Memo

To: Chief Jared J. Mills
From: Deputy Chief Kevin D. Lully
Date: 1/15/2020
Re: Taxi Fee Study

As you know during this past year the Augusta Police Department has been approached by taxi companies who service the Augusta area, and have asked if we could review our taxi fee regulations in order to increase them. In correlation to the request to review the fee schedule has been an increase in the lack of availability of taxis after 8:00pm. In reviewing the Code of Ordinances, it appears 250-13 “Taxi Rates” was last amended in 2008.

For the first part of this survey, through the use of our volunteers and interns, we contacted several communities similar but varying in size (Auburn, Augusta, Bangor, Lewiston, Saco, Sanford, South Portland, Waterville, and Westbrook) to ascertain how they regulate taxi fees. They survey showed that Augusta is on the lower end of the fees charged by Augusta taxi companies.

The second part of the survey was to interview the owners (or their designee); [7] taxi companies were willing to participate. Again, the general theme is they like servicing the City of Augusta, but would like to see the review of the current fees to allow for small increases. I have provided a summary of the questions asked and the responses, but more elaborate and individualized responses can be found on the attached questionnaire.

**Service Area & Hours of Operation**
All [7] taxi companies actively service the Augusta area. They all operate similar, but slightly varying hours M-F, [2] were closed Saturday & Sunday, and a total of [5] are closed on Sunday only. None of the companies work overnights beyond midnight, with the exception of [3] who will take fares after-hours but only if pre-arranged, and if deemed financially advantageous to go out; which include mandatory minimum distances and fees.
When asked what influenced their choice of hours, all indicated it was based on the busiest times of each day, and what they deemed as the best opportunity to make money. They all agreed that there was a lack of bar and nighttime activity in Augusta, and thus it was not conducive to have the taxis out without the proposition of pending fares.

When I inquired what factors would be considered that would influence them to work later, they indicated a combination of busier nightlife which would result in more fares, and a need for additional drivers. All voiced concerns about not being able to hire or retain enough drivers to cover additional hours.

I inquired with all to see if there was any type of advertisements or postings available at Augusta’s ports of travel; bus terminals, airport, hospitals, etc. Of the [7] companies, [5] have advised me that they have postings available at the aforementioned locations, whereas [2] claimed to have none. The [2] that stated they did not, advised they were told they could not advertise at said locations, but would be interested in doing so.

**Fee Schedule & Taxi Company Recommendations**
Wicked Good Taxi made several recommendations for new fees to include $4.50 starting fee, $2.00 per extra adult (over 10), $1.00 per child, and a $30.00 idling or waiting fee. Al’s Double-R Taxi indicated they were satisfied with the current fee schedule, and feared that an increase would force out their clientele. The other [5] companies, to include Chris’ Taxi, Kennebec Taxi, Rival Taxi, Central Maine Taxi and Lloyd’s Taxi all provided similar feedback, in that they would like to see an increase (though no specific amounts were provided), but only to offset the cost of operations, insurance, increases in fuel and maintenance costs, and the increase in minimum wage.

All of the taxi companies were judicious in their desire not to have increase or mandatory minimums that were too high for patrons that would not be able to afford taxi services.

**Taxi Company Requested Changes**
Al’s Taxi requested that all taxi companies that operate in Augusta need to have an office in Augusta as well. Chris’ Taxi suggested a more relaxed set of licensing regulations to streamline the process to help entice more drivers. Kennebec Taxi felt it important all taxi companies operate at the same quality standard, and also be held to the same rules.
Wicked Good Taxi indicated they would like to see a more consistent review of fee schedules that was more directly correlated to the other increases in the economy, and that would help cover operational costs.

Rival Taxi suggested better laws regulating UBER, and fee increases in the economy, and that would help cover operational costs.

Central Maine Taxi suggested overnight differentials to encourage overnight availability, a more streamlined licensing process and to remove the fee schedule and let the individual taxis set the prices.

Lloyd’s Taxi requested a fee schedules that would help cover operational costs.

**Council Meeting**

All of the taxi companies advised that they would be interested in being notified about a public hearing or meeting to allow them to either listen to the discussion on fee increases, or to be afforded the opportunity to speak and give their opinion on the matter.

Attached is the fee summary, initially provided to Council as well as the completed questionnaire.

