Purpose/Mission Statement
Located in the Capital of Maine, the Augusta Civic Center serves as the primary public assembly facility in the area. Built in 1973, the Center is owned by the City and offers over 48,000 total square feet of meeting space with a main auditorium of 24,576 square feet and 23 meeting rooms, including two ballrooms. The facility hosts a variety of events consisting of conventions, conferences, tradeshows, banquets, concerts, basketball tournaments and other local civic activities.

Goal
Provide quality service and product to all patrons and tenants of the building while striving to remain financially solvent.

Objectives

Box Office
- Maintain over/short discrepancy of 1% of sales.
- Utilize the Administration staff for Box Office when possible to save on part time box office salaries.
- Work with United Volunteers of Maine on any information needed on the night of a concert to better serve patrons.
- Continue to update the Civic Center website and promote events on social media.

Administrative Staff
- Continue ongoing educational training.
- Program Main Lobby monitors daily and switch to advertisements daily once patrons are in the building.
- Provide accurate set-up information within 24 hours of an event.
- Provide final catering needs three days prior to all events.
- Receive all function contracts and deposits two weeks before event occurs.
- Send clients a survey after their function is completed so we can better serve their needs.

Auditorium Coordination
- Collect accurate and detailed function information ten days prior to staff meeting in which the event is covered.
- Provide accurate set-up information within 48 hours of event.
- Complete invoices for events within ten days after the event.
- Attend professional conferences throughout the year.
- Ensure each and every client has a positive and safe experience and is completely satisfied.
- Communicate with maintenance on set up of events to ensure cost savings and customer satisfaction and to reduce the need to reset rooms.
Event Staff
- Ensure proper training for CPR, automated defibrillator and emergency procedures.
- All event staff to be TIPS alcohol server training.
- Ensure staff is scheduled for all night and weekend events.

Marketing
- Become more proficient on the utilization of the civic center web site for marketing, sales and event information.
- Maintain advertising signage and sponsorship revenue to $119,000

Maintenance
- Provide a clean and safe environment for internal and external customers one hour prior to arrival time of the first guest.
- Provide ongoing training to staff where safety and customer service is our number one priority.
- Ensure staff is properly trained in the use of hazardous chemicals, PPE, blood borne pathogens, and are familiar with BOL standards.
- Make certain all full-time operations workers are knowledgeable in the set up and operation audio/visual equipment.
- Continue to provide a positive work place for internal customers.
- Foster an environment and attitude of energy conservation without compromising building functionality.
- Ensure electrical panel areas are kept clear of equipment and panel boxes remain closed at all times.

Mechanical
- Establish and monitor preventative maintenance schedule.
- Repair or replace all damaged equipment or materials in a timely fashion.
- Ensure all safety systems are checked monthly and documented including house generator and AED.
- Purchase goods and services with the greatest savings possible under city procurement guidelines.
- Ensure all codes and laws are adhered to in all aspects of facility operations and installations.
- Monitor and direct all contractor work related to the physical building.
- Become more aware of natural gas hook ups and proper safety needs.

Catering
- Maintain a 34% food cost each month.
- Maintain a 24% part-time labor cost each month.
- Ongoing menu development with new and innovative ideas to address the industry’s demand for special dietary requests.
- Provide an accurate inventory every month and update on spreadsheet by the first Friday of the next month.
- Develop and implement a daily, weekly, monthly cleaning schedule.
- Keep all kitchen equipment in top working order.
- Work closely with distributors and suppliers to utilize their services and their sales items more effectively.
- Continue on-going supervisor training and effective management training.
- Ensure staff is trained in LOTO, Serve Safe, Slips, Trips & Falls, and PPE as tasks require.
- Create and implement training guide for all catering staff.
- Ongoing development of a special events menu for formal events.

Bars
- Maintain a 24% liquor cost each month.
- Maintain a 22% labor cost each month.
- Maintain a cashier's over/short discrepancy of $1 per $1,000 revenue.
- Provide an accurate inventory after every event for bars.
- Review bar policies with all bartenders bi-annually.
- Ensure bar tenders are certified in TIPS training.
- Ongoing supervisor training as needed.

