marchildon
Brian Marson, Jr.
Daniel Nichols
Elizabeth Ann Trask

Planning Board
Barry Cote
Robert Corey
Richard Duncan
Paul Harris
Andrea Lord
Gautrey Musk
Denise O'Toole
Paula Peddle Quirion
Gregory Scott
David Smith

Community and Social Services Advisors
Rob Gordon
Rick Karges
Holly Stover
Richard Weiss
Jim Wood
Edmond Wurpel

Lithgow Library Trustees
Joan Callahan
Phillip Choate
Gabriella Howard
Susan LaCasse
H. Graham Nye
Paul Riese
Dr. Ansley Sawyer
Elizabeth Soares

Registration Appeals Board
Lucille Cloutier
Patsy Crockett
Linda Hadley-Rood
Frank Johnson
Louise Lerley

School Building Committee
Bruce Boynton
John Bridge
Gary Burns
Jeffrey Fleming
Richard Morin
M. E. Morrill
Carolyn Neighoff
Graham Nye
Walter Ruark

Tree Board
Norman Elvin
Gerard Gaboury, Jr.
David Hasselman
Kirsten Hebert
Dawna Lapotosky
David Madore
Brian Marson, III
John Pucciaelli
Deborah Thistle

Water District
Beverly Beaucage
Bruce Berger
Paul McClay
David Smith

Zoning Appeals Board
Chris Belanger
Tim Dennett
Peter Fortunato
Ken Knight
John Royce
Thomas Simpson

Old Fort Western Trustees
Charles Aucoin
Linette Burns
Jed Davis
Thomas Doore
Richard Freeman
Kathy Fuller

Sanitary District
Jack Brown
Judy Carleton
Diane Hastings
Ken Knight

Listing does not include city/school officials and staff.
A sense of satisfaction.

Crafting an annual report presents a great opportunity to reflect on community progress over the past year and to identify key activities or projects that have been completed or require continued effort and resources. From my vantage point, 2003 was a year that saw a number of significant accomplishments in City government, tempered by some uncontrollable economic setbacks. On the following pages, our department and bureau directors describe how their individual operations fared. Taken as a whole, I think their reports demonstrate capable delivery of a wide array of municipal services in a very cost-conscious fashion. As City Manager, I am proud of how our dedicated City workforce has performed in 2003, and I hope that after you have taken the time to digest this report, you will share that pride and sense of satisfaction.

Each spring, the Mayor, members of Council, senior city staff and I, convene for a Saturday and work through an organizational goal setting process for the coming year. As I write this, we are preparing to do so for 2004. As part of my preparation, I have reviewed the goals and objectives set for 2003. I am pleased to report that, with a few exceptions, Council and staff realized, and in many cases, exceeded expectations regarding those goals and objectives.

The premier goal last year was to complete the design and cost development phase of a new Cony High School and secure voter approval for said plan in December of 2003. By year end, that was an unequivocal success. From the halls of the state legislature where, as a community, we lobbied successfully to preserve the state funding necessary to go forward, to the meetings of the State Board of Education, where we (particularly, Superintendent Brown) presented our plan and saw it approved unanimously, to our own community venues where people learned of the plan’s specifics and strongly supported them, Augusta was the epitome of a City on a mission. By December, the School Board and City Council had developed and unanimously supported a project budget complete with a $5 million local share; a dedicated group of local residents campaigned for voter support and initiated a fund drive to raise $1.5 million to help with that local share; and the voters overwhelmingly gave their blessing. The most needed component of a progressive community, sought after for over a decade, was on track to open for students in September of 2006.

The second of Council's goals for 2003 was to maintain a constructive working relationship with Maine state government. Here we also performed strongly. One of our objectives within this goal was to take advantage of a new state grant program for economic stimulus. First in the door of the state office building last fall with our application, we were awarded the $500,000 maximum available, in our case to augment $2.5 million in local funding, for a downtown parking facility on Winthrop Street and thus make the project affordable. We continued to partner with the State through the Capital Riverfront Improvement District, working to fund improvements to the former Edwards Mill site and Kennebec Arsenal and were delighted when the State announced the selection of a highly credible developer for renovation and residential development of the Arsenal. We cultivated our relationship with the Baldacci administration during its first year in office, working well with the various departments, especially Planning, Transportation and Economic Development. Through the able representation of our legislative delegation (including Senate President Beverly Daggett, who has maintained a close working relationship with us, notwithstanding the demands of her high office), we fared as well as any in the budget process and state administrative actions.

The Council's third goal was to complete a comprehensive study of the structure,
duties and funding of the Augusta Sanitary District, Augusta Water District and related City departments and identify and adopt all reasonable cost saving measures available to the residents of the City. In April, Mayor Dowling appointed a seven-member committee, chaired by respected local attorney Roger Katz, to perform this complex task. Over a period of eight months, the committee conscientiously and diligently carried out its charge, and in January 2004, reported back to Council with its findings and recommendations. Those recommendations (which essentially call for the merger of the two independent districts into City government and project over $600,000 in savings if that's done) have been received by the City Council and are now under study. Although it is pre-mature to anticipate the final outcome, it seems clear that because of the committee's thorough work, maintaining the status quo is not an option.

The Council's fourth goal reinforced the creation of new housing opportunities in the City and directed the stimulation of projects that will create additional new housing units. In addition to the Kennebec Arsenal project, the most ambitious revitalization project announced last year was Realty Resources' proposal to sponsor a $20 million mixed-use development on lower Water Street. This creative endeavor would convert the former CMP warehouse into 30-40 units of workforce housing, restore the Colonial Theater and build a two-story parking garage with four stories of UMA student housing atop it. It is ambitious and perhaps a reach, but it is doable and being promoted by one of Maine's most successful and respected developers. The one objective within this goal that lags is our desire to promote a new single-family subdivision, perhaps in the area of the Riggs Brook Village. I will continue to support that idea in 2004.

In adopting its fifth goal, Council recognized the importance of quality of life amenities in promoting growth and stability in Augusta and endorsed several key projects as objectives toward meeting that goal. First among them was to support the development of a new YMCA off Union Street. Council is now in negotiations with the Y Board to transfer the piece of land the voters approved last year. Projects that remain to be addressed as objectives here are a revised capital improvement program for the Lithgow Library, now that a capital campaign has been deferred for the next five years, and a plan to reuse or dispose of the former Bucker Middle School.

The Council's final goal recognized the adverse effect on Augusta that employment losses over the past couple of years has created and endorsed the work necessary to counteract it. Our talented Development Director Mike Duguay and his staff have worked tirelessly to create opportunities for growth to offset our losses (most recently Kirchner's meat processing plant). They have aided Harper's Development with the redevelopment of the former SCI plant, and with their downtown office project, worked with the new owner of the former Statler Tissue mill; and played a key role in the Arsenal and lower Water Street property to name a few. Frequently, Michael and his team work quietly behind the scenes to save jobs and they are always there to capitalize on an opportunity.

Successfully addressing our organizational goals is important and speaks well of the close working relationship among the City's elected policy makers, the city manager, and over 250+ city employees. Other signs of the effectiveness of our strong elected leadership and dedicated staff include:

- A stable municipal tax rate that has averaged less then 2% a year increases over the past six years;
- A recent, outside audit report of the City's finances that contained no adverse findings and was probably the best I've seen in 26 years in city management;
- An upgrade last spring of the City's bond rating to AA, excellent for a community our size; and
- Successful negotiation of labor agreements with six of our eight bargaining units, holding the line in compensation increases in recognition of the difficult economic conditions many of our taxpayers are faced with.

In 2003, we welcomed Kim Davis to the City Council and Ralph St. Pierre as the City's new Assistant City Manager/Finance Director. Bruce Chase came aboard as Recreation Director and we combined the vacant positions of City Clerk and City Treasurer, hiring local banker Barbara Wardwell to manage both functions. Again, the positive dynamics that exist among and between your elected and appointed officials is the most positive I have experienced in my career and means good government and quality services for all of our residents.

Local government in Maine faces some serious challenges and possibly some dramatic changes in the coming months. State level proposals for tax reform and/or tax caps will come before the voters this year. It is vitally important that all local residents be aware and involved in the public debate that is on the horizon. Your local government services will only continue if you support them and stay informed. Your Mayor, Council, and City staff will continue to represent your best interests in these matters in 2004.
Prepare for change.

The Augusta State Airport is owned by the State of Maine through the Maine Department of Transportation; however, it is maintained and managed by the City of Augusta under the terms of an Agreement of Lease and Option entered into between the City and the State on December 1, 1996. This Agreement entrusts the operation of the Airport to the City with a special provision that the City shall not be held liable for any financial deficit or obligations incurred by the Airport.

By all statistical measures, activity both in the air and on the ground at the Airport was mixed for the year 2003.

Airline passengers boarding and deplaning USAirways Express (operated by Colgan Air) continued to decline since the tragedy of September 11, 2001. Annual passenger traffic in 2001 was 8,183 passengers. In 2002, traffic declined by 2.7% to 7,961 passengers, and declined by a further 13.9% in 2003 to a level of 6,857 passengers. One consequence of this decline came in September 2003 when Colgan Air reduced the number of mid-week flights to Boston from four to three per day. Notwithstanding, this reduction in airline traffic over the last two years at Augusta closely mirrors airline passenger counts nationwide.

Overnight parking at the Airport, for which a fee of $2 per night is charged, predictably reflected the decline in air passengers. In 2001, 1,671 vehicles stayed overnight. In 2002 the number of overnight stays fell to 1,471, and for the year 2003, the number declined further to 1,184.

While scheduled airline passenger numbers suffered modest declines over the last two years, non-scheduled air traffic showed strong gains. The arrival of non-scheduled aircraft, which are required to pay an itinerant landing fee (all jet aircraft and multi-engine piston aircraft), totaled 419 for the year 2001. The next year, this number increased to 509, and for the year 2003 it increased further to 564 arrivals. Over two-thirds of these aircraft fall into the corporate or executive jet category. The weekend of July 18-20, the traditional Parents’ Weekend at the many children’s summer camps located in the area, saw 83 executive jets arrive at the Airport. This number was so large that our short runway had to be closed for take-offs and landings in order to provide additional aircraft parking space. The 83 jets for this weekend beat last year’s record number by 20 aircraft.

The number of privately-owned aircraft based at the airport held steady at 46. However, N110EZ, a Hawker 700, the only executive jet based at Augusta, was sold in 2003. This aircraft suffered severe damage after striking a flock of sea gulls during a routine takeoff in October 2002. After undergoing a multi-million dollar repair and re-engine, the owner apparently reassessed his definition of affordable luxury.

The car rental business at the Airport emerged from the year 2003 having seen very strong growth during the year. Billings for 2003 exceeded those for 2002 by nearly 52%.

Over and above any statistical measures of airport activity, the very character of the Airport changed quite considerably during 2003.

The year 2003 marked the first full year that passenger and baggage security and screening has been charged to the Transportation Security Administration. During the year, the federal Department of Homeland Security raised the National Threat Advisory Level to Orange on three occasions. The presence of uniformed TSA personnel performing duties that would otherwise be required of Airport personnel and the Augusta
Police Department during these occasions has been of great benefit to the Airport.

In January 2003, Thai Star I entered into an agreement with the Airport to lease the restaurant space in the Terminal Building. After having been closed for over a year and a half, the doors were reopened in March 2003. Thai Star I is owned and operated by the proprietors of the successful Thai Star Restaurant located on Civic Center Drive in North Augusta.

In August 2003, the intercity bus terminal of Vermont Transit/Greyhound was relocated to the Airport Terminal Building from its former location on Water Street. With six arrivals and departures per day, the bus line's presence has increased the general level of activity in the Terminal Building many fold.

Mile High Detailing, a firm which offered an aircraft detailing and refurbishment service at the Airport surrendered its lease in May 2003. This firm was affiliated with Kennebec Air, the Fixed Base Operator at Waterville's Robert Lafleur Municipal Airport, which also ceased doing business later in the year.

In February, a flat bed trailer arrived at the Airport from Idaho carrying a brand new Kodiak-Northwest snow blower, which the Airport purchased entirely with federal and state grant monies. At a cost of $351,000, this machine is the largest production snow blower made in the United States. While it represents a very welcome addition to our fleet of snow removal equipment, it has experienced considerable "teething" problems, much to the frustration of the Airport's maintenance crew.

Also with the use of federal and state grant money, the Airport engaged the services of Dufresne-Henry Consulting Engineers, in 2003 to undertake a vegetation and wildlife analysis at and in the vicinity of the Airport. The objectives of the study are to insure that any hazards to flight operations caused by vegetation and wildlife are identified and mitigated. The Federal Aviation Administration requires that such studies be undertaken from time to time to insure that future airport improvement grants are awarded to airports that are operated and maintained in a safe condition and environment. A formal Vegetation Management Plan is expected in the second quarter of 2004.

For many years, the Maine Department of Transportation has maintained a Snow Removal Assistance Program. This program provided modest financial assistance to Maine's smaller airports as they struggled to keep their airports open and operating during the winter months. Specifically, it was designed to defray some of the overtime labor and equipment costs of snow removal. In February 2003, the Airport was advised by MDOT that this program was being permanently cancelled due to the State's budgetary crisis.

In prior years submissions to this Annual Report, I identified two issues which would have a major impact on the Airport. Both issues lay dormant for the last few years in the offices of the Federal Aviation Administration and the U.S. Department of Transportation. In recent months, both issues have revived and again pose a major challenge.

The first issue is the matter of Essential Air Service funding and eligibility criteria. With the enactment of the Airline Deregulation Act in the late 1970's, Congress simultaneously created the Essential Air Service Program. This program would provide subsidy funding to assure that any community having scheduled air service prior to deregulation would not lose it after deregulation. Colgan Air (as well as previous airlines serving the Augusta - Boston route prior to Colgan) currently receives approximately $1.2 million per annum in EAS subsidy. In an effort to reduce the overall subsidy fund, the Office of EAS has proposed revisions to the eligibility criteria. Under these revisions, 19 candidate airports in the U.S. are identified as no longer being eligible for subsidy. Two of the nineteen are Augusta and Rockland. In absence of EAS subsidy at Augusta and at Rockland, Colgan Air will most assuredly abandon the service. At the time of writing this submission, Maine's U.S. Senate delegation has introduced amended legislation that provides a short-term reprieve. Retaining our eligibility for subsidy beyond 2004 will be a major challenge.

The second issue is the FAA's new rule respecting the certification of airports. The existing rule exempts commercial service airports that have airline service operated with aircraft having 30 or fewer passenger seats. (Flights at Augusta are operated with 19 seat aircraft.) The new rule, which was to have been issued over two years ago, is now anticipated in the first quarter of 2004. If the new rule is issued as originally proposed, only those airports having commercial service operated with aircraft having 10 or fewer seats will be exempt. The guiding principle of the new rule, as I interpret it, is to assure a uniform standard of safety at all commercial service airports in the country. To achieve this standard at Augusta, among other requirements, an Aircraft Rescue and Firefighting facility would have to be built on the airport and fully staffed whenever commercial flights are arriving or departing. The cost of providing this service would nearly double the Airport's annual operating budget. The challenges that we face under the provisions of this new rule are yet to be determined. Undoubtedly they will be significant.
A business within the City.