Respectfully submitted,

**Deputy Chief Kevin D. Lully**

Augusta Police Department
33 Union Street
Augusta, Maine 04330
(207) 626-2370 ex. 3416
kevin.lully@augustamaine.gov
## Taxi Fee Schedule Study: 2019-2020

<table>
<thead>
<tr>
<th>Company</th>
<th>Do you currently service the Augusta Area?</th>
<th>Hours of operation?</th>
<th>Are you satisfied with the current fee schedule amounts set?</th>
<th>Has the current fee schedule ever made you contemplate not servicing the Augusta Area?</th>
<th>What changes if any, would you like to see in the future?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Al’s Double-R Taxi</td>
<td>YES</td>
<td>M-TH: 08:00a - 9:00p</td>
<td>YES</td>
<td>NO</td>
<td>Changes: Wants all taxi companies to have an office w/in the city to qualify to do business in Augusta.</td>
</tr>
<tr>
<td>162 Mt Vernon Ave</td>
<td>F-SU: 08:00a - 1:30a</td>
<td>Will remain later if it’s busy.</td>
<td>$0.00 Increase</td>
<td>If the fees are increased the patrons would no longer be able to afford to use the taxi services.</td>
<td>Reason For Hours: Staffing is the primary deterrent. Nobody wants to drive taxi, and if they do, they don’t want to work late nights</td>
</tr>
<tr>
<td>Augusta, Maine 04330</td>
<td># 207-622-5846</td>
<td></td>
<td>NO, they don’t currently advertise their hours, but would be interested.</td>
<td>Yes, would attend Council</td>
<td>Later Hours: Being able to hire and retain good drivers.</td>
</tr>
<tr>
<td>Joanna</td>
<td>Invited: #242-4108</td>
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<td></td>
<td>Invited: 03-09-20</td>
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<tr>
<td>Chris’ Taxi</td>
<td>YES</td>
<td>M-SA: 05:00a - 10:00p</td>
<td>NO</td>
<td>OCCASIONALLY</td>
<td>Changes: More relaxed licensing regulations.</td>
</tr>
<tr>
<td>16 Jefferson Street #3</td>
<td>SU: Closed</td>
<td></td>
<td>$ Up slightly, not sure how much.</td>
<td>If the fees are increased the patrons would no longer be able to afford to use the taxi services.</td>
<td>Reason For Hours: Open the busiest times. Staffing is the primary deterrent. Nobody wants to drive taxi, and if they do, they don’t want to work late nights</td>
</tr>
<tr>
<td>Augusta, Maine 04330</td>
<td># 207-458-4780</td>
<td></td>
<td>YES, they have an advertisement on the board at both, and would be interested in more advertisement.</td>
<td>Yes, would attend Council</td>
<td>Later Hours: Found that there is not a large number of requests after hours.</td>
</tr>
<tr>
<td>Chris</td>
<td>Invited/VM: #458-4780</td>
<td></td>
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<td></td>
<td>Invited: VM: 03-09-20</td>
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<tr>
<td>Kennebec Taxi</td>
<td>YES</td>
<td>M-SA: 05:00a - 10:00p</td>
<td>NO</td>
<td>NO</td>
<td>Changes: Not all taxi’s operate the same way, would like to see all be held to the same standards. Some don’t seem to follow the rules.</td>
</tr>
<tr>
<td>102 Junction Road</td>
<td>SU: Closed</td>
<td></td>
<td>$ Up slightly, not sure how much.</td>
<td>If the fees are increased the patrons would no longer be able to afford to use the taxi services.</td>
<td>Reason For Hours: Open the busiest times.</td>
</tr>
<tr>
<td>Sidney, Maine 04330</td>
<td># 207-621-4000</td>
<td></td>
<td>YES, they have an advertisement on the board at both, and would be interested in more advertisement.</td>
<td>Yes, would attend Council</td>
<td>Later Hours: No bar activity after 10:00p</td>
</tr>
<tr>
<td>Tammy</td>
<td>Invited: #480-0313</td>
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<td>Invited: 03-09-20</td>
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<tr>
<td>Company</td>
<td>Hours of Operation</td>
<td>Fee Schedule</td>
<td>Fee Change</td>
<td>Hours Later</td>
<td>Changes</td>
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<tr>
<td>Wicked Good Taxi</td>
<td>M-F: 06:00a - 5:00p</td>
<td>$4.50 start</td>
<td>Price increase to help cover operational costs</td>
<td>Need more drivers.</td>
<td>Prices to reflect more consistently with the economy.</td>
</tr>
<tr>
<td>Mike: 623-2222</td>
<td>SA: 08:00a - 5:00p</td>