Concessions
- Maintain a 30% food and paper cost each month.
- Maintain a 20% labor cost each month.
- Meet quarterly with all concessions supervisors to discuss major upcoming events.
- Review serving techniques and “up sale” techniques with concession staff prior to events.
- Provide an accurate inventory every month.
- Ongoing menu development that may increase revenues.
- Ongoing training and implementation of training guide for Concessions.
- Maintain all concession stands in a clean, neat and sanitary appearance at all times.
- Insure that all concession personnel are following all State of Maine health codes.
- Continue to foster a positive work environment.
- Cross train all concessions employees so that they can all work in different areas of the concessions department effectively.
<table>
<thead>
<tr>
<th></th>
<th>FY 2015 ACTUAL</th>
<th>FY 2016 ACTUAL</th>
<th>FY 2017 ADOPTED</th>
<th>FY 2018 MANAGER</th>
<th>AMOUNT CHANGE</th>
<th>PCT CHANGE</th>
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<tbody>
<tr>
<td><strong>CIVIC CENTER REVENUES</strong></td>
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<td>CIVIC CENTER REVENUES</td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<td>88,635</td>
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<td>CIVIC CENTER EXPENDITURES</td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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</tr>
<tr>
<td>MOTOR POOL</td>
<td>9,498</td>
<td>9,074</td>
<td>10,032</td>
<td>9,982</td>
<td>-50</td>
<td>-0.50%</td>
</tr>
<tr>
<td>REPAIRS AND MAINT. OF EQUIPMEN</td>
<td>74,629</td>
<td>59,312</td>
<td>74,157</td>
<td>65,807</td>
<td>-8,350</td>
<td>-11.26%</td>
</tr>
<tr>
<td>SNOW REMOVAL</td>
<td>37,446</td>
<td>28,750</td>
<td>30,750</td>
<td>34,000</td>
<td>3,250</td>
<td>10.57%</td>
</tr>
<tr>
<td></td>
<td>340,018</td>
<td>304,950</td>
<td>341,928</td>
<td>335,278</td>
<td>-6,650</td>
<td>-1.94%</td>
</tr>
<tr>
<td>NATURAL GAS</td>
<td>0</td>
<td>28,274</td>
<td>21,805</td>
<td>28,274</td>
<td>6,469</td>
<td>29.67%</td>
</tr>
<tr>
<td>PROPANE GAS</td>
<td>109,182</td>
<td>15,645</td>
<td>30,960</td>
<td>22,275</td>
<td>-8,685</td>
<td>-28.05%</td>
</tr>
<tr>
<td>GASOLINE,OIL &amp; LUBRICANT</td>
<td>516</td>
<td>697</td>
<td>1,948</td>
<td>2,059</td>
<td>111</td>
<td>5.70%</td>
</tr>
<tr>
<td>WEARING APPAREL</td>
<td>1,839</td>
<td>1,416</td>
<td>1,965</td>
<td>1,800</td>
<td>-165</td>
<td>-8.40%</td>
</tr>
<tr>
<td>PUBLIC SAFETY SUPPLIES</td>
<td>6,893</td>
<td>1,934</td>
<td>3,494</td>
<td>3,494</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>SMALL TOOLS &amp; IMPLEMENTS</td>
<td>661</td>
<td>393</td>
<td>1,200</td>
<td>1,200</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>FLAGS</td>
<td>251</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>CLEAN. &amp; DISINFECT. SUP.</td>
<td>13,290</td>
<td>10,814</td>
<td>13,800</td>
<td>14,000</td>
<td>200</td>
<td>1.45%</td>
</tr>
<tr>
<td>CONSTRUCTION MATERIALS</td>
<td>0</td>
<td>127</td>
<td>3,500</td>
<td>2,900</td>
<td>-600</td>
<td>-17.14%</td>
</tr>
<tr>
<td></td>
<td>132,631</td>
<td>59,301</td>
<td>78,672</td>
<td>76,002</td>
<td>-2,670</td>
<td>-3.39%</td>
</tr>
<tr>
<td>CIVIC CENTER EXPENDITURES</td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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</tr>
<tr>
<td>PHYSICAL PLANT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LICENSES</td>
<td>2,023</td>
<td>979</td>
<td>1,940</td>
<td>1,940</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>LEASES</td>
<td>12,875</td>
<td>12,875</td>
<td>10,531</td>
<td>12,874</td>
<td>2,343</td>
<td>22.25%</td>
</tr>
<tr>
<td></td>
<td>14,897</td>
<td>13,854</td>
<td>12,471</td>
<td>14,814</td>
<td>2,343</td>
<td>18.79%</td>
</tr>
<tr>
<td>TOTAL PHYSICAL PLANT</td>
<td>975,754</td>
<td>866,689</td>
<td>963,688</td>
<td>966,816</td>
<td>3,128</td>
<td>0.32%</td>
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<tr>
<td></td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<tr>
<td><strong>CIVIC CENTER EXPENDITURES</strong></td>
<td></td>
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<tr>
<td><strong>ADMINISTRATION</strong></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>SALARIES - REG. EMPL.</td>
<td>220,231</td>
<td>184,987</td>
<td>216,609</td>
<td>223,117</td>
<td>6,508</td>
<td>3.00%</td>
</tr>
<tr>
<td>SALARIES-PARTTIME/TEMP</td>
<td>19,549</td>
<td>2,965</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>OVERTIME</td>