The Central Garage operation is an Intraservice Fund within the City budget. This means it runs like a business within city government, collecting the majority of its revenues from rental/maintenance of vehicles to various city departments and sale of fuel (gasoline and diesel) for vehicles it owns and other agencies such as the Augusta Police and Fire Departments, Augusta School Department, and Kennebec County. These revenues are used for vehicle repair and replacement of vehicles once they have exceeded their useful life. The goal of the Central Garage Fund is to be self-supporting, which means to be able to maintain the operating costs of the entire facility and to replace vehicles as needed with revenues collected from rentals, maintenance and the sale of fuel.

PERSONNEL: Central Garage continues to see its personnel being reorganized. We have realized a big benefit to our organization when the Chief Mechanic’s position was filled last year when we promoted a veteran technician to this position. The filling of this position has allowed us to better utilize each individual technician’s special abilities, which has improved our efficiency. In the past year, we have seen an Intermediate Mechanic/Fabricator come to our employ upon the resignation of one of our other technicians. This technician brings fabrication experience which helps round out our talented group. The filling of the Parts Clerk position with a “computer savvy” employee using equipment management software has allowed us to more effectively track the repair and maintenance costs of the vehicles.

EQUIPMENT IMPROVEMENTS: In 1999, the City made a commitment to upgrade the aging fleet. At that time, the average age of the front line snow removal equipment was 14.5 years, with some individual pieces being over 30 years old. Over the past few years this commitment has paid off. Newer equipment has resulted in reduced annual maintenance costs. The net result of this is that this year Central Garage was able to purchase replacement vehicles with revenues generated from the garage operation as opposed to the City Council appropriating funds from the General Fund, as they have had to do in the past. Another plus is that we have replaced a lot of older equipment with newer, more technologically advanced models that run more efficiently and are more “operator-friendly”.
Better, more “operator-friendly”, equipment is also a benefit to the workers who are out on the streets under adverse weather conditions at various hours of the day (sometimes for well over 16 hours at a time), providing services to the residents. Fewer breakdowns and newer equipment make their jobs less frustrating and easier to complete without having the added headaches that older equipment can cause when working under such adverse and stressful conditions.

FACILITY IMPROVEMENTS: This year we continued to make improvements to the Public Works Facility located on North Street - made possible as part of the bond approved by the voters in 1999 for City Building Improvements. Of this bond, $250,000 was earmarked for this building. In 2003, we completed the building addition that had begun in 2002, this included the completion of the bathroom facilities, the cold storage area for garage supplies and equipment (plow cutting edges, hydraulic floor jacks, oil and fluids, etc.) and the replacement of the 40+ year old asphalt roof over the parts department and the employee break room with an insulated rubber roof.

New projects accomplished this year by in-house personnel include the painting of walls and maintenance equipment in the Main Garage and re-organizing the supplies that were previously stored either outside or in other areas of the garage to the new cold storage area.

REGULATORY GOOD NEWS: In July of this year, we passed an environmental regulatory compliance inspection with the Maine Department of Environmental Protection (MDEP) of the Central Garage operation with flying colors. This inspection involved a variety of compliance issues from storage of petroleum products to storm water runoff from the site. Much of this positive review can be attributed to the facility upgrades done over the past three years, along with better recordkeeping and housekeeping. I took this inspection with the MDEP to be a milestone marker to the significant progress this organization has made in the three years that I have been here. Part of this success results from the funding Central Garage has received that has allowed these changes to happen. Credit is also due to the dedicated employees who work for the organization. These positive changes are reflected in the services we provide to the community and appreciated by the loyal employees who provide these services.

EQUIPMENT PURCHASES

In 2003, approximately $254,000 from the Central Garage Reserve Account was authorized by the City Council to upgrade the fleet. Listed below are the vehicles/equipment that have been purchased:

- (1) Class 8 Rubbish Truck
- (1) Class 8 Dump truck with plow and sander
- (1) 3/4 ton Pickup truck with plow
- (1) 5-ton Utility Trailer
- (1) 3/4 ton Pickup truck with utility body
- (2) 6.2 yds. Stainless Steel Sanders
Managing the built environment.

Commercial construction continues to dominate the activity we deal with on a daily basis. Projects to note include the new Riverside Psychiatric Hospital, renovations at the Harlow Building on the AMHI Complex, two recent expansions at the University of Maine’s Augusta Campus, an expansion of the Maine State Housing Authority, and several significant improvements among automotive retail properties. The bulk warehouse facility for NRF Distributors represents a continued investment in our community as well.

New residential properties are split evenly between conventional stick built homes and manufactured housing while stick built construction represents four times the average dollar value of manufactured housing in general.
Infrastructure of the City.

The Engineering Bureau provides professional/technical services to the City of Augusta for its infrastructure needs relating to buildings, parks, streets, and drainage. The Engineering Bureau is responsible for the design and management of City projects. Engineering plays a large role in the evaluation and approval of other private projects, such as residential and commercial developments which are being designed and built throughout the city. Presently, the bureau staff includes the City Engineer and a Technician.

DESIGN AND CONSTRUCTION MANAGEMENT PROJECTS: Boothby Street Reconstruction and Revitalization, Assist in the project development of the Dickman Street Parking Garage, Phase II - Kennebec River Rail Trail, Hodgkins School Secondary Entrance Loop, Coordination of City's Interest in the 3rd Bridge DOT project.

FUTURE PROJECTS: City Projects: State Street sidewalks revitalization, Dickman Street Parking Garage construction, C.I.P. projects as requested by City Council; DOT Projects: Memorial Bridge, Leighton and Old Winthrop Road Paving, Bond Brook Retaining Wall, 3rd Bridge completion, and new intersection improvements and traffic signals at Cony Road/Rt. 17.

Along with these projects throughout the city, the Engineering Bureau also provided technical assistance to other city bureaus and public support in the following areas:

TECHNICAL ASSISTANCE/PUBLIC SUPPORT: Governmental Accounting Standards, Board 34 (GASB 34) Survey, Assignment of Street Numbers, Review of Commercial Site Plans, Review of Subdivision Plans, Coordination with Local Utilities for Projects, Driveway Location and New Culvert Approvals.

A stable and diverse economy.

The year 2003 was a year in which the City's economy once again experienced tremendous growth in some sectors but troubling job losses in others. However, the gains that were made give promise for a more stable and diversified economy in 2004.

One of the big stories in 2003 was the purchase of the former Sanmina-SCI facility by local developers Harpers LLC. The formal sale precipitated the transition of the 311,000 square foot manufacturing plant to a regional "commerce center" that will feature multiple tenants and uses. Most notable of the early leases was the TelAc Teleservices Group, a call center that will employ approximately 300 people beginning in March 2004. Also signing on to be future tenants at 500 Civic Center Drive are Goold Health Systems and the State Department of Public Safety.

In 2003, we saw the completion and opening of NRF Distributors' state-of-the-art warehousing facility on Gabriel Drive.

The City continued to position itself for future private sector investment with its involvement in a regional application for Pine Tree Zone designation. Governor Baldacci's Pine Tree Zone Program is intended to make designated areas within Maine more competitive for expansions and relocations of new and existing businesses.

The area's retail sector continued its astounding growth in 2003. At the Marketplace at Augusta, Pier 1 Imports and EB Games opened new stores while construction of a new Longhorn Steakhouse commenced next door. Late in the year, developer S.R. Weiner announced exciting plans for a major 500,000 SF, $40 million expansion of the Marketplace complex, essentially doubling in size what is already the largest open-air shopping center in Maine.

Additionally, another prominent development team initiated discussions with city and state officials regarding the potential for a $30 million, 450,000 square foot retail complex in the Storey Street area.
In Augusta’s fertile car and truck dealership sector, 2003 also saw the opening of the new Blouin Hyundai dealership and the beginning of construction for a new Paul Blouin Honda location, both on outer Western Avenue.

Another important area of focus for the city over the last year has been the continued revitalization of its downtown district.

In 2003, the City was the recipient of a $500,000 grant by the state’s Municipal Investment Trust Fund. The grant allowed the City to initiate critical pre-construction work on its planned $3 million Dickman Street parking facility.

The Maine State Housing Authority furthered its commitment to Augusta’s downtown when plans were announced by the building owner to expand its Water Street facility, thereby ensuring the continued presence of MSHA’s employees and visitors in Water Street shops and eateries for years to come.

Harpers LLC also purchased the Peachey Building on Water Street and began renovation and expansion of the building to an office complex. The State of Maine is expected to be a major tenant.

Another downtown story with much promise involved the announced intentions of a major developer to construct approximately 60 in-town residential housing units along North Water Street, along with the potential redevelopment of the historic Colonial Theater.

The City also worked in 2003 with its state partners to facilitate redevelopment of the landmark Arsenal complex on the eastern shores of the Kennebec River. As the year closed, the City was an engaged partner in state discussions with North Carolina investors who seek to redevelop and restore this treasure as a mixed development project.

Of course, 2003 was not without its challenges. Early in the year, 275 Microdyne employees were notified that the company would close its Augusta facility in favor of consolidating its Maine operations. Late in the year, approximately 170 employees of Tyson Foods, better known locally as Kirschner, were notified that the long-time Augusta facility would close.

We must constantly be mindful that numbers like these are not simply numbers; they represent real people, with real lives and real families, who now face the challenge of finding new and meaningful employment on an increasingly difficult economic playing field. It is our mission in this office to ensure that our friends and neighbors face fewer and fewer challenges like this in the future.
The year in review.

The following report summarizes the project review activities of the Planning Board and the Planning Bureau during 2003.

Membership & Staff: The Planning Board consists of up to nine (9) members, all of whom are residents of the City appointed by the Mayor. Membership of the 2003 Board remained at full strength for the entire year. The following Augusta citizens served on the Board this year as members:

- Paul Harris, Chairman
- Barry Cote, Clerk/Secretary
- Richard Duncan, Vice Chair
- Andrea Lord
- Gautrey Musk
- Denise O'Toole
- Paula Quirion
- Gregory Scott
- David Smith

City Planner Bruce Keller provided professional staffing to the Board; and tireless clerical support was again provided by Madeleine Daniels, Anita Whitehouse, Martha Burns, and Liz Rice within the Department of City Services. A special thanks to Madeleine Daniels for her truly tireless work on implementation of address changes for the E-911 project.

Notable Bureau/Planning Board Activities: The Board reviewed the zoning on outer Civic Center Drive and recommended that the existing Rural Village Zoning District be expanded out to the Augusta/Sidney Town line. This change was adopted by the City Council. The Board has also been reviewing parking standards in the Downtown and will be bringing recommendations to the Council in the beginning of 2004. The E-911 addressing project will soon be completely implemented and ready to go into an on-going maintenance phase in the beginning of 2004.

Board Meetings: The Planning Board held fifteen (15) regular meetings, reviewing thirty-one (31) applications. The applications decided by the Board from 2001 through 2003 are summarized in the table below:

<table>
<thead>
<tr>
<th>Planning Board Applications</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
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<td>Subdivisions (amended)</td>
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<td>Major Developments (new/amended)</td>
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<td>Petition/Waiver Requests</td>
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Up-Coming Bureau/Planning Board Projects: For 2004, the Board and staff will begin updating its development review processes and begin the work of updating Augusta's Comprehensive Plan.
Maintaining the City.

The Facilities and Systems Bureau oversees the maintenance, repairs and required annual servicing of all the systems that are necessary to operate the buildings overseen by this bureau. The bureau oversees the City Center, Lithgow Library, Police Department and the Fire Department buildings. This bureau also oversees the streetlights leased from Central Maine Power Company, the city-owned streetlights and also the oversight of the traffic signal maintenance throughout the city. There are four full-time custodians, one at the Police Department, one at the Lithgow Library and two at the City Center.

CITY CENTER: This past year saw some changes in the custodial staff. Charlie Sparling, employed as a custodian for the past several years at City Center, officially retired in 2003. David Tardif, who was also employed as a custodian for the past several years at the Police Department, took another job assignment outside of city government. Ed Farrell and Rocky Wheelock both joined the custodial staff at City Center.

The Treasurer's Office also took on a different look, as the entire office suite was remodeled to provide a better environment for customers as well as staff.

Significant landscaping improvements had been made to the grounds of City Center, the banking adjacent to Arsenal Street was reclaimed and seeded, providing for a much more aesthetic look and cost effective maintenance. In addition, the deteriorated concrete entrance on Arsenal Street was excavated and was replaced with decorative style pavers.

LITHGOW LIBRARY: The library received a significant upgrade in its heating system when the archaic boiler that had been in existence was replaced with two smaller fuel-efficient boilers. The two-boiler arrangement will allow the entire heating system to become more responsive to the library's heating needs. In addition, the restoration program of the stained glass in the reading room had been started with an expectation that the project will be complete in 2004.

POLICE DEPARTMENT: This year saw the completion of projects that had been started in the previous year. Four rooms on the second floor were successfully renovated, including the installation of new lighting, ceilings and carpeting. The entrance into the 'sally port' was widened and a new overhead door was installed.

FIRE DEPARTMENT: Hartford Station saw the installation of a brand new telephone system to replace the 20-year-old system that had failed.

2003 also saw Bob LaBreck, Facilities and Systems Maintenance Manager, leave City employment to pursue his facilities management career with Motivational Services. We wish Bob the best of luck.
The year 2003 proved to be another year full of challenges for the Hatch Hill Solid Waste Facility, balancing daily operations with special projects. Highlights of the year are as follows:

**HATCH HILL OPERATIONS**
- $2.1 million received through user fees
- 1,898 Hatch Hill permits were sold
- 1,152 three-trip passes were given to eligible residents
- 44,555 customers used Hatch Hill throughout the year
- 28,840 tons of waste were landfilled
- 960 tons of asphalt shingles and 1338 tons of wood waste were recycled
- 877 tons of tins cans, clear glass, newspaper mix and milk jugs were recycled
- 289 tons of compost and wood chips were given away
- 1,600 + customers brought leaves to Hatch Hill for composting
- 300 + customers picked up compost or wood chips for use around their homes

**EXPANSION III:** This is the second year we have been placing rubbish in this landfill, which has five cells and a capacity of approximately 20 years. We are currently placing waste in Cell 4 of this landfill. While this may seem like we are filling it rapidly (with only one cell to go), significant capacity remains. When this site is full, around the year 2020, the depth of waste in the center will exceed 100 feet!

An inspection by the Maine Department of Environmental Protection of the site in October determined that “Overall, the facility looked quite good.” The inspection did list some deficiencies, such as record keeping and the ongoing litter problem.

**EXPANSION II:** This site was constructed in 1992 and was used for solid waste disposal through 2001 when Expansion III became operational. A preliminary review of the facility determined that there was still a significant amount of capacity left at this site that could be used if the sideslopes were steeper. However, because of the difficulty of placing waste on the sideslopes with the landfill compactor, this could not be accomplished with the municipal solid waste (msw) that Hatch Hill receives. To determine if the sideslopes could be filled another way, the City issued an RFP and received two responses. These were reviewed and the project was awarded to Integrated Waste Solutions of Jefferson, Maine. They provided an innovative approach, which involved hauling in Maine-generated ground-up construction/demolition debris (C & D) that could be placed with a bulldozer. The big plus to their proposal was there was no cost to the City. The cost of the other proposal was in excess of $600,000. This slope filling project will allow the remaining 85,000 yards of capacity in Expansion II to be filled with msw in 2004.