<td>$2.00 Adult (over 10)</td>
<td></td>
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<tr>
<td>Invited: 03-09-20</td>
<td>SU: Closed</td>
<td>$1.00 Child</td>
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<td>$30.00 Waiting Fee</td>
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<td></td>
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<td>YES, airport and bus both have our numbers.</td>
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<td></td>
<td>YES, would attend Council</td>
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<tr>
<td>Rival Taxi</td>
<td>M-TH: 06:00a - 7:00p</td>
<td>$ would want an increase to help cover the rise in minimum wage.</td>
<td></td>
<td>Need more drivers.</td>
<td>Regulations for UBER.</td>
</tr>
<tr>
<td>Nathaniel: #557-3141</td>
<td>F: 06:00a – 01:30a</td>
<td></td>
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<td>Prices to reflect more consistently with the economy.</td>
</tr>
<tr>
<td>Out of Business - 03-09-20</td>
<td>SA: Closed</td>
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<td></td>
<td>Best suited for the busier times when the taxis are being requested.</td>
</tr>
<tr>
<td>Central Maine Taxi</td>
<td>M-F: 06:00a - 8:30p</td>
<td>$ would want an increase to help cover the cost of operations and wages.</td>
<td></td>
<td>More fares and ability to earn more money.</td>
<td>Hourly differential, more during the overnights.</td>
</tr>
<tr>
<td>Route 41, Box 60</td>
<td>SA: Closed</td>
<td></td>
<td></td>
<td></td>
<td>More streamlined licensing process.</td>
</tr>
<tr>
<td>Winthrop, Maine 04364</td>
<td>Pre-Arranged Only</td>
<td></td>
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<td></td>
<td>No regulations on fees.</td>
</tr>
<tr>
<td># 207-620-6231</td>
<td>SU: Closed</td>
<td></td>
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<td>Based on needs and available fares for taxis.</td>
</tr>
<tr>
<td>Elizabeth: 620-3141</td>
<td></td>
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<td>Based on needs and available fares for taxis.</td>
</tr>
<tr>
<td>Lloyd’s Taxi</td>
<td>Do you currently service the Augusta Area?</td>
<td>Are you satisfied with the current fee schedule amounts set?</td>
<td>Has the current fee schedule ever made you contemplate not servicing the Augusta Area?</td>
<td>What changes if any, would you like to see in the future?</td>
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<tr>
<td>494 Prescott Road Manchester, Maine 04351 # 207-624-1542</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
<td>Changes: Updated fee amounts.</td>
<td></td>
</tr>
<tr>
<td>Lloyd: #624-1542</td>
<td>Hours of operation?</td>
<td>$ would want an increase to help cover the cost of operations and wages.</td>
<td>If the fees are increased the patrons would no longer be able to afford to use the taxi services.</td>
<td>Reason For Hours: Bars are closed after 9:30 and based on needs and available fares for taxis.</td>
<td></td>
</tr>
<tr>
<td>Invited: 03-09-20</td>
<td>ibe)</td>
<td>YES, airport and bus both have our numbers.</td>
<td>Yes, would attend Council</td>
<td>Later Hours: More fares and ability to earn more money.</td>
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<td></td>
<td>Notice:</td>
<td></td>
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<tr>
<td>Where Am I Taxi</td>
<td>NO</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>494 Prescott Road Manchester, Maine 04351 # 207-582-8000</td>
<td>Experimental operating as a Taxi, but will be attempting to do so in the future</td>
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<td>Dirk Claire: #624-2529</td>
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<td>Invited: 03-09-20</td>
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<tr>
<td>Auburn</td>
<td>City clerk or designee last updated in 2018.</td>
<td>Minimum Charge $6.30 plus an additional $0.15 per minute idling, and $1.06 per mile driven.</td>
<td>Uber falls under the term Transportation Network Company, which is &quot;a corporation, partnership, sole proprietorship or other entity operating in the State that uses a digital network to connect transportation network company riders to transportation network company drivers who provide prearranged rides.&quot;</td>