<td>881</td>
<td>2,585</td>
<td>1,000</td>
<td>2,300</td>
<td>1,300</td>
<td>130.00%</td>
</tr>
<tr>
<td>UNEMPLOYMENT INSURANCE</td>
<td>2,624</td>
<td>1,336</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>WORKERS COMPENSATION</td>
<td>532</td>
<td>2,296</td>
<td>639</td>
<td>895</td>
<td>256</td>
<td>40.06%</td>
</tr>
<tr>
<td>HEALTH BENEFITS</td>
<td>31,864</td>
<td>31,913</td>
<td>38,100</td>
<td>43,991</td>
<td>5,891</td>
<td>15.46%</td>
</tr>
<tr>
<td>HRA</td>
<td>0</td>
<td>0</td>
<td>1,500</td>
<td>1,500</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>FRINGE BENEFITS</strong></td>
<td>20,405</td>
<td>21,660</td>
<td>22,744</td>
<td>24,349</td>
<td>1,605</td>
<td>7.06%</td>
</tr>
<tr>
<td></td>
<td>296,085</td>
<td>247,741</td>
<td>280,592</td>
<td>296,152</td>
<td>15,560</td>
<td>5.55%</td>
</tr>
<tr>
<td><strong>PRNT., BNDG., STATIONERY</strong></td>
<td>153</td>
<td>326</td>
<td>700</td>
<td>500</td>
<td>-200</td>
<td>-28.57%</td>
</tr>
<tr>
<td><strong>ADVERTISING SERVICES</strong></td>
<td>71</td>
<td>302</td>
<td>600</td>
<td>600</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>POSTAGE</strong></td>
<td>902</td>
<td>606</td>
<td>700</td>
<td>750</td>
<td>50</td>
<td>7.14%</td>
</tr>
<tr>
<td><strong>TELEPHONE</strong></td>
<td>1,507</td>
<td>1,441</td>
<td>1,440</td>
<td>1,440</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>TRAVEL EXPENSE AND CONFERENCES</strong></td>
<td>530</td>
<td>0</td>
<td>1,000</td>
<td>3,000</td>
<td>2,000</td>
<td>200.00%</td>
</tr>
<tr>
<td><strong>TRAINING</strong></td>
<td>0</td>
<td>0</td>
<td>500</td>
<td>750</td>
<td>250</td>
<td>50.00%</td>
</tr>
<tr>
<td><strong>MARKETING</strong></td>
<td>5,851</td>
<td>4,938</td>
<td>7,096</td>
<td>7,196</td>
<td>100</td>
<td>1.41%</td>
</tr>
<tr>
<td><strong>RENTAL OF EQUIP/VEHICLES</strong></td>
<td>18,888</td>
<td>12,408</td>
<td>15,000</td>
<td>14,250</td>
<td>-750</td>
<td>-5.00%</td>
</tr>
<tr>
<td>CIVIC CENTER EXPENDITURES</td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<tr>
<td>ADMINISTRATION</td>
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<td></td>
</tr>
<tr>
<td>REPAIRS AND MAINT. OF EQUIPMENT</td>
<td>3,523</td>
<td>3,717</td>
<td>3,686</td>
<td>3,686</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>SPECIAL &amp; OTHER MISC. SERVICES</td>
<td>10,255</td>
<td>8,963</td>
<td>14,258</td>
<td>13,308</td>
<td>-950</td>
<td>-6.66%</td>
</tr>
<tr>
<td>WRITE OFF PRIOR YEAR RECEIVABLE</td>
<td>0</td>
<td>0</td>
<td>3,000</td>
<td>3,000</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>41,680</td>
<td>32,700</td>
<td>47,980</td>
<td>48,480</td>
<td>500</td>
<td>1.04%</td>
</tr>
<tr>
<td>OFFICE SUPPLIES</td>
<td>2,410</td>
<td>2,360</td>
<td>2,100</td>
<td>2,400</td>
<td>300</td>
<td>14.29%</td>
</tr>
<tr>
<td></td>
<td>2,410</td>
<td>2,360</td>
<td>2,100</td>
<td>2,400</td>
<td>300</td>
<td>14.29%</td>
</tr>
<tr>
<td>DUES &amp; MEMBERSHIPS</td>
<td>533</td>
<td>1,200</td>
<td>1,130</td>
<td>1,130</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>LICENSES</td>
<td>193</td>
<td>194</td>
<td>193</td>
<td>232</td>
<td>39</td>
<td>20.21%</td>
</tr>
<tr>
<td>PROPERTY &amp; CASUALTY</td>
<td>11,789</td>
<td>7,967</td>
<td>10,000</td>
<td>15,000</td>
<td>6,000</td>
<td>60.00%</td>
</tr>
<tr>
<td></td>
<td>12,515</td>
<td>9,361</td>
<td>11,323</td>
<td>17,362</td>
<td>6,039</td>
<td>53.33%</td>
</tr>
<tr>
<td>COMPUTER HARDWARE</td>
<td>0</td>
<td>0</td>
<td>600</td>
<td>600</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>EQUIPMENT DEPRECIATION</td>
<td>309,047</td>
<td>202,278</td>
<td>209,504</td>
<td>209,504</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>309,047</td>
<td>202,278</td>
<td>210,104</td>
<td>210,104</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<tr>
<td>CIVIC CENTER EXPENDITURES</td>
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<tr>
<td>ADMINISTRATION</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>IUAL PRINCIPAL</td>
<td>0</td>
<td>14,578</td>
<td>14,749</td>
<td>14,749</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>DEBT SERVICE (INTEREST)</td>
<td>79,637</td>
<td>115,164</td>
<td>76,564</td>
<td>76,564</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>IUAL INTEREST</td>
<td>4,900</td>
<td>7,698</td>
<td>7,551</td>
<td>7,551</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>94,537</td>
<td>137,439</td>
<td>98,864</td>
<td>98,864</td>
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<td>0.00%</td>