**LEACHATE MANAGEMENT:** This area of the operation always has been and remains challenging, and we continue to monitor it extremely closely. The amount of leachate generated from the operation is dependent on two major factors, the amount of landfill area “on-line” collecting leachate and Mother Nature (amount of precipitation).

There was a significant increase in leachate generation in 2003. This is due to collecting leachate from four cells in Expansion III as well as all three cells of Expansion II. For the first time since 2001 (when the forcemain went online), we hauled leachate in tank trucks for two days in December, in addition to running the leachate pumps 24
hours a day. With the intense weather systems we have experienced this year, this was done as a safety measure to insure that the leachate pond had sufficient capacity for another heavy rainstorm if it occurred. In December alone, over three million gallons of leachate were treated by the Augusta Sanitary District. One of our primary goals in 2004 will be to fill Expansion II to capacity and close it with a low-permeability cap, with the result being that precipitation will drain off the side-slopes as clean storm water.

RESIDENTIAL WELL TESTING PROGRAM: A residential well testing program was completed this year, serving two purposes. As a similar program had been completed in 1994 (about ten years ago), it was “timely” to do the program again. The second purpose was to confirm that the landfill operations were not impacting residential drinking water wells. This was especially important as the City continued to work with the MDEP on a corrective action plan to address the on-site water quality issues that the City, with DEP oversight, has been monitoring for many years. The following is a summary of this program:

CORRECTIVE ACTION: The groundwater quality on the Hatch Hill site has been a continuing concern for the City and the MDEP. A comprehensive review of over ten years of water quality data has indicated that corrective action at the site should be initiated. Review of the data indicates that the primary source of groundwater degradation at the site is the result of the “Old Landfill” and to a lesser extent the Expansion I landfill. Both Expansion II and III are secure landfills, meaning they were built using plastic liners with leachate collection, whereas these other two sites do not have liners or leachate collection.

In 2003, we completed two field investigations at Hatch Hill, with the major findings being the presence of rubbish beyond the limits of the closed “Old Landfill” in three areas. What this means is that when the “Old landfill” was closed with a clay cap in the 1980s some areas of waste were outside the established landfill footprint and, therefore, were not covered by a low permeability cap, thereby allowing percolation of rainwater/snowmelt through the waste and into groundwater. This is historic waste that was “dumped” at Hatch Hill back in the 1950’s, and it is thought that these three areas are the primary factors contributing to the degraded water quality at the site. The MDEP and the City have agreed to address each of these three areas separately, as each has its own unique set of challenges. To date approximately 10,000 yards of waste (buried in the 1950’s) and dirt has been removed from Area 3 and landfilled in Expansion II. This project will be completed in 2004, along with remediation work in Area 2 to be followed by work on Area 1.

EQUIPMENT: Monies from the Hatch Hill bond were used to purchase several pieces of much-needed equipment: a $40,000 Madvac (an industrial vacuum litter machine designed specifically to control windblown litter at landfills), a newer bulldozer and a newer loader for general use. It is anticipated that the Madvac will play a vital role in addressing the issue of windblown litter at the site. This new equipment and the new scales mentioned below are the final items to be purchased with the bond money approved by the voters in 1998 for projects related to and including Expansion III.

ADDITIONAL IMPROVEMENTS: The installation of a new 80-foot long mechanical scale to replace the original one installed in the 1970’s. The new scale is ten feet longer than the old scale and the alignment was altered slightly to accommodate the tractor-trailers that take material from Hatch Hill to be recycled. Along with the new scale installation, a new set of traffic controls was also installed and the electrical system to the scale house was separated from the recycling building. Installation of a temporary synthetic cover on the north side of Expansion II, to minimize leachate generation. Any rainwater that falls on this cover is collected in a controlled manner and discharged as clean storm water.

CONCLUSION: In closing, we are pleased with the progress we have made in the past year and look forward to the continued operation of a customer friendly, efficient and environmentally compliant solid waste facility in the years ahead.
Necessary services: seasonal and year round.

The Public Works budget for fiscal year 2003 totals $2,572,470. Some of the major services provided include Rubbish/Recycling curbside collection, winter maintenance of the streets and sidewalks (plowing, sanding and snow removal), maintenance of all city streets and roads, including sweeping, patching and some minor repairs and reconstruction, maintenance of street and regulatory signs within the city, striping of streets and crosswalks and an annual paving program. Highlights for the year follow:

SEASONAL HIGHLIGHTS: Spring (first robin sited at Public Works on March 18)

STREET AND SIDEWALK SWEEPING: This is an eight (8) week annual event to rid the streets (300 lane miles) of the winter sand accumulation and is scheduled to start once the winter snow and ice has melted. This year it began on April 7th with the arterials being the first priority. Once these were completed our three sweepers worked double shifts on the remaining six-week schedule. As was the case last year, with the cooperation of Mother Nature and three dependable sweepers, we finished the schedule a week early on May 23rd.

In addition to street sweeping, 34 miles of sidewalks on the arterial routes were swept by hand and with a sidewalk power sweeper or power brooms. Included in the annual spring sweeping are all of the parking lots for both the Augusta Parking District and the School Department.

SPRING REPAIRS: As in every year, this is when all repairs from the winter operations are completed. Crews worked into late May repairing lawns, guardrails, fences and any other damages that resulted from snow removal operations.

STREET AND CROSSWALK PAINTING: Once the weather warmed up and the streets had been swept, a street-striping firm was contracted to repaint centerlines, edge lines and white skips on the city streets and roads. This year L & D from Vermont (with an office in Hallowell) started the striping contract on May 5th and completed all truck work (centerline, edge lines and white skips) on May 8th. Hand crews started on May 14th on the 250 crosswalks and 500 arrows that need to be hand machine painted every year. The majority of these were completed by June 23rd.

SUMMER-CONSTRUCTION AND PAVING SEASON: The construction season began in May and finished up in late November when the paving plants closed and frost set in. Some of the projects we completed:

- Boothby Street Reconstruction—This project consisted of the installation of new sewer and stormwater systems, including new catch basins by Warren Construction of Chelsea and new water lines by the Augusta Water District (AWD). Once Warren and AWD had completed their portions of the work, Public Works crews reconstructed the street and built new sidewalks. This project was funded with a Federal CDBG grant and the work completed was a much needed improvement for this area.

- New Sidewalks—This year's operating budget and Capital Improvement Program budget allowed us to focus our attention to sidewalks. Over 3,000 feet of side-
walks were repaved and over 5,000 feet of sidewalks were reconstructed. These include: Sewall Street - reconstruction of 3,000 feet of curb and sidewalk, Community Drive - paved 2,200 feet of sidewalk, Penley Street - paved 850 feet of sidewalk, Lincoln Street - reconstruction of 200 feet of curb and sidewalk, Johnson Street - reconstruction of 600 feet of curb and sidewalk, Cushman Street - reconstruction of 300 feet of curb and sidewalk, Elm Avenue - reconstruction of 1,200 feet of curb and sidewalk.

**Kennebec River Rail Trail**—This project consisted of pedestrian/bike safety improvements over the existing railroad tracks for access to the Rail Trail from Capitol Park. To accomplish this, we changed the grade at the railroad tracks, installed a special pedestrian mat, matched the grade into the walking trail, paved this area and installed signage.

**Hodgkins School**—Constructed a new bus turnaround at Hodgkins School to accommodate the additional bus traffic servicing this school. With the closing of Bucker, all the City's junior high students use this school and the existing student drop-off area was inadequate. This new bus turnaround/drop-off area now provides the primary access by which the students enter and leave the school.

**North Water Street**—This CDBG project was started in 2002 and completed this year. Work this year consisted of hiring Pike Industries to plane the existing pavement to remove tire ruts and other pavement flaws. Once this was completed, Ferrialo Corp. (the City's paving contractor) resurfaced the street. All this work was done under the direction of Public Works and was accomplished at night and on Sundays to minimize disruption to businesses in the area.

**West Side Neighborhood Signage**—With funds allocated to the West Side Neighborhood, the City replaced over 80 existing street signs with a more decorative street sign to better match with the Historic District designation of this area.

**Mount Vernon Road**—This project consisted of replacement of several culverts and major roadside ditching to improve the drainage along this road.

**Hatch Hill “Big Dig”**—As part of a MDEP approved corrective action plan for Hatch Hill, waste that was buried in the 1950's and wasn't covered with a clay cap needed to be excavated and relocated. In October, work began on the area up by the tire pile and consisted of excavating old waste and dirt and relocating it to Expansion II. The area was graded and the excavation filled in with clean earth. This month-long project was done using a rental excavator, City trucks and hired trucks. In total, over 10,000 yards of old waste and dirt was removed from this area. Although significant progress was made on this project, it was seeded and mulched for winter shutdown. Work will continue on this project in the spring of 2004.

**STATE PROJECTS:** In addition to these City-funded projects, two large State projects were undertaken in the city. The first project was the reclamation/paving of Western Avenue from the West Side Rotary to the Augusta State Armory, including the overlay of the sidewalks and improving handicap access.

The second state project is the construction of the third bridge over the Kennebec River. This year residents saw major changes on the west side of the river. These changes included the construction of bridges across the Eight Rod Road and the Interstate, changes to the West River Road near the McGee Pit, along with significant earthwork for the new roadways that will connect the Interstate to the new bridge. Work over the Kennebec River included construction of the concrete piers that will support the bridge across the river and placement of some of the steel beams that will support the bridge deck. We should see completion of this work in 2004, along with the remaining roadwork on the City's east side, namely the intersection at Riverside Drive, the Route 3 (North Belfast Avenue) interchange and the road between these two intersections. This new bridge will have a major effect on traffic patterns when it is opened in 2004. We look forward to these changes alleviating some of the congestion and diverting some of the tractor-trailer traffic around the center of the City.

**PAVING:** In addition to these special projects, 5.62 miles of City streets and roads were paved including: Boothby Street, Cross Hill Road, Cushman Street, East Chestnut Street, Elm Street, Gilman Street, Highridge Drive, Howe Street, Capitol Street —lower (State project), Northern Avenue (Monroe Street to Forest Avenue), Patterson Street, Sewall Street, Stoneybrook Road (east and west), Townsend Street, Ward Road, Washington Street Extension, Water Street (north end).

**FALL-PREPARATIONS FOR WINTER:** City street sweepers worked steady during October and November to keep streets clean from the fall foliage drop, all construction projects were either completed or buttoned up for the winter. 8,000 cubic yards of sand/salt were mixed for winter, by November 1st, all plows and sanding equipment were ready for the winter season, and training of new employees on plowing/sanding procedures.
WINTER OF 2002-2003: The winter season ended up being close to an average season. The first storm was in mid November and the last storm was in the first week of April. In January, we changed our road treatment operation to try and better serve the traveling public. Our goal has always been to provide bare pavement as soon as possible during and after a snow event. For many years our sand/salt mixture has been 80/20, which at times has made it difficult to melt the snow/ice buildup. We are now using a more expensive 50/50 mixture and getting better results. This mixture creates a “brine sandwich” between the pavement and the snow and most of the time stops the precipitation from bonding to the pavement. The end result is quicker bare roads, no packed ice, and less sanding, thus less overtime. This treatment method will likely be expanded next season when we plan to go with what is called “salt priority” on all arterials and country through roads, provided funding is available. More on this in the future.

SOME STATISTICS FOR THE WINTER SEASON:
Date of first plowable snow: November 17th.
Total snow for the season: 65”
Biggest snow event: 15” occurred on December 25th/26th
10,153 cubic yards of salt/sand were used
We had 12 full plowing operations
Snow was hauled a total of 27 nights

YEAR ROUND:
■ Rubbish/Recycling and other special curbside collections
■ Collection services are offered by providing recycling one week of the month with rubbish collection provided on all other weeks. These services along with the six (6) week Fall Leaf Collection were offered again to residents free of charge. The Spring Clean Up of bulky items and Spring Leaf Collection were offered as a “fee-for-service”. We produce a rubbish/recycling calendar that highlights special events and schedules.
■ Residents continue to be dedicated recyclers, 10% of the City’s residential waste is either recycled or composted.

2003 COLLECTION STATISTICS:
Curbside rubbish collection .......... 5,923.8 tons
Curbside recycling collection ........ 396.2 tons
Spring Clean Up – Metal ............ 12.9 tons
Spring Clean Up – Wood ............. 19.5 tons
Spring Clean Up – Miscellaneous .... 15.8 tons
Spring Leaf Collection ............... 3.5 tons
Fall Leaf Collection/Drop-off .......... 145.6 tons
Christmas Tree/Wood Recycling .... 4.7 tons

REQUEST FOR SERVICES: During 2003, 1,418 telephone calls requesting services were logged between 7:00 a.m. and 3:30 p.m. The requests vary depending on the time of the year and can be summarized as follows:
589 Winter Related: plowing, sanding, snow removal
53 Spring Related: crosswalk painting, sweeping, and lawn damage
120 Rain Events: washouts, plugged culverts/catch basins
194 Rubbish/Recycling related
421 General: potholes, sidewalk damage, and debris in road
13 Patching/Paving
28 Thank you's
Operation standing “O”

This was the 30th year of operation for the Augusta Civic Center and the 10th consecutive year of finishing in the black. Revenues for 2003 exceeded 2002 by $250,000 as construction was completed and the Civic Center was, once again, fully operational. Expenses for 2003 only increased by $3,000 over 2002.

MAINS AUDITORIUM REPORT (JULY 1, 2002 – JUNE 30, 2003)

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<td>June</td>
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TOTAL: 117 Events and 230 Event Days (an increase of 3 events and 10 event days over 2002)

Augusta Civic Center
David Jowdry
Director

MAJOR EVENTS

August: Bob Dylan Concert/Meatloaf concerts
October: Tool/Wynonna Judd concerts
December: All School Band concert/Moscow Ballet-Nutcracker
January: Governor’s Inauguration and Gala/Western Maine Cheering
February: State High School Wrestling/High School Basketball Tourney
March: State High School Basketball Championships
April: Shrine Circus
June: Chicago Concert/WWE (Wrestling)
Quality of Life.

If another name had to be given to this department, it would be proposed it be called the “Quality-Of-Life Department.” Each of the seven bureaus of Community Services provides “Quality-Of-Life” services. The seven bureaus of the Community Services Department are: Childcare, Health and Welfare, Lithgow Public Library, Old Fort Western, Parks and Cemeteries, Recreation, and Trees and Landscape.

MISSION OF COMMUNITY SERVICES DEPARTMENT: Augusta Community Services Department believes recreational, educational, childcare, historical, health and welfare, cultural and leisure time activities enhance the quality of life for citizens of this community. We are dedicated to protecting, preserving and enhancing our park system and natural resources. We meet the demands of the community through effective use of financial and human resources. Our professional staff and volunteers design and deliver quality activities and services to all people. We are committed to sound fiscal policies.