<td>In 2015 a law was passed that prevents municipalities from adopting an ordinance or regulation governing the operations of a transportation network company or driver.</td>
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<tr>
<td>Augusta</td>
<td>City Council last amended 10-20-2008.</td>
<td>Minimum Charge $6.43 plus an additional $0.17 per minute idling, and $1.31 per mile driven.</td>
<td>1677. &quot;Notwithstanding any other provision of law, a municipality or other political subdivision may not adopt an ordinance, regulation or procedure governing the operations of a transportation network company, driver or motor vehicle used by a transportation network company driver to provide a prearranged ride or impose a tax or fee on or require a license for a transportation network company driver to provide a prearranged ride.&quot;</td>
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</tr>
<tr>
<td>Bangor</td>
<td>City Council last amended 4-9-2019.</td>
<td>Minimum Charge of $5.80 plus an additional $0.16 per minute idling, and $1.26 per mile driven.</td>
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<tr>
<td>Location</td>
<td>Rate Structure</td>
<td>Authority</td>
<td>Minimum Charge</td>
<td></td>
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<td>Lewiston</td>
<td>Broken into 5 Zones, Zone 1 $4.00 for one passenger with additional $0.50 each additional passenger, Zone 2 $5.00 for one passenger with additional $0.50 each additional passenger, Zone 3 $6.00 for one passenger with additional $0.50 each additional passenger, Zone 4 $7.00 for one passenger with additional $0.50 each additional passenger, and Zone 5 $8.00 for one passenger with additional $0.50 each additional passenger. Crossing both Line A and B of the separation zone will be an additional $0.50. Between 9:00 p.m. and 5:00 a.m. a surcharge of $0.25 to the zone rates. Every 3 minutes of wait time is $1.00. Unknown if mileage effects cost.</td>
<td>City Clerk shall issue order to the local cab companies setting the rate based on fuel price changes. If cab driver has a dispute they must present it to a council for a change. Last updated 02/21/2006.</td>
<td>$6.97 plus an additional $0.16 per minute idling and $1.11 per mile driven.</td>
<td></td>
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<tr>
<td>Saco</td>
<td>They have a city ordinance that has safety regulations, along with stating that the taxicabs rates must be displayed on the outside and inside of the vehicle however, it does not regulate what the rates are. It also states that there shall be no charge for the transportation of the carry-on bags or parcels of the passenger.</td>
<td>If a taxicab wishes to change it's rates the City Clerk and the Police Chief must be notified.</td>
<td>$6.30 plus an additional $0.15 per minute idling and $1.06 per mile driven.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanford</td>
<td>They have a city ordinance that has safety regulations, along with stating that the taxicabs rates must be displayed on the outside and inside of the vehicle however, it does not regulate what the rates are. It also states that there shall be no charge for the transportation of the carry-on bags or parcels of the passenger.</td>
<td>If a taxicab wishes to change it's rates the City Clerk and the Police Chief must be notified. Last updated 2/5/2019.</td>
<td>$6.30 plus an additional $0.15 per minute idling and $1.06 per mile driven.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Portland</td>
<td>The first 1/10 mile or part thereof is $1.90 plus an extra $0.30 for each additional 1/10 mile plus an additional $0.40 per minute for waiting. Hourly fares start at $10.00 for the first hour or part thereof with each additional 1/4 hour or part thereof being an additional $2.50.</td>
<td>City Council last updated 11/21/2006.</td>
<td>$6.30 plus an additional $0.15 per minute idling and $1.06 per mile driven.</td>
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</tr>
</tbody>
</table>
Waterville