</tr>
<tr>
<td>TRANSFER OUT</td>
<td>56,000</td>
<td>52,500</td>
<td>52,500</td>
<td>52,500</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>56,000</td>
<td>52,500</td>
<td>52,500</td>
<td>52,500</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>TOTAL ADMINISTRATION</td>
<td><strong>802,273</strong></td>
<td><strong>684,379</strong></td>
<td><strong>703,463</strong></td>
<td><strong>725,862</strong></td>
<td><strong>22,399</strong></td>
<td><strong>3.18%</strong></td>
</tr>
<tr>
<td></td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<tr>
<td>CIVIC CENTER EXPENDITURES</td>
<td></td>
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</tr>
<tr>
<td>SALARIES - REG. EMPL.</td>
<td>38,937</td>
<td>41,014</td>
<td>42,802</td>
<td>43,683</td>
<td>881</td>
<td>2.06%</td>
</tr>
<tr>
<td>SALARIES-PARTTIME/TEMP</td>
<td>2,714</td>
<td>1,368</td>
<td>2,100</td>
<td>2,100</td>
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</tr>
<tr>
<td>OVERTIME</td>
<td>3,061</td>
<td>3,617</td>
<td>2,000</td>
<td>3,000</td>
<td>1,000</td>
<td>50.00%</td>
</tr>
<tr>
<td>WORKERS COMPENSATION</td>
<td>154</td>
<td>1,072</td>
<td>128</td>
<td>180</td>
<td>52</td>
<td>40.63%</td>
</tr>
<tr>
<td>HEALTH BENEFITS</td>
<td>5,953</td>
<td>6,579</td>
<td>7,257</td>
<td>8,373</td>
<td>1,116</td>
<td>15.38%</td>
</tr>
<tr>
<td>HRA</td>
<td>0</td>
<td>0</td>
<td>250</td>
<td>250</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>FRINGE BENEFITS</td>
<td>3,954</td>
<td>4,635</td>
<td>4,895</td>
<td>4,792</td>
<td>-103</td>
<td>-2.10%</td>
</tr>
<tr>
<td></td>
<td>54,773</td>
<td>58,285</td>
<td>59,432</td>
<td>62,378</td>
<td>2,946</td>
<td>4.96%</td>
</tr>
<tr>
<td>BOX OFFICE</td>
<td>4,267</td>
<td>3,160</td>
<td>3,400</td>
<td>3,700</td>
<td>300</td>
<td>8.82%</td>
</tr>
<tr>
<td></td>
<td>4,267</td>
<td>3,160</td>
<td>3,400</td>
<td>3,700</td>
<td>300</td>
<td>8.82%</td>
</tr>
<tr>
<td>TOTAL BOX OFFICE</td>
<td>59,040</td>
<td>61,445</td>
<td>62,832</td>
<td>66,078</td>
<td>3,246</td>
<td>5.17%</td>
</tr>
<tr>
<td>CIVIC CENTER EXPENDITURES</td>
<td></td>
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</tr>
<tr>
<td>CATERING</td>
<td></td>
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<td></td>
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<tr>
<td><strong>FY 2015 ACTUAL</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>FY 2016 ACTUAL</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>FY 2017 ADOPTED</strong></td>
<td></td>
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<tr>
<td><strong>FY 2018 MANAGER</strong></td>
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<tr>
<td><strong>AMOUNT CHANGE</strong></td>
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<tr>
<td><strong>PCT CHANGE</strong></td>
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<tr>
<td>SALARIES - REG. EMPL.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>135,321</td>
<td></td>
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<tr>
<td>164,944</td>
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</tr>
<tr>
<td>203,207</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>192,711</td>
<td></td>
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<td></td>
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</tr>
<tr>
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<td>100</td>
<td>100</td>
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<tr>
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<td>17,753</td>
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<td></td>
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<td>3,070</td>
<td>3,070</td>
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<td>18,770</td>
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<td>0</td>
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<tr>
<td></td>
<td>26,213</td>
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<tr>
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<tr>
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<td>989</td>
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<tr>
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<td>1,837</td>
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<td>1,910</td>
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<td>2,686,523</td>
<td>2,735,110</td>
<td>48,587</td>
<td>1.81%</td>
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</table>
Purpose/Mission Statement