RECREATION DIRECTOR HIRED: In September 2003, Bruce Chase was hired as the City’s Recreation Director. Bruce brings to the position a wealth of expertise, knowledge, energy, and a serious commitment to providing the very best recreational experience and programs to the residents of Augusta. He grew up in Augusta and is well networked as a result of his many years of working in the recreation field right here in the Augusta area. Bruce has already proven his worth and will be providing many benefits to Augusta for years to come. He is a welcome addition to the Community Services Department. Welcome Bruce!

YMCA CAPITOL PARK PROJECT: Progress has been made to ensure the City has made it possible for the respective parties to be able to negotiate a purchase and sales agreement. There are federal deed restrictions to the land in question that need to be mitigated before the project can be completed. It appears most issues have been adequately addressed and we expect the National Park Service to approve the transfer of federal restrictions to another parcel of City land in early 2004.
EDWARDS MILL SITE: The City has begun a limited program schedule at the Edwards Mill Site. During 2003, the following programs were held at the site: Smokey’s Carnival in conjunction with “Whatever Festival,” Farmer’s Market, soccer practice for St. Augustine’s parochial school, Fall Fest, passive recreational pursuits such as picnicking, bird watching and fishing. The site lends itself to providing many program opportunities.

BUREAUS AND COMMITTEES/BOARDS OF COMMUNITY SERVICES: Presently, the Community Services Department has administrative oversight of seven bureaus and Bicentennial Nature Park. Bureau Directors are: Karen Cox, Childcare Director; Mary Frances Bartlett, Health & Welfare Director; Betsy Pohl, Lithgow Public Library Director; Jay Adams, Old Fort Western Director; Anna Blodgett, Parks & Cemeteries Director; Bruce Chase, Recreation Director; Tish Carr, Trees & Landscape Director.

I encourage you to review each bureau’s annual report to gain a greater understanding and appreciation of what each bureau provides the residents of Augusta.

BOARDS AND COMMITTEES: The Community Services Department staff work with a number of boards and committees made up (for the most part) of Augusta residents. It is through these boards and committees that we get much of our direction and input. These stakeholders provide us with a great deal of time, commitment, energy, expertise and perspective that helps us out immensely. Without these individuals and collective groups, it would be far more difficult to provide the services that we do.

In addition to the following committees listed, the Community Services Department also works with numerous ad-hoc committees and external organizations: Conservation Commission, Augusta Tree Board, Lithgow Library Board of Trustees, Old Fort Western Board of Trustees, Cable TV Committee, Recreation Committee.

There are a number of administrative and operational functions and activities the staff of the Community Services Department does to carry out the mission of the department. The following is a list (not all inclusive) of what do we do and how do we do it:

- Provide critical links between the City Manager’s Office, City Council and Bureaus.
- Provide clerical, administrative and budget support, as well as management oversight, to seven bureaus.
- Work and coordinate activities with other City Departments.
- Assist in allocating human, fiscal, and physical resources.
- Assist City Manager with project work.
- Provide technical and professional support to City Council.
- Communicate with the public, including taxpayers, residents, businesses, as well as social and service organizations.
- Create an environment that enhances and encourages staff development and performance.
- Provide support to various boards and committees.
- Strive to provide the best possible customer service to the citizens of Augusta.
- Strive to enhance the Quality-of-Life of the residents of Augusta.
Afterschool is Key!

The City of Augusta Childcare Bureau provides 50 children each day with Before School Programs and 200 children each day with quality afterschool programs. Before School Programs are offered at Gilbert and Lincoln Elementary Schools and After School Programs are located at Gilbert, Lincoln and Farrington Elementary Schools.

The City of Augusta’s Childcare Bureau is funded through private fees (83.7%), Department of Human Services-Day Care Slot Grant (5.3%), A.S.P.I.R.E. (6.2%), and Childcare Voucher Program (4.8%).

On October 9, 2003, the Childcare Bureau once again hosted Lights On Afterschool!, the only nationwide event celebrating afterschool, which aims to bring attention to the need for afterschool programs that keep kids safe, help working families, and improve academic achievement. Over 150 parents and children attended the event, along with the City Manager, Health and Welfare Director, Director of the State Office of Childcare, Officer Friendly from the Police Department, Lincoln School Principal, and Al Nelson from the Fire Department.

February 24-March 7, 2003, the Childcare Bureau participated in “READ WITH ME: THE 2003 RIF COMMUNITY READING CHALLENGE. This two-week reading challenge fosters a new generation of lifelong readers by having children read for fun and involving families and community members in motivating children to read regularly. In 2003, Gilbert Elementary School After School Site received the “Small Site State Champion Award.”

“Afterschool is Key: Please Don’t Lock Us Out of Afterschool Programs!” is an action campaign created in response to the budget cuts that many afterschool programs are facing at the local, state and federal levels. Too many programs are in jeopardy of closing, even while the demand for afterschool programs continues to grow.

Remember, afterschool programs are “key” to keeping kids safe, helping working families, and improving academic achievement.
Fun
Fun
Fun!

A number of activities were scheduled this past year, with over 280 kids playing in our Youth Soccer Program. We had 291 kids playing basketball this winter, along with two adult volleyball programs and an over-40 adult basketball league. Some of the other youth programs offered are baton lessons, karate lessons and a youth cheerleading program. Many of these activities were made possible through the cooperation of the Augusta School Department, which makes the gyms available for use for recreational programs.

The summer playground and pools were active again this past year. We had a collaborative effort with the Kennebec Valley YMCA this past summer to operate our pools. In the fall, we began to offer mature adult (55+) excursions, again with great success.

A variety of sports clinics and sports leagues were offered throughout the summer and school year, including track and field, soccer, football, girls and boys basketball, field hockey, golf, tennis, lacrosse, and softball.

Many of our programs would not be possible without the support of our wonderful volunteers through their donated time and support. Cooperation with local sports associations and service clubs also help to expand program offerings through the sharing of facilities and other services.

In 2004, we will once again establish the Recreation Advisory Board that will help us with the planning and development of more program offerings to the community.
"Cony's greatest strengths are its tremendous pride and the good will of its constituents. We have accepted the challenge of building a future equal to or greater than our past and moving into the 21st Century with a facility and curriculum worthy of the richly varying talents and gifts of our students"

(New England Association of Schools and Colleges report, '97)
Building community.

“All of the other windows are of stained glass figured in various combinations of colors and tints, representing symbols harmonious with the purposes of the building....Thirty-two transom windows exhibit the devices of that number of printers who flourished during the first two centuries that followed the invention of the press. The beauty of the work of the early printers, has never been excelled. Only learned men buttressed by wealthy friends or the patronage of princes could then engage in the mysterious profession of printing books.”

— Charles Nash, Secretary to the Lithgow Library Building Committee, 1896.

In its 108th year of service to the Augusta community, Lithgow Public Library saw more activity than any previous year. The library:

- Attracted 112,650 visitors, for a monthly average of 9,388 people
- Circulated 138,865 books, periodicals and audiovisual materials, a 10% increase from the year 2000
- Answered 6,500 reference questions, 16% of those by telephone and a growing portion via e-mail
- Provided 10,000 hours of usage on six public access computers
- Created and produced 290 programs for infants, pre-schoolers, children and teens, with 4,780 attending
- Presented 76 programs for adults (double the number for 2002) with 1,110 people attending
- Provided monthly outreach services to 625 residents of 5 elder care facilities
- Implemented online requesting of materials which contributed to a 340% increase in interlibrary loan transactions, totaling 3,026
- Increased the speed of interlibrary loan delivery by participating in a new statewide delivery service
- Proposed a four-year delay in fundraising and bonding for the library expansion, while design development and planning for the project continue
- Cleaned, repaired and restored the Reading Room’s stained glass windows, with completion and re-installation expected in mid-2004
- Led the effort to create “A Capital Read,” a citywide one-book reading and discussion event presented by six Augusta libraries, with its 2004 selection being Bill Bryson’s A Walk in the Woods.
A safety-net.

The primary function of the Bureau of Health and Welfare continues to be the provision of general assistance services to help eligible people in Augusta who are in need of immediate assistance with basic necessities such as food, shelter, rent, fuel, utilities, prescription medications, etc.

General Assistance is a “safety-net” program, which each municipality in the state is required to administer according to guidelines established in a local GA Ordinance. The Department of Human Services oversees the administration of all municipal GA Programs and provides a minimum of 50% reimbursement to municipalities for direct assistance furnished to eligible applicants.

The maximum amount of assistance that municipalities can furnish to eligible applicants is regulated by state statute. The statute requires that we use 110% of HUD (Housing and Urban Development) Fair Market Rent standards (FMR) as designated for our local county each October 1st as the “overall maximum” level of assistance that can be granted to a household each month.

*The current levels of assistance for the City of Augusta as of 10/1/03 are:*

<table>
<thead>
<tr>
<th>Number of People/Per Month</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERALL MAXIMUM</td>
<td>$404</td>
<td>$505</td>
<td>$606</td>
<td>$762</td>
<td>$856</td>
</tr>
<tr>
<td>HOUSING MAXIMUM</td>
<td>$367</td>
<td>$459</td>
<td>$551</td>
<td>$693</td>
<td>$778</td>
</tr>
</tbody>
</table>

It is obvious that when a household is granted all the assistance allowed for housing (which includes all utility costs) nearly all the overall maximum for that household is exhausted. There is little remaining to provide food, personal needs, medications, or other basic necessities that the household may also need.

The inadequacy of the overall maximum is further complicated by the critical shortage of affordable housing existing in southern Maine and rapidly expanding northward. Available housing in affected areas is so costly that it cannot be obtained for the authorized housing maximums. General Assistance Programs are, therefore, experiencing constant emergency situations and are having to exceed guidelines as a last resort to prevent massive homelessness.

A yearlong study was directed by the first session of the current Legislature’s Standing Committee on Health and Human Services to address the adequacy of the overall maximums. The result is a bill, LD 1066, which requests the 2004 legislative session act to increase the overall maximum level of assistance from 110% to 120% of FMR standards. We are hopeful that, despite statewide budget restraints, the Legislature will recognize the need to provide increased funding to enable the General Assistance Program to more adequately provide the services municipalities are charged with delivering to the most needy people in our communities.

Our local program has continued to be fortunate in our ability to network effectively with other agencies and programs to maximize resources available for local applicants in addition to our program. We appreciate and highly value the cooperation of all involved in the constant, ongoing effort it takes to maintain a successful networking system.
Progress and Preparation.

Those two words sum up activity at Old Fort Western during 2003.

On the progress side, the Trustees continued to work toward mitigating high moisture levels in the National Historic Landmark main house cellars. The factors contributing to high moisture levels have now been identified and evaluated. A $12,000 matching grant from the National Park Service’s Landmarks Office will go along way towards bringing moisture levels down and keeping them down. Work also proceeded on the project that will soon repair the picket work that has stood around the Fort since 1987 and the stonework around the north cellar bulkhead entry was restored.

Progress, too, was made towards the continuing goal of providing the best possible public history and social studies programming. The Fort’s Education Committee undertook a thorough and comprehensive review of the Fort’s pre-scheduled programming from the point of view of participant learning results. The total number of programs offered was reduced from 28 to 12 and the remaining 12 programs were made better thanks in large part to grants from the Twenty-First Century Learning Center program ($17,000), from Fleet’s “School Matters” program ($4,700), from the Augusta Kiwanis Club ($6,000), and from the Institute for Museum and Library Services ($9,150).

Thanks to the efforts of Campaign and Trustee Chair, Mary M. McCarthy and the members of the Membership, Development, and Public Relations Committee, the Fort’s annual campaign reached its $20,000 goal sooner and more individual and businesses contributed to the campaign that ever before.

Finally, a teapot and cream jug, part of a tea set owned by the Howard family at the Fort during the 1790’s, were loaned and placed on exhibit through 2005. The Fort enjoyed the best summer-visitation season (3,900 walk-in visitors) in at least 10 years and the best Summer Apprentice Program (106 participating youngsters) ever. The Old Fort Western trolley system completed their first year of operation (thanks to trolley partners O’Connor Motors, Apgar Office Systems, Neokraft Sign,
Suburban Propane, Stratham Tire Company, and the City of Augusta). And the shallow, Elizabeth Tilley, visited Augusta as part of the 375th anniversary of the opening of the Pilgrim trading post at what then was called Cushnoc.

While this and other progress was being made, preparations for the Fort’s 250th anniversary continued at a much-quickened pace. The Anniversary Advisory Committee met four times during the year (lunches were kindly donated by Rebecca’s Catering). A full schedule events with the highlight being a July 4th, 2004, ceremony at the Fort was put together and efforts were begun to raise the funds necessary to cover the cost of a Distinguished Speaker Series and other special anniversary events, programs, and materials.

Augusta residents Mary M. McCarthy and Edward I. Heath completed terms of service on the Board of Trustees during 2003. The Reverend Richard H. Freeman, Kathleen B. Fuller, and Dennis G. Towle appointed to the Board by the Mayor and City Council. We thank them, the other Augusta Trustees, all Fort members, contributors, and donors, City staff, and all other Augusta residents for their continuing support and confidence and urge everyone to visit the Fort and/or become involved during the 2004 anniversary year.

**SCHEDULE**

As of this writing, the anniversary event schedule includes:

- A Distinguished Speaker Lecture Series which begins Friday, May 7 and runs in 13 episodes through September 17. Programs start at 7:00 p.m. at Jewett Hall Auditorium, UMA.
- Old Fort Western re-opens for the 2004 visitation season Memorial Day weekend.
- A French & Indian War encampment will be held June 19 and 20 at Fort Western and Fort Halifax (in Winslow).
- Heart of Augusta Team/Kiwanis Club anniversary community pancake breakfast, June 26.
- Official anniversary observance, July 4, beginning at 1:30.

The full schedule and evolving details may be found at www.oldfortwestern.org.
Beautification of the City.

The year 2003 was extremely productive and challenging for the bureau.

The City's very dedicated, full-time parks crew consists of Dan Gerrard, Cemetery Foreman; Gerard Vigue, Parks Foreman; and Andy Chavarie and George Caret, Skilled Laborers. Leo St. Peter, Bicentennial Parks Manager, works for Parks in the winters and is a tremendous asset with special projects and general help.

Together with the seasonal laborers, they maintain all the City's green spaces. This includes playgrounds, swimming pools, tennis courts, basketball courts, athletic fields, parks, and the city's 17 cemeteries. Under a contract with the School Department, the school grounds, including all middle school and high school athletic fields, were maintained by the City Parks Bureau.

The flower gardens flourished again this year. Karen Cadwell continued to design and plant these gardens. Each year we tweak them for interest and improvements. A new one this year was on the slope by the railroad overpass on North Water Street. Paid for by the block grant, our city crews designed, planted and maintained this area. With some additions this coming year, plus the maturity of the present ones, this garden will only get better. In 2004, you will see more changes and additions to city gardens. We continue our commitment to the improvement of our program in a cost-efficient manner. My thought is that if the city takes pride in itself, others will follow. Each year, Scott Longfellow of Longfellow's Greenhouses in Manchester, donates the majority of the annuals in these gardens. What a savings for the city, and we again thank Mr. Longfellow for his generosity.