They have a city ordinance that does not set the fare prices, but sets safety and employer guidelines.

City clerk has the ability to revoke and deny licenses. City Clerk will issue licenses to operate a taxicab within the city. Appears that taxis have the ability to choose their own fare prices, and change them as they see fit.

Minimum Charge

$5.80 plus an additional $0.16 per minute idling, and $1.26 per mile driven.

Westbrook

The maximum fare for taxicab service solely which begins or ends in the city and is within the metered zone shall be one dollar and ninety cents ($1.90) for the first one-tenth of a mile or a fraction thereof and thirty cents ($0.30) for each one-tenth of a mile or fraction thereof, thereafter. If there are more than one passenger with the same two endpoints then the fare will be split evenly, if different endpoints than separate fares will be charged. If a trip begins or ends outside of the city then the driver and passenger must agree upon the fare before the trip commences or the passenger shall be under no obligation to pay any fare.

Updated by City Council voted upon by the citizens of Westbrook. Last updated 08/12/19.

City Council and the Citizens of Westbrook.

Minimum Charge

$5.80 plus an additional $0.15 per minute idling, and $1.06 per mile driven.
MEMORANDUM:

TO: City Council
William Bridgeo, City Manager

FROM: Matt Nazar, Director of Development Services and

DATE: March 9, 2020

RE: Recommended Moratorium for certain development on Bangor Street

A recent proposal for a site on Bangor Street has raised serious concerns about the ability of the city ordinances to adequately require the review and approval of a new use on an existing site that may not be adequately sized for the use. City Staff recommend a temporary moratorium on any business expansion or the establishment of a new business with a drive through, even if a drive-through already exists on site in the CB zoning district on Bangor Street.

This issue came up during a discussion with a potential developer regarding the re-use of the former Dunkin Donuts site on the corner of Bangor Street and School Street. The new business would use the existing drive-through and has the potential to recreate the exact same drive-through problems Dunkin Donuts had. Traffic waiting at the drive through is likely to spill out onto School Street and could back out onto Bangor Street. At this point there is no actual proposal, however, the mere asking of the question made us realize that the potential for the recreation of a very bad situation exists. The moratorium is intended to prevent this problem before new regulations could be created to deal with it. The moratorium is intended to be written in such a way that it would have a very limited impact, applying only to businesses with drive-throughs.

The Planning Board needs at least 3-4 months to be able to create proposed regulations, hold hearings, and get the material back to the Council for review and potential adoption. The goal of the regulations would be to ensure that in situations where there is a change of use on an existing site, or a new user on an existing site, the new use would have to get additional review if it could not meet the current regulatory standards. That additional review may vary from additional staff review and conditions to additional Planning Board review and conditions, depending on the nature of the concern.
To: William Bridgeo, City Manager
Re: December 2019 Quarterly Report/City Council Community Services Goal
From: Leif Dahlin, Director of Community Services
Date: December 25, 2019

The essence of this quarterly report specific to Community Services Administration is dedicated to addressing the 2019 City Council Goal “G”, Action G1. “To evaluate the capacity of the Community Services Department to meets it obligations in light of additional commitments and the aging of the population”.

It seemed prudent to address this by looking at the goal from a SWOT (strengths, weaknesses, opportunities & threats) analysis perspective. To showcase and reflect the “additional commitments” of the goal, in a separate power point presentation included is a list of facilities, programs, services and organizational relationships that have either come too or in a few cases have been removed from the Community Services Department. The good news is, there is a lot of GREAT things happening within the Department for the benefit of our residents, businesses and taxpayers.

I think you will see the capacity challenge exists with the Parks & Recreation Bureau. Otherwise, the Department’s other Bureaus are in acceptable shape with respect to capacity.

**STRENGTHS:**

CTV-7: A solid Bureau providing quality cable and Video streaming services for City Government thru a contract with a very capable company in Digital Spirit Media. Revenue derived from Cable TV franchise fees covers the operation & maintenance budget of this station. It is anticipated the relationship with DSM will continue for the foreseeable future. The City invests in and has developed state of the art facilities in; Council chambers, Lecture Hall and CTV-7 studio.

Childcare Bureau: This Bureau continues to provide an invaluable service to the families and children of our community. Having moved the after-school operation to dedicated and well-designed space at the Buker Community Center only strengthened this service that transcends basic childcare. Leadership is in place that assures this bureau’s continued success in meeting the needs of families and children. Making Augusta all the more livable for families.

Health & Welfare Bureau/General Assistance: This bureau continues to meet the needs of those less fortunate. A strength is the high degree of accountability clients are held to. This ensure tax dollars are spent as intended and for those who are in need and qualified. For many years, this bureau has received very favorable annual audit reviews from the State of ME DHHS.
**Lithgow Public Library:** The recently retired Library Director with the support of City Council, the residents, Library patrons and other generous and supportive folks, left the library in excellent condition with respect to the human, fiscal and physical resources necessary to operate this heavily used and well run and managed Library. This in large due to a very capable Director as well as staff leadership and those working at the front lines. Excellent programming and collections is a solid measure of this Bureau’s strength. The fully accessible facility and excellent personnel ensures the future in providing programs and services to the Augusta community. The Lithgow Library Trustees and Friends are a tremendous asset.

**Old Fort Western:** Infrastructure improvements have been made in recent years such as the Palisades being replaced and other capital projects on-line to ensure the structural integrity of the 1754 fort are preserved and conserved. The continued viability of this facility is all but protected. A capable Director moves forward with exceedingly capable and interpretive staff to provide programs, services and benefits to; our community, the visitors from around the globe and yearly several thousand school age children from across the state. The OFW Trustees and Fund Board are a great asset.