The purpose of the Bureau of Solid Waste is to provide an economical and environmentally safe regional solid waste disposal facility to the citizens and businesses within Augusta and the contracting communities for the disposal and recycling of the solid waste they generate. Hatch Hill is operated as an enterprise account within city government which means that revenues from tipping fees, per capita fees and miscellaneous sales are used to pay for all costs associated with the facility. Hatch Hill will be operated in accordance with our license from the Maine Department of Environmental Protection (MDEP), policies set forth by the Augusta City Council and other applicable environmental regulations and laws.

Program Description

This cost center is responsible for the operation of the Hatch Hill Solid Waste Disposal and Recycling Facility (Hatch Hill), a regional waste facility providing waste disposal and recycling services to Augusta, Chelsea, Farmingdale, Gardiner, Hallowell, Manchester, Randolph and Whitefield. The contracting communities pay an annual fee to Hatch Hill every year for use of the facility. In 2016, approximately 34,612 tons of waste was landfilled and another 3,854 tons of material was either recycled or composted. 8.8% of the material that was brought to Hatch Hill was either composted or recycled. Additionally, 3,854 tons of auto shredder residue (a byproduct of car shredding), for which the landfill receives a revenue, was used as alternate daily cover.

In November of 2001, we began placing waste in Expansion III. This landfill project was financed with a $9.7 million bond approved by the voters in 1998. It is anticipated that this landfill will provide 13 additional years of solid waste disposal capacity based on the current annual waste volumes.

In the summer of 2011, the Expansion II landfill was closed in accordance with MDEP regulations. An active landfill gas system was installed at the same time as the closure. In October of 2014 about 4 acres of plastic intermediate cover was placed on the north slope of Expansion III, the active gas system was expanded to collect the gas generated in this area too. The methane gas that is generated by the waste pile is now collected through a system of pipes and a vacuum and destroyed using a landfill flare. We are currently evaluating a methane generation project that would convert methane into electricity and net meter it to various city CMP accounts.
Hatch Hill Operation

Hatch Hill is staffed with four full-time employees: Solid Supervisor, Scale House Operator, Compactor Operator and Recycling Attendant. A Technical Supervisor and an Equipment Operator/Utility person are shared with the Streets Bureau. One permanent part-time employee works in the Scale House year round. This budget also covers 33% of the Public Works Director's salary and 33% of the Administrative Assistant position. Seasonal help is hired to assist with summer operations. Hatch Hill staff provides support to the Streets Bureau for winter operations and other emergencies. Most equipment is rented from the City’s Central Garage. Additional equipment and/or personnel are hired from outside contractors for special projects and when equipment cannot be supplied by Central Garage or the Streets Bureau does not have sufficient resources.

Hatch Hill provides municipal solid waste disposal and recycling services to both residential and commercial customers in Augusta and the seven contracting communities along with State, County and Federal government operations within the region. Limited amounts of special waste are received as approved by the Maine Department of Environmental Protection and the City Council. Tipping fees are charged on a per ton basis as follows:

- $72 per ton for waste that is landfilled (tiered fee structure implemented Feb. 1, 2011 for large haulers)
- No-sort tipping fee surcharge implemented July 2012, for landfilled unsorted construction/demolition debris
- $50 per ton for recycling construction/demolition wood debris and asphalt shingles.
- $25 per ton for other recyclables and brush.
- $20 per ton for auto shredder residue that is used as alternative daily cover.
- $120 per ton for tires.
- Fees for Universal Waste recycling are on a “per unit” basis. Limited quantities are accepted from residents at no charge.
- Free – residents with single stream recycling only, leaves for composting and Christmas trees for recycling.