PARKS: Our new park signage project was completed this year. In 2004, we will continue this project by installing similar signs at the entrances to the city's cemeteries. The "Blueberry Blue" signs throughout the city are being evaluated as to the best and most cost-efficient solution for improving them. This project will hopefully begin in the spring of 2004.
During the 2003 winter, we had record ice skating days at our two rink locations: Calumet Park on Northern Avenue and Williams Park on Bangor Street. We had 63 days of ice. This compared to the previous year’s 42 days.

The rotaries were improved this year (only in appearances). We removed the small shrubs around the center planters. This created a much more visible view of the gardens and helped with maintenance.

United Way Day of Caring again provided extensive cleanup of the Greenway, planting flower gardens in Memorial Park, painting of docks, fences, and Youth Memorial Park building, and brush cutting and building a stone wall at Bicentennial Park. Through the joint efforts of the parks crew and approximately 600 Cony High School students, many improvements were made.

Cemeteries: On October 26, 2003, the Kennebec Historical Society and Bureau of Parks and Cemeteries joined forces for a very successful Halloween Cemetery Tour. David Madore and I co-chaired this event. This tour featured famous, and not-so-famous, persons buried in Riverside, Cony, Mt. Pleasant, Mt. Vernon, and Ballard cemeteries. The Old Fort Western trolley was driven to each of these cemeteries, where people, in period costume, spoke about featured people in the cemetery. One family featured was the Purinton family, murdered by the father in 1806 and buried in Mt. Vernon Cemetery. The special event was a mock funeral which featured a late 1800’s horse-drawn hearse, casket and mourners at Mt. Pleasant Cemetery. The use of this hearse was donated by David Uhouse of Knowton, Hewins, and Roberts Funeral Home of Augusta. Many thanks to David for arranging this for us. Hopefully, this will be an annual event.

Other Parks Projects During 2003:

- Holiday decoration expansion to Memorial Park
- Extensive electrical work at Bus Depot and Memorial Park
- Improvements to storage building at Capitol Park
- Planter and sign at Lithgow Library
- 60’ fiberglass, lighted flagpole at Memorial Park
- New lighting for Civil War Memorial at Memorial Park
- New mowing equipment and tractor
- Refurbishing of building at Youth Memorial Park
- New park signs
- New swings at Williams Park
- New playground surface material at Eastside Boat Landing
- Park and picnic table canopy built by parks crew
- New bleachers at Melendy Tennis Courts at Barker
- New walkway at Arsenal Street entrance to City Center
- New backstop at Mt. Vernon softball field
- City Center improvements on the banking area
- New portable stage for city community events
- Downtown Holiday Tree Lighting
- New water supply at Edwards Mill Site and removed fencing
- Smokey’s Greater Shows at Edwards Mill Site
- 4th of July Fireworks
- Maintenance of Blaine Memorial Park by contract with the State

Other Cemetery Projects During 2003:

- Memorial Day preparations
- Flagpole installed at Mt. Pleasant Cemetery Civil War Memorial
- Foundations for new monuments
- Setting of government markers
- Fertilization of many areas
- Maintenance of Old St. Mary’s Cemetery by contract

There were 71 burials during 2003 and 28 cemetery lots were sold.
Promote, preserve & protect.

The Bureau of Trees and Landscape has continued to have a proactive and successful year as we continue to promote, preserve and protect the trees and landscape within our community.

The year 2003 saw the City of Augusta attain Tree Farm status on 772 of the 860 acres of city-owned forest land. This makes Augusta not only a Tree City USA but also a Tree Farm, the first in this state to receive both recognitions.

As a part of our continuing comprehensive forest management program, we are in the second phase of a harvest at Pleasant Hill that was initiated in 2002. Again, we are focusing on removing the dead, dying and diseased trees in this forest to promote a higher quality residual stand, improve the wildlife and recreational opportunities on this piece of land, as well as promote proper forest management. Pleasant Hill property was the site for a number of workshops in 2003 as well. The Bureau of Trees and Landscape hosted three Certified Logging Professional (CLP) workshops, as well as a Small Woodland Owner Association of Maine (SWOAM). More are planned for 2004.

We are in our second year of the Tree Steward Program which we partner with the Augusta Tree Board. Interest continues to grow with participation doubling between the inception and last year. Our “graduation” planting project for this second Tree Steward class was to assist CARA (Capital Area Recreation Association) with a planting project on their property. In addition, the Tree Stewards from both Augusta Tree Steward graduating classes and Augusta Tree Board members participated in a Maine Department of Transportation sponsored tree-planting project along Mt. Vernon Avenue. We were successful in planting 14 trees along Mt. Vernon and all appear to be thriving.

We continue to be busy with specific projects within the city limits. One project was at Savage Park where a number of trees were planted and a wooden bridge was replaced. Other projects included pruning trees in ten cemeteries. We have been focusing on Forest Grove Cemetery, which is an incredible area. The trees are aging but we are planning ahead with some additional plantings and the occasional tree removal to ensure safety in this heavily used area. The bureau also continued the routine pruning of a number of neighborhoods within the urban compact area of Augusta. This proactive pruning has had huge benefits to the City of Augusta in lowering tree maintenance costs as well as reducing frequency and durations of power outages.

Overall, this program has helped to continue to raise awareness to the importance trees play in our lives and to help citizens understand the important role they play to ensure trees are a part of our lives here in Augusta and that we can make this a thriving community to work, live and play.
Branching out.

2003 was a busy and productive year for the Augusta Tree Board. Board members: Gerald Gaboury, David Hasselman, Kirsten Hebert, Dawna Lopatonsky, David Madore, Brian Marson, John Pucciarelli, and Deb Thistle worked on many projects during the year.

Our quarterly newsletter, “Branching Out”, is now being mailed out on a monthly basis. Through this newsletter, we are able to communicate educational tips regarding tree plantings as well as what is going on in the city as it relates to trees and landscape.

Mayor William Dowling again proclaimed May as Arbor Month in the City of Augusta, and October as Community Forestry Month. May’s proclamation has been our traditional way of kicking off Arbor month with its many educational and community spirited events. The following is a listing of the major events held during the month:

- Tree plantings at all city schools involving students and faculty
- Tree City USA awards at the Maine State Museum (Augusta was recipient)
- Annual wood cut exhibit at City Center by Cony High School students
- “A Day in the Park” at Savage Park involving the Augusta School Department, Augusta Rotary Club and the general public
- Several seminars regarding tree plantings and maintenance

In 2003 the Augusta Tree Board sponsored the second year of our stewardship program in which approximately 15 people participated. These people are learning practical skills in tree planting, tree pruning, soil identification, insect identification, and tree identification.

We are also working with local neighborhood groups, specifically the West Side. With the assistance of the City Forester, we will be identifying potential sites for additional tree plantings to enhance the neighborhood look.

The Tree Board members distributed 100 seedlings at the City’s Annual Tree Lighting Ceremony in Downtown Augusta.

This year we completed our 5-year Millennium Tree Challenge of which 22 businesses and individuals contributed a total of $38,700 over a 5-year period. One-half of these funds has been placed in a trust fund for future generations to use for the care of city trees. The other half is in a working account, which the ATB uses to fund its many on-going projects.

Our Annual Campaign continues to grow and we are looking to expand this fundraiser in the years to come.

The Board continues to work very closely with Tish Carr, our City Forester, in all aspects of maintaining and upgrading our community forest.
Evaluating the City.

During the 2003 calendar year, this office processed 802 deeds and 446 mortgages. The majority of the sales were single-family homes with an average sale price of $91,000. There were 393 residential sales and 37 commercial sales during 2003. Based on the current ratio study for residential property, the average assessment ratio is 79% of market value.

This was the sixth year for the Maine Resident Homestead Property Tax Exemption. The total number of exemptions for this program was 4,332. The total valuation of all tax exemptions including veterans, blinds, parsonages and homesteads was $34,273,000.

This office oversees 8,467 taxable real estate accounts with a total taxable value of $822,193,800 (after exemptions) and 1,008 taxable personal property accounts with a total taxable value of $113,263,200. We also have 420 accounts, which are totally exempt with a total value of $263,183,700.

For 2003-2004 tax year, there was an overall decrease in taxable valuation of $314,000 as compared to the previous year’s increase of $15,886,800. The summary of valuation changes by category for the year is as follows:

**INCREASES**
- Commercial Properties: $6,423,100
- Residential Properties: $1,717,800
- New Single-Family: $1,652,500
- New Mobile Homes: $363,300
- Miscellaneous Increases: $3,114,600
- Personal Properties: $9,932,000
- **TOTAL INCREASES**: $23,203,300

**DECREASES**
- Commercial Properties: $3,215,000
- Residential Properties: $556,300
- Demolitions/Fire: $252,900
- Taxable to Exempt: $602,000
- Miscellaneous Decreases: $1,586,200
- Personal Properties: $17,304,900
- **TOTAL DECREASES**: $23,517,300
Managing Appropriate Technology.

Information technology is one of the most critical tools used in the business operation of the City. It permeates every aspect of daily operations: dispatch at the Police Department, scale management at Hatch Hill, accounting, billing, payroll and property assessment at City Center to name just a few. The desktop computer is a fundamental part of the daily life of nearly every employee and, without its proper functioning, operations grind to a halt.

Connecting the desktop machines and central servers is a complex network of equipment which itself must be properly running to assure smooth daily operations of the City.

It is the function of the City's IT Bureau to first and foremost keep this complex system running properly so that City employees may effectively provide services to the Augusta citizens. Equipment fails and the IT Bureau must be able to quickly assess the failure and make timely repairs so that business may continue.

Additionally, the IT bureau provides planning and training in the use of information technology. If there is anything constant about information technology, it is change. It is important to upgrade tools and acquire new, more effective ones that save time, money and effort, as well as re-train individuals in the use of these new tools.

The Audit Bureau oversees and administers the City's financial and accounting system for the General Fund, Special Revenues, Grants, Capital Projects, Enterprise Funds, and Interservice Fund.

Bureau staff includes the City Auditor, Deputy Auditor, and Audit Clerk. We have currently made changes to the City's accounting system in order to facilitate the reporting procedures for other City Departments, as well as our annual outside audit. In the coming year, we will continue adding other modules in order to streamline Receivable Billings, Fixed Assets and Inventory reporting.

Our primary goal is to continue to receive clean audit opinions and to keep all accounting controls in place as required by City Charter, and Federal and State Law.
## CITY OF AUGUSTA, MAINE
### BALANCE SHEET
#### GOVERNMENTAL FUNDS  JUNE 30, 2003

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>General</th>
<th>Other Governmental Funds</th>
<th>Total Governmental Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>1,170,008</td>
<td>268,209</td>
<td>1,438,217</td>
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<tr>
<td></td>
<td>17,600,551</td>
<td>712,128</td>
<td>18,312,679</td>
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<tr>
<td>Investments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes receivable</td>
<td>1,029,141</td>
<td>-</td>
<td>1,029,141</td>
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<tr>
<td>Tax liens</td>
<td>296,093</td>
<td>-</td>
<td>296,093</td>
</tr>
<tr>
<td>Due from other governments</td>
<td>-</td>
<td>251,504</td>
<td>251,504</td>
</tr>
<tr>
<td>Accounts receivable (net of allowance of $17,274 and $108,184)</td>
<td>337,280</td>
<td>111,472</td>
<td>448,752</td>
</tr>
<tr>
<td>Notes receivable</td>
<td>-</td>
<td>387,619</td>
<td>387,619</td>
</tr>
<tr>
<td>Interfund loans receivable</td>
<td>-</td>
<td>1,844,890</td>
<td>1,844,890</td>
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<tr>
<td>Inventory</td>
<td>2,304</td>
<td>42,467</td>
<td>44,771</td>
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<tr>
<td>Prepaid expenses</td>
<td>245,704</td>
<td>1,468</td>
<td>247,172</td>
</tr>
</tbody>
</table>

**TOTAL ASSETS**

$ 20,681,081 3,619,757 24,300,838

<table>
<thead>
<tr>
<th>LIABILITIES AND FUND BALANCES</th>
<th>General</th>
<th>Other Governmental Funds</th>
<th>Total Governmental Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and other accrued liabilities</td>
<td>1,153,220</td>
<td>175,413</td>
<td>1,328,633</td>
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<tr>
<td>Accrued payroll and benefits</td>
<td>1,975,456</td>
<td>176,969</td>
<td>2,152,425</td>
</tr>
<tr>
<td>Accrued compensated absences</td>
<td>725,849</td>
<td>9,276</td>
<td>735,125</td>
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<tr>
<td>Escrow payable</td>
<td>3,800</td>
<td>109,687</td>
<td>113,487</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>1,000,000</td>
<td>-</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Taxes received in advance</td>
<td>21,222</td>
<td>-</td>
<td>21,222</td>
</tr>
<tr>
<td>Interfund loans payable</td>
<td>7,624,020</td>
<td>2,062</td>
<td>7,626,082</td>
</tr>
</tbody>
</table>

**Total liabilities**

12,503,567 473,407 12,976,974

**Fund balances:**

Reserved for:
- Encumbrances - City | 94,605 | - | 94,605 |
- Encumbrances - School | 53,339 | - | 53,339 |
- Noncurrent receivables | - | 387,619 | 387,619 |
- Inventory | - | 42,467 | 42,467 |
- Nonexpendable trust principal | - | 667,788 | 667,788 |

Unreserved, reported in:
General fund:
- City designated | 1,362,511 | - | 1,362,511 |
- School designated | 420,000 | - | 420,000 |
- City undesignated | 5,283,139 | - | 5,283,139 |
- School undesignated | 963,920 | - | 963,920 |
- Special revenue funds | - | 1,224,955 | 1,224,955 |
- Capital projects funds | - | 671,992 | 671,992 |
- Permanent funds | - | 151,529 | 151,529 |

**Total fund balances**

8,177,514 3,146,350 11,323,864

**TOTAL LIABILITIES AND FUND BALANCES**

$ 20,681,081 3,619,757

*Copy of entire financial report is available for review in the City Manager’s office.*
CITY OF AUGUSTA, MAINE
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS FOR THE YEAR ENDED JUNE 30, 2003