**Parks & Recreation:** The merging in 2018 of the Recreation Bureau and the Park’s Bureau to become the Parks & Recreation Bureau will prove to be a strength. At the helm of this bureau is a passionate Director who has the support of dedicated subordinate staff who strive to meet the ever pressing needs and wants of the Augusta community. Given the breadth and scope of the facilities, tasks, duties and areas of responsibility and expectation to do more by the various groups, individuals and organizations, the strength of this bureau is being stressed to a point of detriment. The included power point does provide a snap shot of what is on the bureau’s plate. The Buker Community Center has proven to be a tremendous asset and as a result this facility is open and programmed from morning to night every day of the year except Christmas Day and Thanksgiving. Park use is significant and most of the park areas certainly justify their existence.

**WEAKNESSES:**

**CTV-7:**

1. Potential franchise revenue stream loss due to cable company competition and viewing alternatives.
2. The cable company moving CTV-7 to 1301 on the dial. Legislation was passed to address this which is in the courts.
3. FCC Changes – The Federal Communication Commission is considering significant changes that could all but drive PEG (Public, Education, Government) channels out of existence without taxation support
Childcare Bureau:

Finding qualified staff and retaining them to comply with State licensing requirements.

Health & Welfare Bureau/General Assistance:

1. Staff feel overwhelmed due to case load and folks needing assistance.
2. The uncertainties of our world.

Lithgow Public Library:

The turf and flower beds need TLC, materials and attention. A plan is in the works to address this weakness. Staff internal communications. Sometimes library management is not available to support staff when dealing with difficult patrons or situations and at times may not feel supported.

Old Fort Western:

The 28 hour clerical staff position in the future should be considered to be made full-time.

Parks & Recreation:

1. The most significant weakness is the fact the physical assets and organizations/groups utilizing the parks and facilities exceed the staff resources necessary to adequately address the full spectrum of Bureau duties and responsibilities.
2. Of real significance, in 2008 the loss of a full-time Arborist and support, the City has shifted from a proactive position to one of reactive with respect “Green” matters. If we remedy this issue, we fix a number of other challenges.
3. The clerical 28 hr./week position at the Buker Community Center is a serious challenge. This position should be given consideration to go to 40 hours per week. The demands on the Buker facility and corresponding support staff has grown significantly. Add to the fact four staff have come and gone in this position over a five year period only exacerbates this challenge.
4. Buker Community Center – Weekend demands necessitate the need to consider custodial coverage to address the associated needs due to the level of use.
5. The past several years it has been a challenge with seasonal personnel recruiting, hiring, training and supervising. There simply have not been enough qualified personnel to get the jobs done.
6. Due to staffing challenges in DPW, snow operations as a rightful HIGH priority the staff of the parks bureau assist DPW as needed with initial response and post storm clean-up. During snow operations this precludes the Bureaus’ ability to perform park related efforts.
7. Bicentennial Nature Park – The amount of park use and visitation as compared to the operating costs is indeed a weakness.
8. An aging population with folks who were on boards and committees are signing off.
9. Pools - The aging three City pools are coming to a point of needing replacement consideration.
10. Melendy Tennis Courts – The tennis courts located adjacent to the Buker Community Center need to be completely reconstructed in the near future.

**OPPORTUNITIES:**

**CTV-7:**

1. To get CTV-7 back to channel 7 on the dial.
2. Stay contemporary with technologies that will enhance government transparency.
3. Continue to explore program opportunities.
4. Partnering with more Departments and organizations in the delivery of Educational and Governmental Services.
5. Video Streaming

**Childcare Bureau:**

1. Continue to build on the program opportunities at the Buker Community Center.
2. Enrich the lives of our children thru working with a myriad of organizations who have resources to complement the bureau.
3. To ensure State licensing requirements are met and exceeded.
4. To determine if the accreditation process opportunity is worth the investment of staff time and resource allocation.

**Health & Welfare Bureau/General Assistance:**

1. To continue with training opportunities as provided thru the Maine Welfare Directors Association.
2. To stay current with the “Welpac” software opportunity that provides invaluable support and data essential in the administration of General Assistance.