Operations are required to be in compliance with the Maine Department of Environmental Protection (MDEP) regulations and our solid waste license and include the following:

- Waste is landfilled, compacted and covered daily with soil or alternate daily cover such as auto shredder residue.
- Incoming materials are inspected for compliance with acceptable standards and separation requirements.
- Users are informed of proper disposal procedures and provided with entry permits as necessary.
- Recyclables are accepted and processed in preparation for delivery to market.
- Contracts are secured for the removal of recyclables, water quality monitoring and other specialized services.
- Leaves and food waste are recycled in accordance with our composting license.
- Freon, mercury switches and capacitors are removed from appliances in accordance with EPA requirements.
- Universal wastes and mercury containing items are removed from the waste stream and recycled in accordance with applicable regulations.
- Landfill inspections and monitoring are done in accordance with schedules established by MDEP regulations and our Solid Waste license.
- Water quality monitoring (ground water, surface water, leachate quality, stormwater quality and other miscellaneous testing) is done as required by our operating and GAUD Industrial Pretreatment Discharge licenses.
- The closed landfill caps are inspected regularly and the active gas system is monitored, tuned, tested and inspected in accordance with the Operations Manual and license for this system.
- Passive landfill gas monitoring is done quarterly.
- Reports (regulatory and others) are prepared and submitted to the appropriate agency.
- Issues are discussed with the MDEP and resolved; repairs and modifications are then performed as appropriate.

Performance Objectives

- Provide an environmentally sound and economical landfill operation.
- Coordinate recycling programs with municipal programs.
- Operate Expansion III in compliance with our license.
- Explore possible uses of the methane gas that is now collected from the closed Expansion II landfill and a portion of Expansion III
- Provide a closure fund at an appropriate level to fund the landfill closures and post closure monitoring and maintenance activities once the existing facilities are closed and no longer accepting waste (required by MDEP regulations).
- Monitor Corrective Action that has been completed for Areas 1, 2 and 3 to mitigate groundwater contamination for effectiveness.
- Respond to MDEP and other issues efficiently and in an environmentally and financially sound manner.
<table>
<thead>
<tr>
<th></th>
<th>FY 2015 ACTUAL</th>
<th>FY 2016 ACTUAL</th>
<th>FY 2017 ADOPTED</th>
<th>FY 2018 MANAGER</th>
<th>AMOUNT CHANGE</th>
<th>PCT CHANGE</th>
</tr>
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<tbody>
<tr>
<td>HATCH HILL REVENUES</td>
<td></td>
<td></td>
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<tr>
<td>COMPOSTERS</td>
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<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<tr>
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<td><strong>HATCH HILL EXPENDITURES</strong></td>
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<td>FY 2015 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
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<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<td></td>
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<tr>
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<td>FY 2015 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
</tr>
<tr>
<td>------------------------------</td>
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<tr>
<td>HATCH HILL EXPENDITURES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
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<tr>
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Purpose

The Augusta State Airport is operated and maintained by the City of Augusta under terms of a Management and Operating agreement entered into by the City and the State of Maine. Under this Agreement, the State of Maine, Department of Transportation retains ownership of the Airport and its facilities while the City assumes full managerial and operational control. The State provides a financial subsidy to cover the operating deficit incurred by the Airport.

Mission Statement

The mission of the Augusta State Airport is to serve the aviation and air travel needs of the residents of the City of Augusta and surrounding communities, as well as those of aviators and air passengers traveling to Augusta. In meeting these needs, the Airport, its property and facilities are maintained in full compliance with applicable federal aviation administration (FAA) Regulations.

The Airport recognizes its role as a critical element in the physical infrastructure of the City of Augusta and its role as a tool for economic development. As such, the airport will encourage and promote usage of its facilities and of the services offered by its commercial tenants.

Staffing

The full-time airport staff consists of three employees, the Airport Manager, the Supervisor of Maintenance and Operations, one Maintenance Crewman and two permanent part-time employees who include the Secretary and part-time Maintenance worker. Part-time labor staff is hired as needed to meet seasonal demands.

Goals and Objectives

➔ Ensure that the Airport remains fully compliant with all aviation security measures issued by the Transportation Security Administration and that all personnel employed at the Airport retain a heightened awareness of the need for vigilance.

➔ Complete the following plans and / or projects in 2017:
  • Airport Road Reconstruction
  • Parking lot updates
  • Develop CIP program with MDOT for new equipment
  • Develop an Airport Business Plan
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<th>FY 2016 ACTUAL</th>
<th>FY 2017 ADOPTED</th>
<th>FY 2018 MANAGER</th>
<th>AMOUNT CHANGE</th>
<th>PCT CHANGE</th>
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<tr>
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<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<td>4,026</td>
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<td>550,000</td>
<td>0</td>
<td>0.00%</td>
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</tbody>
</table>
Mission Statement:

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

2017 Childcare Goals:

- To ensure that all childcare is of high quality.
- Finalize all steps in the accreditation process for Hussey, Lincoln and Farrington Childcare Sites.
- Maintain current Childcare Licenses for all childcare sites.
- Have three special family nights for childcare families.
- Work closely with HR Department in recruiting and hiring staff.
- Develop and implement sound Continuous Quality Improvement Plan.
- Develop and implement Risk Management Plan for Childcare.
- Have a fence installed by the summer of 2017 around the School Age Playground at Bukaer Community Center.
- Continue to be a financially viable, strong and effective childcare program.
- Increase the number of families utilizing Rec1 Payment System.
<table>
<thead>
<tr>
<th></th>
<th>FY 2015 ACTUAL</th>
<th>FY 2016 ACTUAL</th>
<th>FY 2017 ADOPTED</th>
<th>FY 2018 MANAGER</th>
<th>AMOUNT CHANGE</th>
<th>PCT CHANGE</th>
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<tbody>
<tr>
<td>BEFORE/AFTER SCHOOL DAYCARE</td>
<td>371,641</td>
<td>321,446</td>
<td>317,945</td>
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<td>125,987</td>
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<td><strong>608,488</strong></td>
<td><strong>52,164</strong></td>
<td><strong>9.38%</strong></td>
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<tr>
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<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<tr>
<td>CHILDCARE</td>
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<td>2,500</td>
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<td>250</td>
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<td>34,522</td>
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<td>431,207</td>
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<td>1,430</td>
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</tr>
<tr>
<td></td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
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<tr>
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<td><strong>FOOD &amp; GROCERIES</strong></td>
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<td>9,740</td>
<td>12,000</td>
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<td><strong>WEARING APPAREL</strong></td>
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<td>4,000</td>
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</tr>
<tr>
<td><strong>MED., SURG., &amp; LAB. SUPP.</strong></td>
<td>0</td>
<td>250</td>
<td>0</td>
<td>2,500</td>
<td>2,500</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>AGRIC., BOTAN. &amp; ANIMAL</strong></td>
<td>0</td>
<td>0</td>
<td>6,000</td>
<td>0</td>
<td>-6,000</td>
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<tr>
<td><strong>OTHER OPER. &amp; MTN. SUP.</strong></td>
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<tr>
<td></td>
<td>35,551</td>
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<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>1,261</td>
<td>509</td>
<td>3,000</td>
<td>3,000</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
</tr>
<tr>
<td>----------------------</td>
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<tr>
<td><strong>CHILDCARE</strong></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>IUUAL PRINCIPAL</td>
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<td>680</td>
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<tr>
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<td>1,041</td>
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<td>20,956</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>50,000</td>
<td>60,478</td>
<td>20,956</td>
<td>20,956</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>TOTAL CHILDCARE EXPENDITURES</strong></td>
<td><strong>500,731</strong></td>
<td><strong>563,462</strong></td>
<td><strong>542,343</strong></td>
<td><strong>573,123</strong></td>
<td><strong>30,780</strong></td>
<td><strong>5.68%</strong></td>
</tr>
</tbody>
</table>
Mission/Purpose Statement