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Other Governmental Funds</th>
<th>Total Governmental Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td>$ 25,251,253</td>
<td>-</td>
<td>25,251,253</td>
</tr>
<tr>
<td>Licenses and permits</td>
<td>204,666</td>
<td>-</td>
<td>204,666</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>15,295,798</td>
<td>2,407,102</td>
<td>17,702,900</td>
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<tr>
<td>Tuition and other charges - education</td>
<td>1,868,412</td>
<td>-</td>
<td>1,868,412</td>
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<tr>
<td>Charges for services</td>
<td>230,714</td>
<td>647,194</td>
<td>877,908</td>
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<tr>
<td>Fees and fines</td>
<td>24,527</td>
<td>-</td>
<td>24,527</td>
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<tr>
<td>Unclassified</td>
<td>673,116</td>
<td>2,661,772</td>
<td>3,334,888</td>
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<tr>
<td>Investment earnings</td>
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<td>30,340</td>
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<td><strong>Total revenues</strong></td>
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<td>5,766,408</td>
<td>49,770,102</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General government</td>
<td>1,333,025</td>
<td>-</td>
<td>1,333,025</td>
</tr>
<tr>
<td>Finance and administration</td>
<td>750,628</td>
<td>-</td>
<td>750,628</td>
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<tr>
<td>City services</td>
<td>2,966,127</td>
<td>-</td>
<td>2,966,127</td>
</tr>
<tr>
<td>Community services</td>
<td>2,219,539</td>
<td>-</td>
<td>2,219,539</td>
</tr>
<tr>
<td>Public safety</td>
<td>4,845,665</td>
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<td>4,845,665</td>
</tr>
<tr>
<td>Education</td>
<td>25,256,517</td>
<td>3,186,604</td>
<td>28,443,121</td>
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<tr>
<td>Insurance and fringe benefits</td>
<td>1,444,711</td>
<td>-</td>
<td>1,444,711</td>
</tr>
<tr>
<td>Other fixed charges</td>
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<td>105,009</td>
<td>2,212,922</td>
</tr>
<tr>
<td>Unclassified</td>
<td>1,250,195</td>
<td>2,020,349</td>
<td>3,270,544</td>
</tr>
<tr>
<td>Debt service (excluding education)</td>
<td>1,052,479</td>
<td>-</td>
<td>1,052,479</td>
</tr>
<tr>
<td>Capital outlay</td>
<td>-</td>
<td>1,742,586</td>
<td>1,742,586</td>
</tr>
<tr>
<td><strong>Total expenditures</strong></td>
<td>43,236,799</td>
<td>7,054,548</td>
<td>50,291,347</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess (deficiency) of revenues over (under) expenditures</td>
<td>786,895</td>
<td>(1,308,140)</td>
<td>(521,245)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other financing sources (uses):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment - Maine State Retirement refunding</td>
<td>-</td>
<td>(13,378,367)</td>
<td>(13,378,367)</td>
</tr>
<tr>
<td>Bond proceeds</td>
<td>-</td>
<td>13,829,000</td>
<td>13,829,000</td>
</tr>
<tr>
<td>Operating transfers from other funds</td>
<td>205,000</td>
<td>996,900</td>
<td>1,201,900</td>
</tr>
<tr>
<td>Operating transfers to other funds</td>
<td>(1,423,214)</td>
<td>-</td>
<td>(1,423,214)</td>
</tr>
<tr>
<td><strong>Total other financing sources (uses)</strong></td>
<td>(1,218,214)</td>
<td>1,447,533</td>
<td>229,319</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses</td>
<td>(431,319)</td>
<td>139,393</td>
<td>(291,926)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund balances, beginning of year</td>
<td>8,608,833</td>
<td>3,006,957</td>
<td>11,615,790</td>
</tr>
<tr>
<td><strong>FUND BALANCES, END OF YEAR</strong></td>
<td>$ 8,177,514</td>
<td>3,146,350</td>
<td>11,323,864</td>
</tr>
</tbody>
</table>
# CITY OF AUGUSTA, MAINE

## Statement of Net Assets

Proprietary Funds  June 30, 2003

<table>
<thead>
<tr>
<th>Business-type Activities - Enterprise Funds</th>
<th>Augusta Civic Center</th>
<th>Hatch Hill Landfill</th>
<th>Airport</th>
<th>Ambulance</th>
<th>Totals Current Year</th>
<th>Governmental Activities Internal Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Current assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$126,863</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>126,863</td>
<td>-</td>
</tr>
<tr>
<td>Investments</td>
<td>657,368</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>657,368</td>
<td>-</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>111,009</td>
<td>91,359</td>
<td>73,013</td>
<td>622,978</td>
<td>898,359</td>
<td>8,824</td>
</tr>
<tr>
<td>Interfund loans receivable</td>
<td>455,395</td>
<td>5,168,058</td>
<td>-</td>
<td>-</td>
<td>5,623,453</td>
<td>571,465</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>9,155</td>
<td>29,119</td>
<td>2,053</td>
<td>-</td>
<td>40,327</td>
<td>916</td>
</tr>
<tr>
<td>Inventory</td>
<td>26,869</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>26,869</td>
<td>147,530</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td>1,386,659</td>
<td>5,288,536</td>
<td>75,066</td>
<td>622,978</td>
<td>7,373,239</td>
<td>728,735</td>
</tr>
<tr>
<td>Non-current assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant, and equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and buildings</td>
<td>7,469,695</td>
<td>62,322</td>
<td>-</td>
<td>-</td>
<td>7,532,017</td>
<td>-</td>
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<tr>
<td>Equipment and vehicles</td>
<td>1,218,471</td>
<td>307,444</td>
<td>-</td>
<td>468,291</td>
<td>1,994,206</td>
<td>3,340,666</td>
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<tr>
<td>Hatch Hill landfill system</td>
<td>-</td>
<td>14,658,218</td>
<td>-</td>
<td>-</td>
<td>14,658,218</td>
<td>-</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(2,897,357)</td>
<td>(5,975,666)</td>
<td>-</td>
<td>(235,861)</td>
<td>(9,108,884)</td>
<td>(2,056,879)</td>
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<tr>
<td><strong>Total noncurrent assets</strong></td>
<td>5,790,809</td>
<td>9,052,318</td>
<td>-</td>
<td>232,430</td>
<td>15,075,557</td>
<td>1,283,787</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$7,177,468</td>
<td>14,340,854</td>
<td>75,066</td>
<td>855,408</td>
<td>22,448,796</td>
<td>2,012,522</td>
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<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Current liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>22,912</td>
<td>43,457</td>
<td>78</td>
<td>7,712</td>
<td>74,159</td>
<td>10,445</td>
</tr>
<tr>
<td>Accrued wages and benefits payable</td>
<td>26,762</td>
<td>7,474</td>
<td>3,843</td>
<td>15,598</td>
<td>53,677</td>
<td>5,932</td>
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<tr>
<td>Accrued compensated absences</td>
<td>98,732</td>
<td>41,311</td>
<td>7,949</td>
<td>11,983</td>
<td>159,975</td>
<td>17,062</td>
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<tr>
<td>Refundable deposits</td>
<td>168,455</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>168,455</td>
<td>-</td>
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<tr>
<td>Current portion of bonds payable</td>
<td>226,315</td>
<td>485,000</td>
<td>-</td>
<td>-</td>
<td>711,315</td>
<td>-</td>
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<tr>
<td>Current portion of leases payable</td>
<td>31,361</td>
<td>-</td>
<td>-</td>
<td>71,393</td>
<td>432,333</td>
<td>49,901</td>
</tr>
<tr>
<td>Interfund loans payable</td>
<td>-</td>
<td>-</td>
<td>71,393</td>
<td>342,333</td>
<td>413,726</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>574,537</td>
<td>577,242</td>
<td>83,263</td>
<td>377,626</td>
<td>1,612,668</td>
<td>83,340</td>
</tr>
<tr>
<td>Noncurrent liabilities:</td>
<td></td>
<td></td>
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<tr>
<td>Bonds payable</td>
<td>3,847,370</td>
<td>7,760,000</td>
<td>-</td>
<td>-</td>
<td>11,607,370</td>
<td>-</td>
</tr>
<tr>
<td>Capital leases payable</td>
<td>72,757</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>72,757</td>
<td>106,356</td>
</tr>
<tr>
<td>Accrued landfill closure and postclosure costs</td>
<td>-</td>
<td>4,150,000</td>
<td>-</td>
<td>-</td>
<td>4,150,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total noncurrent liabilities</strong></td>
<td>3,920,127</td>
<td>11,910,000</td>
<td>-</td>
<td>-</td>
<td>15,830,127</td>
<td>106,356</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$4,494,664</td>
<td>12,487,242</td>
<td>83,263</td>
<td>377,626</td>
<td>17,442,795</td>
<td>189,696</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in capital assets, net of related debt</td>
<td>1,613,006</td>
<td>807,318</td>
<td>-</td>
<td>232,430</td>
<td>2,652,754</td>
<td>1,127,530</td>
</tr>
<tr>
<td>Restricted</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,069,798</td>
<td>1,046,294</td>
<td>(8,197)</td>
<td>245,352</td>
<td>2,353,247</td>
<td>695,296</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>$2,682,804</td>
<td>1,853,612</td>
<td>(8,197)</td>
<td>477,782</td>
<td>5,006,001</td>
<td>1,822,826</td>
</tr>
</tbody>
</table>

*Copy of entire financial report is available for review in the City Manager's office.*
CITY OF AUGUSTA, MAINE
Statement of Revenues, Expenses and Changes in Fund Net Assets
Proprietary Funds For the year ended June 30, 2003

<table>
<thead>
<tr>
<th>Business Type Activities - Enterprise</th>
<th>Augusta Civic Center</th>
<th>Hatch Hill Landfill</th>
<th>Airport</th>
<th>Ambulance</th>
<th>Enterprise Fund Totals</th>
<th>Governmental Activities Internal Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental income $</td>
<td>919,728</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>919,728</td>
<td>-</td>
</tr>
<tr>
<td>Fees</td>
<td>-</td>
<td>2,019,804</td>
<td>-</td>
<td>1,198,887</td>
<td>3,218,691</td>
<td>1,088,762</td>
</tr>
<tr>
<td>Food and beverage sales</td>
<td>1,388,043</td>
<td>-</td>
<td>376,864</td>
<td>-</td>
<td>1,388,043</td>
<td>-</td>
</tr>
<tr>
<td>State of Maine</td>
<td>-</td>
<td>-</td>
<td>376,864</td>
<td>-</td>
<td>376,864</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>313,157</td>
<td>8,545</td>
<td>-</td>
<td>-</td>
<td>321,702</td>
<td>837</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>2,620,928</td>
<td>2,028,349</td>
<td>376,864</td>
<td>1,198,887</td>
<td>6,225,028</td>
<td>1,089,599</td>
</tr>
<tr>
<td>Operating expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel services</td>
<td>1,382,588</td>
<td>326,193</td>
<td>235,073</td>
<td>606,247</td>
<td>2,550,101</td>
<td>304,373</td>
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<tr>
<td>Contractual services</td>
<td>333,916</td>
<td>395,891</td>
<td>115,658</td>
<td>61,517</td>
<td>906,982</td>
<td>55,018</td>
</tr>
<tr>
<td>Supplies and materials</td>
<td>510,437</td>
<td>113,026</td>
<td>27,088</td>
<td>54,814</td>
<td>705,365</td>
<td>427,223</td>
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<tr>
<td>Fixed charges</td>
<td>90,898</td>
<td>26,815</td>
<td>5,747</td>
<td>3,095</td>
<td>126,655</td>
<td>1,973</td>
</tr>
<tr>
<td>Capital maintenance expense</td>
<td>-</td>
<td>4,358</td>
<td>300</td>
<td>-</td>
<td>4,658</td>
<td>-</td>
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<tr>
<td>Depreciation</td>
<td>215,542</td>
<td>263,161</td>
<td>-</td>
<td>56,213</td>
<td>354,916</td>
<td>304,746</td>
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<tr>
<td>Miscellaneous</td>
<td>-</td>
<td>281,416</td>
<td>-</td>
<td>72,544</td>
<td>353,960</td>
<td>-</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>2,533,381</td>
<td>1,410,860</td>
<td>383,866</td>
<td>854,430</td>
<td>5,182,537</td>
<td>1,093,333</td>
</tr>
<tr>
<td>Operating income (loss)</td>
<td>87,547</td>
<td>617,489</td>
<td>(7,002)</td>
<td>344,457</td>
<td>1,042,491</td>
<td>(3,734)</td>
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<tr>
<td>Nonoperating revenue (expense):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>20,864</td>
<td>13,693</td>
<td>-</td>
<td>-</td>
<td>34,557</td>
<td>-</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(207,448)</td>
<td>(471,250)</td>
<td>-</td>
<td>-</td>
<td>(678,698)</td>
<td>-</td>
</tr>
<tr>
<td>Total nonoperating revenue (expense)</td>
<td>(186,584)</td>
<td>(457,557)</td>
<td>-</td>
<td>-</td>
<td>(644,141)</td>
<td>-</td>
</tr>
<tr>
<td>Net income (loss) before operating transfers</td>
<td>(99,037)</td>
<td>159,932</td>
<td>(7,002)</td>
<td>344,457</td>
<td>398,350</td>
<td>(3,734)</td>
</tr>
<tr>
<td>Operating transfers:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer from other funds</td>
<td>426,314</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>426,314</td>
<td>-</td>
</tr>
<tr>
<td>Transfer to other funds</td>
<td>(65,000)</td>
<td>(50,000)</td>
<td>-</td>
<td>(10,000)</td>
<td>(125,000)</td>
<td>(80,000)</td>
</tr>
<tr>
<td>Total operating transfers</td>
<td>361,314</td>
<td>(50,000)</td>
<td>-</td>
<td>(10,000)</td>
<td>301,314</td>
<td>(80,000)</td>
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<tr>
<td>Change in net assets</td>
<td>262,277</td>
<td>109,932</td>
<td>(7,002)</td>
<td>334,457</td>
<td>699,664</td>
<td>(83,734)</td>
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<tr>
<td>Total net assets, beginning of year</td>
<td>1,456,414</td>
<td>1,780,859</td>
<td>(1,195)</td>
<td>143,325</td>
<td>3,379,403</td>
<td>1,906,560</td>
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<td>Prior period adjustment -</td>
<td>-</td>
<td>-</td>
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<td>reclassification of capital assets</td>
<td>964,113</td>
<td>(37,179)</td>
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<td>-</td>
<td>926,934</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL NET ASSETS, END OF YEAR</td>
<td>2,682,804</td>
<td>1,853,612</td>
<td>(8,197)</td>
<td>477,782</td>
<td>5,006,001</td>
<td>1,822,826</td>
</tr>
</tbody>
</table>
Vital statistics.

The following is the Annual Report for the Office of the City Clerk/Registrar covering the period January 1, 2003 through December 31, 2003. Activities represented are Vital Statistics: i.e., births, deaths, marriages; State of Maine and City of Augusta licenses and permits; election results and voter registration statistics following the State of Maine/Municipal elections held on June 10 and November 4. In addition to these elections, the City also held a special municipal election on December 2 that dealt with the referendum question regarding the “New Cony High School Bond Issue.”

We will continue our commitment to modernization and implementation of efficiencies. Ongoing projects, which continue are updating of computer files, voter purge and organization of all records into an automated, cohesive and safe filing system. Also underway are continued communications with various state agencies to coordinate mutual interests and areas of responsibilities.