**Lithgow Public Library:**

1. Pursue grant opportunities that benefit the residents and patrons of the library.
2. Participate in staff training opportunities.
3. To continue to be aware of and incorporate technology opportunities for both staff and library users.
4. To continue working with a supportive Board of Trustees and friends of the Lithgow.
5. Actively looking to work with small businesses and the art community which are two untapped populations by the Library who could utilize our services and facility to support their work.

Old Fort Western:

1. Continue to explore partnerships and collaboration opportunities with like organizations.
2. Look to explore greater exposure opportunities with the ADA (Augusta Downtown Alliance)
3. To continue working with a supportive Board of Trustees and Fund Board.

Parks & Recreation:

1. To evaluate and assess to determine if an organization restructuring will benefit both Parks & DPW at critical times of the year.
2. Continue to develop and expand the Web based capability of the MYREC program and facility management tool the Bureau is utilizing.
3. Carefully look at all of the many opportunities that come to this Bureau to ensure resources are available and nothing is done at the expense of other efforts of the Bureau.
4. Explore how Social Media can be of value.

THREATS:

CTV-7:

1. Cable provider continuing to discriminate against PEG channels.
2. Loss of franchise revenues.
3. FCC proposed changes and modifications to the Telecommunications Act.
4. Social Media

Childcare Bureau:

1. Regulatory requirements that transcend the ability to maintain licensing requirements.

Health & Welfare Bureau/General Assistance:

1. Federal changes to immigrations laws.
2. A significant influx of immigrants not prepared to deal with and assist that is being experienced elsewhere such as Portland.
3. The influx of corrections folks continues to be a challenge.
4. The drug addiction treatment facilities coming on-line are tapping our fiscal and staff resources.
5. Mental Health challenges with clients are posing challenges for staff.
Lithgow Public Library:

1. The opinion that everything is on the internet and therefore it is perceived the Library is not needed.
2. Stigma over bed bugs.
3. Mentally ill users and our ability to meet their needs
4. Competition with streaming services and E-content

Old Fort Western:

Fire
Vandalism
An aging facility

Parks & Recreation:

1. Climatic changes
2. Identifying and hiring qualified full-time staff who have a commitment to longevity and the mission.
3. Not being able to hire enough capable and qualified seasonal personnel.
4. Aging population
   a. Programs/services
   b. Facilities
   c. Cemetery capacity
5. Committees and Boards ceasing to exist but the expectation of what was being provided does not cease.
6. Health care costs and budgetary challenges.
7. Continue to being reactive vs. proactive threatens efficiencies and environment.
8. Asian Ash Borer and the ash trees in the Westside neighborhood and other areas of the City.
9. Social media – the double edged sword.

In summary, there is a lot of great news and services being provided with the capacity to do so for the Augusta community thru the Community Services Department. The capacity issues are centered in the Parks & Recreation Bureau. The clerical position at Buker is a significant capacity challenge that needs attention. The ability to keep up with and take care of the “green” infrastructure is perhaps the single greatest need. If this challenge is addressed by providing the resources to become more proactive, many benefits to not only the “green” infrastructure will be realized. This need, if addressed will free up staff and other resources to work with the community to meet the insatiable appetite for doing good things for the Augusta community.
Community Services Department

City Council 2019 Goal “G”
Action G1:
GOAL G: IMPROVE THE QUALITY OF LIFE

Action G1: Evaluate the capacity of the Community Services Department to meet its obligations in light of additional commitments and the aging of the population.

Every year the Community Services Department gains new responsibilities (i.e., new trails and parks to manage, new skating rink, etc.), even as its resources decrease. With the aging of the population in the City, such responsibilities may increase in the future. During this year’s budget review, City staff will look closely at the Department’s responsibilities, staffing and budget needs, now and into the mid-term (5-10 year) future.
Infrastructure - What has been added or significantly modified

- Alumni Athletic Complex Renovation - 2012
- Augusta Nature Center -
  - Built and maintain High School Cross Country Course. - 2006
- Bicentennial Nature Park - 2001
- Bond Brook Recreation Area - 2007
- Buker Community Center - 2006
Continued

- Howard Hill Historical Park - 2018
- KRRT (Kennebec River Rail Trail) - 2002
- Lithgow Library Expansion - 2016
- Market Square Park - 2014
- Mill Park - 2002
- Museum In The Streets - 2004
- The GREAT Sydney BOG (200 acres) - 2008

City “playgrounds” have been updated with NEW equipment.
Added Programs, Services and Organization Affiliation

- Farmers’ Market at Mill Park
- Dog Park and Committee (Mill Park)
- Petanque Courts and organization (Mill Park)
- Day of Caring - Kennebec Valley United Way
- KVCC - Kennebec Leadership Institute
- KVCC - “Whatever Festival - Kennebec River Days at Mill Park and Brew Fest (The last year was for this festival was 2019 with a variation coming in 2020)
- AARP - Age Friendly - i.e. Sand Bucket Program
- NEW Mainers
- VETS
- ADA - (Augusta Downtown Alliance) VERY ACTIVE GROUP
Continued

- Augusta Trails Organization (Somewhat In-Active)
- Kennebec River Rail Trail Board of Supervisors
- CARA Board- Capital Area Recreation Association: facilities/programs/administration
- Boys & Girls Club
- Art/Sculpture Displays
- DPW Winter Snow Operations
- CTV-7 In 2009 O & M came to City, Community Services Dept. from School Department
- Code Enforcement Building Closures - Park’s staff secure closed structures.
- MaineGeneral - Walk For Hope
- TREK Across Maine
Additional Considerations

- Tree demands are increasing
- Climatic - Need to plan for changes
- Invasives
  - Plants
    - Knot weed, Virginia Creeper, Norway Maple
    - Burning Bush, Bittersweet
  - Insects
    - Asian Ash Borer, Grubs, Ticks, Brown Tail Moth, Bed Bugs
Continued

- Post 911 mind set
- Festivals - BEER
- CTV-7 & Spectrum challenges - State and Federal level
- Childcare Growth - 2001 was a $200k budget. In excess $750k.
- Statehood Bicentennial - Difficult to provide support.
2008 - The banking and housing crash created a challenging year with a RIF City wide that still impacts the Community Services Department.

The ACA (Affordable Care Act) has posed numerous personnel and functional challenges.

Increased Demands for facilities, programs & services.
What we NO longer do.

- Community Garden - Viles Arboretum took this on.
- Ice Skating Rink (2016 last year)
- Tree Board (Inactive)
- Strategic Communications Committee (Inactive)
- Augusta Trails (In-Active in 2019)
Duties and responsibilities of the Park’s operation

Bureau of Parks, Cemeteries & Trees
Functional Organizational Chart

Supervisor -
- School Athletic Fields, Courts & Trails
- July 4th Athletic Events
- Tailgate Safety and Training
- CARA Fields
- Veterans Affairs
- Burials-internments & dis-internments
- DPW Snow Operations
- Mowing 17 Cemeteries
- Headstone work
- Special Events Nights & Weekends
- Alumni Complex
- Trail Work
- Mowing Parks & other green space
- Trash - Daily Pick-up
- City Center Daily Mail Delivery
- Tax Acquired Properties - Secured & mowed
- Kennebec River Docks – East & West w/DPW
- School Grounds mowing & maintenance
- Old Fort Western Sundry of tasks
- Skate Park
- Trash Daily Pick-up
- Sundry of tasks
- Farmers Market Set-Up
- Museum In The Streets

Director of Parks & Recreation
- Recreation Coordinator Supervision
- School Contract
- BNP - open & close and monitor
- DPW Snow Ops.
- Vandalism & Graffiti
- DPW tree work
- DPW Snow Operations
- City Athletic Fields
- Turf Management
- Memorial Day Prep
- KCVC Day in The Park
- Augusta Trails Events
- Bond Brook Recreation Area
- Augusta Downtown Alliance Assistance
- Memorial Day
- New Mainers
- KRRT ½ Marathon
- Special Events Nights & Weekends
- DPW Snow Operations
- Holiday Lighting & Decoration
- July 4th

Supervisor -
- USA T & F Summer Track Meets
- Equipment Maintenance & Inventory
- Tailgate Safety and Training
- Tree Pruning & Removal
- Tree Contract Work
- Waterfront Wednesdays
- HR – picnics set-up
- Flower Beds
- Landscaping
- Pools – All aspects
- Biker Days
- July 4th
To The Future

- Recommend more attention to trees and green infrastructure
  - Ice Storm of 1998
  - Planting, removal, pruning
  - Invasives
  - Beautification
- Senior Citizens
  - AARP - Age Friendly
- New Mainers
- Cemetery Capacity
- Special Events
- Howard Hill Historical Park
- Boards & Committees - recruiting members