### CITY CLERK’S OFFICE
**1/1/2003 – 12/31/2003 STATISTICS**

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<th>Category</th>
<th>Count</th>
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<td>Births Recorded</td>
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<tr>
<td>Deaths Recorded</td>
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<td>Delayed Birth</td>
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<td>Depositions</td>
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<td>Fetal Deaths</td>
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<td>Marriages</td>
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<td>Dog Licenses:</td>
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<td>Replacement Licenses</td>
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</tr>
<tr>
<td>Service/Search/Rescue Dogs</td>
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<td>Transfers</td>
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<td>Archery Licenses</td>
<td>70</td>
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<tr>
<td>Archery/Expanded Season</td>
<td>26</td>
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<tr>
<td>Archery/Fish Combo</td>
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<td>Bear Permits</td>
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<td>Complimentary Bear Permit</td>
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<td>Complimentary Fish/Hunt Licenses</td>
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<tr>
<td>Complimentary Muzzleload</td>
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<tr>
<td>Coyote Night Hunt</td>
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</tr>
<tr>
<td>Duck Stamps</td>
<td>74</td>
</tr>
<tr>
<td>Duplicate Licenses</td>
<td>54</td>
</tr>
<tr>
<td>Fall Turkey Permits</td>
<td>27</td>
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<tr>
<td>Military Combo</td>
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<tr>
<td>Military Dependent Combo</td>
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<tr>
<td>Military Dependent Fish</td>
<td>1</td>
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<tr>
<td>Military Dependent Hunt</td>
<td>1</td>
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<tr>
<td>Muzzleload Licenses</td>
<td>83</td>
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<tr>
<td>Non-Resident Combo</td>
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<td>Non-Resident Fish</td>
<td>8</td>
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<td>Non-Resident Hunt</td>
<td>5</td>
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<td>Resident Fish Licenses</td>
<td>702</td>
</tr>
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<td>Resident Jr. Hunt Licenses</td>
<td>72</td>
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<td>Supersport Licenses</td>
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<td>15-Day Fish</td>
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*Augusta Residents - 168
Augusta Residents - G.T. - 64

**Augusta Residents - 198
Augusta Residents - G.T. - 23

***Decrease due to law changes – can file in one municipality even though there are two residences and place of marriage copy is no longer filed here.
OFFICIAL CERTIFICATE OF RESULTS SPECIAL MUNICIPAL ELECTION
Consolidated Wards 1 - 4  December 2, 2003

REFERENDUM QUESTION
SHALL ORDER #113, ENTITLED "NEW CONY HIGH SCHOOL BOND ISSUE," passed by the City Council on October 6, 2003 and authorizing the issuance of bonds and notes in an amount not to exceed $29,717,105 for the purpose of paying the costs of a new high school for the City of Augusta to be located on property owned and to be acquired by the City adjacent to Pierce Drive and the Capitol Area Technical Center, be approved?  Yes 1,985  No 464

<table>
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<th>3</th>
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*Central Polling Place

VOTER REGISTRATION
REPORT OF REGISTERED VOTERS - NOVEMBER 4, 2003

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<th>D</th>
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<th>U</th>
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D=Democrat  R=Republica  U=Unenrolled  G=Green Independent
Partnership is success.

This has been another eventful year for the City of Augusta Human Resources Bureau. In 2003, major initiatives included:

- **Building effective working relationships between employees and managers.** For managers and supervisors, we provide policy and contract interpretation, assist with advertising strategies, and serve as initial consultants for issues of concern regarding performance and retention. For employees, we offer individual and group consultation in the area of payroll, benefit information and referral services.

- **Offering training programs that support employee development as well as the achievement of departmental goals.** This year, employees took advantage of up to eighteen programs focused on improving job knowledge and safe work practices.

- **Collaborating on the hiring process and human resource support services.** In 2003, 27 permanent employees and over 150 seasonal workers were hired to help deliver important municipal services.

- **Developing and managing benefit programs that respond to the needs of employees and the organization.** Responsible in providing health, pension, disability, and flexible benefits information to staff and retirees. This year, we expanded our benefits package to include a flexible spending accounts program.

- **Maintaining effective, practical employee relations strategies engender mutual respect between managers and employees by addressing the causes of problems while treating the symptoms and managing the results.** During 2003, positive labor-management relationships produced final contract agreements for the majority of the labor unions.

- **Bringing a new Human Resources Information System on-line.** In collaboration with other offices, Human Resources replaced an obsolete payroll system that had been in place for over a decade with a new powerful integrated system. This new system will allow us to expand our services to employees and managers and will facilitate data collection, research, and knowledge management at all levels of the organization.

Our guiding principle is that partnership is at the core of success, and many of our initiatives were the result of internal as well as external collaborations. As the needs of our customers have changed, the Human Resources Bureau has moved from a primarily transactional function to a role as partner in its support and collaboration with other departments. From employee counseling to matters of legal compliance to performance communication, departments turn to our office for guidance that helps them meet their goals.

My sincere thanks and appreciation go to the talented team that makes up the Human Resources Bureau. They have worked tirelessly and spent countless hours bringing together all that is required in our accomplishments. Without them, none of this could be achieved and it is a pleasure to work with them.
Providing a debt-free future.

“The Treasury/Tax Collection Bureau provides the City with the financial resources to maintain an ample level of municipal services, reduces the indebtedness of the City, and provides for a healthy financial future. These steps provide a tax rate that is comparable to similar communities that provide a wide spectrum of municipal services to its citizens.”

First, allow me to introduce to you the staff: Kathy, Jean, Jane, Marcia, Linda and I have a combined total of 91 years of experience working for the City of Augusta. Such know-how enables this office to run effectively and efficiently, even amidst the busiest periods, making the taxpayer’s visit here as pleasant as possible. Often times, the customer is greeted by name because the staff has become familiar with the residents of Augusta. We are happy to serve and have a great sense of pride in our level of customer service.

The responsibilities of this bureau include the collection of all taxes, accounts receivables, and other revenues including those for Enterprise Funds (Augusta Civic Center and Hatch Hill Landfill), school rental fees and student tuition fees, special revenue funds, and fees due to the State of Maine. Another responsibility is to invest and safeguard the City’s investment portfolio. In addition to accepting revenue, we issue the payment of all expenditures and bonded debts of the City.

Acting as an agent for Inland Fisheries & Wildlife, we are able to process Boat, ATV, and Snowmobile renewals. The money and paperwork are reported to IF&W on a monthly basis. As a municipal agent for the State of Maine Bureau of Motor Vehicles, the City of Augusta is allowed to process re-registrations, new registrations, issue license plates, collect sales tax and title fees, and process the related paperwork for such. The money and forms are then reported to the BMV on a daily basis. In most cases, the customer’s transaction is completed in only minutes with no need to go to the Motor Vehicles Office. Needless to say, residents have found this to be tremendously helpful and a time saver.

The most common motor vehicle transaction is the “re-registration.” Soon, Augusta residents who wish to re-register their motor vehicles will be able to do so on-line with the State of Maine through a service called Rapid Renewal. With Rapid Renewal, the Augusta citizen can renew their registration at anytime it’s convenient, day or night, and pay by credit card or electronic check. This option will soon be available by visiting the website: www.ci.augusta.me.us.

At this time, we would like to express our congratulations and best wishes to Mark Doyon, the former Treasurer/Tax Collector, who left this department to pursue another employment opportunity in 2003. This office will not be the same without him.

Once again, the Treasury/Tax Collection staff encourages taxpayers to contact this office with any comments, suggestions, and/or questions you may have. Perhaps you are a taxpayer interested in utilizing a budget plan in order to make paying property taxes a bit easier. In either case, please feel comfortable contacting us via telephone 626-2316, via email tina@ci.augusta.me.us, or by stopping by the office. We will assist you in any way we can.
Protecting life, property...

The accomplishments highlighted in this document are a direct result of the commitment to service of all Fire Department employees.

The 2003 Annual Report briefly describes each of the many activities this department is responsible for, as well as associated statistical data. The results show that the department continues to provide professional emergency services to our community.

The Augusta Fire Department pledges a commitment to preserving the quality of life in the City of Augusta. We will protect lives, property and the environment with compassion, vigilance and dedication.

Our appreciation goes to the City Council for their trust, confidence and support. Further, the professional and skillful assistance of the City Manager and City staff was of inimitable value.

Our commitment to continually improve our services to the citizens of our community will remain as our focus for the future. We are certain to be faced with new and increasingly difficult challenges, including hazardous materials response, weapons of mass destruction preparedness and fire fighter safety. However, I am confident that the members of our organization will respond to the call as they repeatedly have. I commend them for having made 2003 a success and look forward to leading them in the future.

**DEPARTMENT TRAINING:** Al Nelson was promoted to Captain – Training and Safety Officer on December 1, 2003 and will be working to update and computerize all of the department’s training records. He will also be coordinating all training for the department and developing lesson plans for the Lieutenants to use in shift training.

**PERSONNEL:** Al Nelson was promoted to Captain Training/Safety Officer: Three new firefighter/paramedics were hired: Timothy Pomelow, Randall Gordon, Scott Siros; Richard Miller and Adam Pilon were called up by the National Guard; James Worcester joined the National Guard, Ed Mallet retired as Chief Mechanic, Mark Soucy was hired as Chief Mechanic.

**EMS:** Our transfer van (Rescue 5) was scheduled for replacement. Specifications were written and sent out to bid. Autotronics of Madawaska, Maine provided the low bid of $51,976 and was awarded the contract. Delivery is expected in early 2004. Some of the new equipment purchased this year was a new design chair for removal of patients down stairs that included a track device and swivel wheels to make it easier for the paramedics. Fluid warmers were also ordered to keep the IV fluids warm in the rescues prior to use.

**FIRE PREVENTION:** Al Nelson has increased his activities in this important departmental program including school programs, fire extinguisher programs, fire drills and joint inspections with the Code Enforcement Office. Assisted in evacuation planning for a number of area facilities.

In an effort to curb juvenile fire setting, David Groder has conducted an intervention program during the year for over a dozen individuals ages 8 to 16. He also is on the State Juvenile Firesetter Task Force and reports quarterly to the State Fire Marshall. We plan on partnering with the Augusta schools to address the problem of child related fire play. If parents suspect their child has been involved in any form of fire play, they are urged to contact Firefighter/Paramedic Groder for assistance.
GRANTS: The Department and City have applied for and received a number of grants in 2003. The following is a list of those grants:

- MMA Safety Grants for a total of $2,063 were received due to the efforts of Battalion Chief Roger Audette. He wrote a grant application for a multimedia projector and a chain saw.
- Department of Justice Grant for hazardous materials response equipment. The grant is for $44,800 and included a 20’ trailer to store and transport our hazmat and decontamination equipment, laptop computer and printer for the trailer, mask fit test machine, lights, decontamination suits and a variety of other equipment.
- Department of Justice Grant for hazardous materials response equipment maintenance for $19,500 to provide for the maintenance of provided equipment, consumable supplies for training, manuals and reference guides and physicals for team members.
- A Department of Home Land Security Grant for $287,770 was received and will provide equipment and training for the Fire and Police Departments so they are better able to respond to or protect from a terrorist incident.
- A Fire Act Grant application was submitted for $155,306 ($20,153 for safety firefighting equipment, $36,086 for personal protective equipment and $99,067 to modify facilities). Early indications are that this grant will be awarded in January of 2004.

OTHER PROGRAMS: The Wellness Committee has had another busy year.

- Karen Perry, Chairperson for the City’s Wellness Program has arranged for a number of educational classes, wellness screenings, and purchased fitness equipment for the various departments, including a new step machine for the Hartford Station and one for the Wells Station.
- The Kennebec Sheriff’s Early Release Program provided personnel who painted Hartford Station apparatus bay, saving the city a substantial sum.
- Department personnel cleaned and remodeled an office and repair bay for the new mechanic, again providing considerable savings for the city.
- Conducted in-house respirator fit testing for all fire fighters and officers.
- Participated in a State Capital Memorial Service for the fire fighters who lost their life in the terrorist attacks on 9/11/01.
- Long-time Chief Mechanic Ed Maillet retired after 30 years with the department. A search was conducted to find a suitable replacement and in May, Mark Soucy was hired. Mark was a long-time employee of Hammond Lumber and has proved to be an excellent choice. Some apparatus was relocated and a work area and office were constructed to provide suitable working areas for him.
- The Northern Avenue fire station was reclaimed for use by the City, including the Fire Department. Our reserve rescue van has been relocated to that station.
- We continue work on the establishment of a State of Maine Decontamination Strike Team #5 within our department. Training classes were conducted on each shift and all members of the department have now been certified at the Hazardous Materials Operations Level.

Response Statistics

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* Mutual Aid received is not included in totals.

OTHER STATISTICS: An overall average response time for the 979 non-EMS calls was 4:34 minutes (including dispatch and turnout time), an impressive time by most standards.

Major loss fires (including contents) for 2003

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<th>Date</th>
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<td>09/01/03</td>
<td>11 South Chestnut</td>
<td>$80,000</td>
</tr>
<tr>
<td>11/15/03</td>
<td>2 Crosby Street</td>
<td>$15,000</td>
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Committed to the Public.

MESSAGE FROM THE CHIEF: As our State Capital, Augusta is fortunate that we are not faced with the level of crime that other state capitals or cities are experiencing across our great nation. We continue to experience an increase in the presence of Heroin abuse in the City. Computer related crimes have become a priority that the Police Department must meet head-on. With a great deal of hard work, from police employees and the public, serious crime decreased 9% over last year. Although we have continued to experience the increase in drug abuse, our citizens are continuing to take an active role in assisting the Police Department in addressing this, as well as all crimes. In partnership, we refuse to let our streets, neighborhoods, and the city as a whole to be taken away from us and our way of life. Augusta is a great place to live, work and raise a family. I am proud to be a part of our City as both a family man and as your Police Chief.

Throughout 2003, the Police Department experienced a change in personnel and assignments within the department. Sgt. Jeffrey Pommerleau was promoted to Lieutenant. Kevin Lully was promoted to Sergeant. Three new Police Officers joined the ranks of the Department: Jeremy Flynn, Patrick Munzing, and Adam Garland. Patrol Officers Darren Barbeau, Daniel Brozzo, Frank Hatch, Scott Taylor, and Dispatcher Dawn Johnson left the department to pursue other employment opportunities.

The department has completed the fourth successful year of partnership with the Department of Behavioral and Developmental Services that provides the Police Department with a full-time evening shift presence of an Intensive Case Manager. Gregory Smith works full time assigned to officers on the evening shift to assist and provide crisis intervention immediately during crisis situations. Buster McElhanan and James Jarosz complete the Mental Health team in supporting the Police Department on a part-time basis.

Training of department personnel continues to be a priority within the Police Department. As the only department accessible to the public twenty-four hours a day, three hundred sixty five days a year, we are committed to provide the best possible assistance to our citizens and the public at large.
The Police Department received three grants during the year 2003. The Federal Bureau of Justice Assistance awarded the department a grant in the amount of $21,888 that was to purchase a radar display trailer, Taser guns and electronic equipment for education and training programs. The State Bureau of Highway Safety awarded the department an O.U.I grant in the amount of $4,900 that was for the apprehension of impaired drivers. The Police Department received approximately $105,000 from the Department of Homeland Security to purchase specialized equipment to address homeland security issues in the Capital City.

The figures below show a comparison of crimes reported for national statistics, by number:

<table>
<thead>
<tr>
<th>CRIMES</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homicide</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Rape</td>
<td>21</td>
<td>25</td>
<td>6</td>
</tr>
<tr>
<td>Robbery</td>
<td>6</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>Aggravated Assualts</td>
<td>16</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Burglary</td>
<td>200</td>
<td>200</td>
<td>201</td>
</tr>
<tr>
<td>Theft</td>
<td>806</td>
<td>938</td>
<td>873</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>40</td>
<td>24</td>
<td>28</td>
</tr>
<tr>
<td>Arson</td>
<td>14</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Totals</td>
<td>1,104</td>
<td>1,226</td>
<td>1,138</td>
</tr>
</tbody>
</table>

Of the above crimes reported, the Police Department cleared 41% for 2003, 40% for 2002 and 47% for 2001.

Please remember to obey all traffic laws, especially posted speed limits in our school zones and residential areas.

The Police Department response time for handling 56% of your requests for service was four minutes or less. We do so with safety ever on our minds and with the intent to provide you with the best possible service.

In closing, I want to express my appreciation to the citizens who continued to support the activities of the Police Department throughout the past year. I especially thank all the other city departments that have cooperated and provided support to the Police Department that assist in enabling us to deliver the quality of service to our community.

**CRIME PREVENTION TIPS:**

- Be sure your street address number is clearly visible to responding emergency personnel.
- Lock your home when you're away and especially at night.
- Be aware of people lingering in your neighborhood who do not live there.
- Be sure to lock your car doors, even when it is parked outside overnight at your residence; do not leave valuables in your car. If necessary, secure them in the trunk.
- If you witness suspicious activity, try to get a description of the individual(s) and any vehicle(s), and a license number, if possible.
- NEVER give your credit card, phone card, social security, or bank account numbers to anyone over the phone. It is illegal for telemarketers to ask for these numbers to verify a prize or gift.
- If away on vacation, discontinue newspapers and mail; leave a key with a friend or relative; leave a car in the driveway if possible; ask a neighbor to watch your home; put timer on a light in your home. Be aware of your child's Internet activities.
I respectfully submit my fifth annual report as the Superintendent of Schools. School year 2002-2003 has been an exciting one, particularly in the area of school facilities.

SCHOOL FACILITIES: On December 2, voters in the Capital City voted overwhelmingly, 4 to 1, to approve the concept design for a new Cony High School. The cost of the new Cony High School will be $29,717,104. The state's share, approximately 83% of the project, will be $24,595,604. The local only cost items are $5,121,500. The local items include an expanded auditorium, renovations to the Capital Area Technical Center, including providing a sprinkler system to better protect the building against fire. The local share also provides for larger classroom spaces, an expanded gymnasium, additional exterior brick, and providing utilities to Alumni Field for future building. Voters approved accelerating the new Cony High School project and agreed to provide interest only interim local financing at a cost of $1,392,545.

The new Cony High School will replace an historic institution located on arguably the most dangerous intersection in Maine. The site for the proposed new Cony High School is located on the grounds of the Capital Area Technical Center campus. The curriculums of the two facilities will complement each other. Time, transportation, and scheduling will no longer be barriers to learning. The new Cony High School will be designed for maximum flexibility to allow the school to be reorganized into multiple school arrangements during the life of the building. The concept will foster a culture of increased sharing and problem solving and allow teachers to communicate between disciplines. This will be a personalized environment, strengthening programs to meet student needs and encouraging a connection between students and their teachers.

Maine's Learning Results have put forth a new challenge to schools in our state. Ultimately, each student, progressing independently and collaboratively, will,
according to a deliberate comprehensive local assessment plan, strive to become a responsible individual within the framework of a new high school. Technology is transforming and expanding this opportunity as well. We will provide an education in a safe, secure, learning environment where each student is required to obtain the academic, social, and personal skills necessary to become an involved, contributing, and productive citizen.

BUKER MIDDLE SCHOOL: After an exhaustive review, including five neighborhood meetings attended by more than 300 individuals, the Augusta Board of Education voted in March of 2003, to close Bunker Middle School, at the end of the 2002-2003 school year. In light of a decreasing student enrollment and a corresponding affect on School Department state subsidy, it was no longer financially feasible for the School Department to operate eight separate buildings.

Following the vote, the board was presented with a citizens’ petition that a special referendum be called. The special referendum was held in June 2003. The vote was 1961 to 560, to close the Bunker Middle School.

Immediately following this decision, a Transition Team was put together, led by Jeff Boston, Principal at Hodgkins Middle School, to develop a plan for the consolidation of students from the east and west side at the middle level. Parents, students, and staff worked together to create a transition plan for implementation in September of 2003. The consolidation of the two buildings is not without its challenges and the staff at the middle level is to be commended for its hard work and dedication to the children of this age group.

COMPREHENSIVE ASSESSMENT PLAN: The system for measuring, modifying, and certifying student achievement and learning is based on the Chapter 127 requirements for a local assessment system. The Comprehensive Assessment System for the Augusta School Department consists of diagnostic, formative, and summative assessments collected from internal and external sources at multiple grade levels and in a variety of subjects, K-12. These principles include that assessments will be aligned with the Augusta School System curriculum and with content standards of the Maine Learning Results.

Internally, at the classroom level, teachers are expected to develop assessments that may take the form of experiments, portfolios, performances, debates, projects, models, creative writing, paper and pencil tests, and/or problem solving activities. At the same time, students will be assessed at grade levels and grade spans, using both state and locally designed assessment measures. Consideration of information from the Maine Education Association will also be used to validate student achievement. This compe-
The Augusta School Department goals for 2002-2003 were as follows:

GOAL #1: To increase academic expectations and achievement levels for all students enrolled in the Augusta Public Schools.

□ Review information on the No Child Left Behind Act and how this legislation will affect the Augusta Public Schools.
□ Ensuring high academic standards at all levels.
□ Promotion of public support and endorsement for the Maine Learning Results.
□ Creation of performance-based/portfolio/exhibitions for students graduating from Cony High School.
□ Create rigorous academic benchmarks for each grade level in each discipline.
□ Ensure that the new Cony High School is a contemporary facility with a progressive educational philosophy.
□ Raise Maine Educational Assessment scores in grades 4, 8, and 11.
□ Ensure the implementation of curriculum as adopted by the Augusta Board of Education.

GOAL #2: To ensure a process that invites, welcomes, and considers input by all stakeholders interested in improving the learning for all children in the Augusta Public School.

□ Market, through a vigorous public relations campaign, the Augusta Public Schools.
□ Investigate corporate sponsorship.
□ Prepare a report card for the school district.
□ Improve existing and create new partnerships with parents.
□ Ensure friendlier and more inviting board meetings.

GOAL #3: Maintain high standards of performance for all employees.

□ Revise the teacher appraisal process.
□ Establish high standards for all employee performance.
□ Ensure teachers are teaching in areas of strength and academic preparation.
□ Stress the importance of professionalism among all staff members.

A comprehensive assessment system is developed to provide information for guiding classroom instruction, monitoring student progress, and certifying student achievement with respect to the school system curriculum and Maine Learning Results. In addition, the Comprehensive Assessment System is designed to use valid and reliable information on student achievement in order to make informed decisions for evaluating programs and instructional practices and to better allocate resources to serve student needs.

Each school will be expected to develop an annual school performance profile that includes all information related to student learning. A composite of information contained in each school’s performance profile will be used in developing an annual, K-12, Augusta Public School System Performance Profile.

School Performance Profiles are intended to provide students, parents, teachers, professional staff, administrators, and the community with understandable information that convey school and school unit performance on the content areas of the system of Learning Results. For students who experience difficulty in achieving at expected performance levels, students, teachers, and administrators will need to meet to identify specific problems and issues interfering with student learning and to develop corrective actions that will enable each student to successfully achieve stated performance expectations.

STUDENT ACHIEVEMENTS: In the span of this report, there are student achievements too numerous to mention. However, students from all levels of the School Department did well on a variety of assessments, including two of our U.S. History students who did exceptionally well on their College Board SAT II’s. Anna Karas and Brendan Moody both earned rare 800’s and seven students from Cony High School earned 700 or better.

In October of 2002, all civic students entered the Annual Maine Secretary of State Essay contest on “The Importance of Voting and Democracy”. Many also participated in the Secretary of State’s “Vote in Honor of a Veteran Program”. Some entered the Newspapers in Education contest and senior, Miranda Hubley, won a $200 scholarship for her entry.
In November, all Advanced Placement U.S. History students entered either the Colonial Dames Patriotic Essay contest or the J.F.K. Library Essay contest. Anna Karas, Brendan Moody, Miles Whitlock, and Amanda Wing each won an all-expense paid trip to Washington, D.C. from the Colonial Dames. Cony was the only high school in the United States to have more than one winner. Cony also had two national runner-ups, Matt Marczak and Greg Sousa.

Students from Cony High School also exhibited their work as part of the City Center Tree Board Show, the Barnes and Noble Art I Show, Slate’s Spring Exhibition, and displayed their work at Senate President Beverly Daggett’s office. Students exhibited their work in the Business and Professional Women’s Clubs Art Show, where several students won first prize. This year, district art supervisor Chris Higgins entered work in the Scholastic Art and Writing Nationwide contest. Brian Miller won a congressional award with his wood cut print and had his work exhibited in the Washington, D.C. Corcoran Gallery of Art.

The Cony Madrigals, the select chorus of young men and women, also enjoyed another successful year under the careful direction of Theresa Beaudoin.

GRADUATION: On June 8, 2003 at the Augusta Civic Center, Cony High School graduated 177 students to the delight of family and friends attending. Of those graduating, 71% chose to go on to higher education. Students are going on to a post secondary experience at the University of Maine, Bates, Bowdoin and Colby, as well as numerous institutions outside of the State of Maine.

STAFF ACHIEVEMENTS: There were also a number of staff scholars who received advanced degrees during the 2002-2003 school year, including Jeff Boston, who received a Master’s Degree, Troy Alexander, a Certificate of Advanced Graduate Studies, Jon Millett, a Certificate of Advanced Graduate Studies, and Chris Cameron, a Master’s Degree. The 2003 Augusta Spirit of America Award recipients recognized Carolyn Neighoff, an assistant principal at Cony High School, with the Individual Adult award, and Bruce Hunt, Health Teacher (Grade 9-12). These awards are given for community volunteer service.

Mr. Dan Reny, CATC’s Autotechnology II teacher, will be an adjunct instructor for Central Maine Technical College. He will teach AUT 150 Electrical Systems I to his Automotive Technology II students. The course will be included in the program’s NATEF curriculum. Students who wish to take the electrical exam and pass it will receive three credits from Central Maine College upon enrollment.

The Augusta Board of Education works hard on behalf of students in the Augusta Public Schools. They dedicate many hours of time.
Members of the 121st Legislature
(terms expire December, 2004)

STATE REPRESENTATIVE:
HOME ADDRESS:
RESIDENCE:
BUSINESS:
FAX:
E-MAIL ADDRESS:
CAPITOL ADDRESS
(All districts)
CAPITOL TELEPHONE:
(All districts)

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wbrowne@gwi.net
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207-287-1400 (Voice)
207-287-4469 (TTY)

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DISTRICT 96
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Maine Legislative Internet Web Site – http://janus.state.me.us/legis

SENATOR:
HOME ADDRESS:
TELEPHONE:

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Capitol Telephone:

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207-287-1583 (TTY)

Year-Round Toll Free Senate Message Center: 1-800-423-6900

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Hon. Olympia J. Snowe, Senator (R)
154 Russell Senate Office Building
Washington, DC 20510
Tel: 202-224-5344
Term Expires: January, 2007
District Office: 3 Canal Plaza, Suite 601
Portland, ME 04110
Tel: 207-874-0883

Hon. Susan M. Collins, Senator (R)
172 Russell Senate Office Building
Washington, DC 20510-1904
Tel: 202-224-2523
Term Expires: January, 2009
District Office: 202 Harlow Street, Room 204
P.O. Box 655
Bangor, ME 04402
Tel: 207-945-0417

Hon. Thomas H. Allen, Representative (D-1st District)
1717 Longworth House Office Building
Washington, DC 20515
Tel: 202-225-6116
Term Expires: January, 2005
District Office: 234 Oxford Street
Portland, ME 04101
Tel: 207-774-5019

Hon. Michael H. Michaud, Representative (D-2nd District)
437 Cannon House Office Building
Washington, DC 20515
Tel: 202-225-6306
Term Expires: January, 2005
District Office: 202 Harlow Street, Room 235
Bangor, ME 04401-1237
Tel: 207-942-6935
City of Augusta Telephone Numbers

POLICE AND FIRE EMERGENCIES .......................... 911

CITY SERVICES DEPARTMENT
Airport ............................................. 626-2306
Codes ............................................. 626-2368
Community Development ................. 626-2355
Economic Development ..................... 626-2336
Engineering ..................................... 626-2365
Hatch Hill Facility ......................... 626-2440
Planning ......................................... 626-2366
Public Works ................................... 626-2435
Solid Waste .................................... 626-2435

CIVIC CENTER
Administration ..................................... 626-2405
Ticket Office ...................................... 626-2400

COMMUNITY SERVICES DEPARTMENT
Administration ................................... 626-2350
Childcare ......................................... 626-2350
Fort Western Museum ...................... 626-2385
Health and Welfare ......................... 626-2325
Lithgow Library .................................. 626-2415
Parks and Cemeteries ....................... 626-2352
Recreation ....................................... 626-2350
Trees and Landscaping ..................... 626-2352

EDUCATION & GOVERNMENT CHANNEL
(CHANNEL 7) ........................................... 626-2542

EXECUTIVE DEPARTMENT
City Manager's Office ....................... 626-2300
Mayor & City Council Office ............. 626-2300

FINANCE & ADMINISTRATION DEPARTMENT
Auditor ............................................. 626-2340
City Clerk ......................................... 626-2310
Human Resources .............................. 626-2353
Information Systems ....................... 626-2345
Tax Assessor ..................................... 626-2320

Treasurer/Tax Collector ...................... 626-2314
Voter Registration ......................... 626-2360

FIRE DEPARTMENT
Emergency ......................................... 911
Non-Emergency Business ................. 626-2375
Civil Emergency Preparedness .......... 626-2375

HOUSING AUTHORITY ......................... 626-2357
TDD .............................................. 623-2511

PARKING DISTRICT ............................... 626-2362

POLICE DEPARTMENT
Emergency ......................................... 911
Non-Emergency Business ................. 626-2370
TDD .............................................. 626-2370

0 - EMERGENCY
1 - Dispatch Center
3 - Police services
5 - Directory of names

SCHOOL DEPARTMENT
Adult Education ............................... 626-2470
Cony Alternative School .................. 626-2445
Cony High School ............................. 626-2460
Farrington School ......................... 626-2480
Gilbert School ................................. 626-2491
Hodgkins School .............................. 626-2490
Human Resources ............................. 626-2468
Hussey School ................................. 626-2461
Kennebec Learning Center ............... 626-2528
Lincoln School ................................. 626-2483
School Transportation ..................... 622-3650
Superintendent's Office .................. 626-2468
Technical Center ......................... 626-2475

DIRECTORY OF CITY EMPLOYEES ............ 620-8199