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

Program Description

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

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

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

Staff support for this operation includes a Fleet Service Manager, a working Chief Mechanic, four garage technicians, one parts person, and 1/3 of the salary of the Administrative Assistant. Additional staffing is provided by Public Works at times to assist with vehicle repairs and routine cleaning.
<table>
<thead>
<tr>
<th>CENTRAL GARAGE REVENUES</th>
<th>FY 2015 ACTUAL</th>
<th>FY 2016 ACTUAL</th>
<th>FY 2017 ADOPTED</th>
<th>FY 2018 MANAGER</th>
<th>AMOUNT CHANGE</th>
<th>PCT CHANGE</th>
</tr>
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<td>USE OF RETAINED EARNINGS</td>
<td>0</td>
<td>0</td>
<td>78,415</td>
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<td>1,013,381</td>
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</tr>
<tr>
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<td>393,143</td>
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<td>0</td>
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<td>7,570</td>
<td>5,065</td>
<td>2,000</td>
<td>2,000</td>
<td>0</td>
<td>0.00%</td>
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<td><strong>TOTAL CENTRAL GARAGE REVENUES</strong></td>
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<td><strong>1,853,224</strong></td>
<td><strong>1,863,453</strong></td>
<td><strong>10,229</strong></td>
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<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
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<td>PCT CHANGE</td>
</tr>
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<tr>
<td>SALARIES - REG. EMPL.</td>
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<td>353,044</td>
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<td>FRINGE BENEFITS</td>
<td>30,675</td>
<td>34,931</td>
<td>37,775</td>
<td>40,709</td>
<td>2,934</td>
<td>7.77%</td>
</tr>
<tr>
<td></td>
<td>474,562</td>
<td>516,722</td>
<td>526,200</td>
<td>571,441</td>
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<tr>
<td>PRNT., BNDG., STATIONERY</td>
<td>143</td>
<td>304</td>
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<td>450</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>ADVERTISING SERVICES</td>
<td>539</td>
<td>920</td>
<td>740</td>
<td>980</td>
<td>240</td>
<td>32.43%</td>
</tr>
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<td>200</td>
<td>0</td>
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<td>0.00%</td>
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<td>TRAINING</td>
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<td>600</td>
<td>600</td>
<td>0</td>
<td>0.00%</td>
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<tr>
<td>CENTRAL GARAGE EXPENDITURES</td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
</tr>
<tr>
<td>---------------------------------------------</td>
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<td>----------------</td>
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<td>---------------</td>
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<td>RENTAL OF EQUIP/VEHICLES</td>
<td>2,089</td>
<td>1,423</td>
<td>1,720</td>
<td>1,720</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>REPAIRS AND MAINT. OF EQUIPMENT</td>
<td>14,392</td>
<td>29,693</td>
<td>25,000</td>
<td>25,000</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>REPAIRS AND MAINT. OF BLDGS</td>
<td>6,362</td>
<td>12,890</td>
<td>13,503</td>
<td>16,734</td>
<td>3,231</td>
<td>23.93%</td>
</tr>
<tr>
<td>SPECIAL &amp; OTHER MISC. SERVICES</td>
<td>2,204</td>
<td>2,728</td>
<td>2,232</td>
<td>2,232</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>46,006</td>
<td>66,881</td>
<td>64,628</td>
<td>67,655</td>
<td>3,027</td>
<td>4.68%</td>
</tr>
<tr>
<td>OFFICE SUPPLIES</td>
<td>449</td>
<td>338</td>
<td>500</td>
<td>500</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>FUEL OIL</td>
<td>13,771</td>
<td>6,968</td>
<td>10,200</td>
<td>9,555</td>
<td>-645</td>
<td>-6.33%</td>
</tr>
<tr>
<td>NATURAL GAS</td>
<td>11,799</td>
<td>8,890</td>
<td>17,957</td>
<td>11,289</td>
<td>-6,668</td>
<td>-37.13%</td>
</tr>
<tr>
<td>PROPANE GAS</td>
<td>1,643</td>
<td>559</td>
<td>258</td>
<td>680</td>
<td>422</td>
<td>163.57%</td>
</tr>
<tr>
<td>GASOLINE,OIL &amp; LUBRICANT</td>
<td>571,691</td>
<td>349,595</td>
<td>383,980</td>
<td>366,750</td>
<td>-17,230</td>
<td>-4.49%</td>
</tr>
<tr>
<td>LUBRICANTS</td>
<td>30,472</td>
<td>24,055</td>
<td>27,268</td>
<td>23,647</td>
<td>-3,621</td>
<td>-13.28%</td>
</tr>
<tr>
<td>TIRES &amp; TUBES</td>
<td>40,157</td>
<td>41,422</td>
<td>44,600</td>
<td>41,400</td>
<td>-3,200</td>
<td>-7.17%</td>
</tr>
<tr>
<td>PLOW EDGES</td>
<td>43,472</td>
<td>23,154</td>
<td>32,000</td>
<td>32,000</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>WEARING APPAREL</td>
<td>3,793</td>
<td>3,598</td>
<td>4,395</td>
<td>4,395</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>MED., SURG., &amp; LAB. SUPP.</td>
<td>202</td>
<td>162</td>
<td>200</td>
<td>200</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 ADOPTED</td>
<td>FY 2018 MANAGER</td>
<td>AMOUNT CHANGE</td>
<td>PCT CHANGE</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>-----------------</td>
<td>----------------</td>
<td>---------------</td>
<td>------------</td>
</tr>
<tr>
<td>PUBLIC SAFETY SUPPLIES</td>
<td>2,018</td>
<td>2,251</td>
<td>1,500</td>
<td>1,750</td>
<td>250</td>
<td>16.67%</td>
</tr>
<tr>
<td>SMALL TOOLS &amp; IMPLEMENTS</td>
<td>4,216</td>
<td>3,745</td>
<td>4,300</td>
<td>4,300</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>CLEAN. &amp; DISINFECT. SUP.</td>
<td>4,575</td>
<td>4,388</td>
<td>4,000</td>
<td>3,000</td>
<td>-1,000</td>
<td>-25.00%</td>
</tr>
<tr>
<td>CONSTRUCTION MATERIALS</td>
<td>2,889</td>
<td>4,100</td>
<td>16,000</td>
<td>4,000</td>
<td>-12,000</td>
<td>-75.00%</td>
</tr>
<tr>
<td>STOCK INVENTORY</td>
<td>223,475</td>
<td>245,469</td>
<td>206,000</td>
<td>220,000</td>
<td>14,000</td>
<td>6.80%</td>
</tr>
<tr>
<td>OTHER OPER. &amp; MTN. SUP.</td>
<td>6,390</td>
<td>5,476</td>
<td>5,750</td>
<td>5,750</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>961,010</td>
<td>724,169</td>
<td>758,908</td>
<td>729,216</td>
<td>-29,692</td>
<td>-3.91%</td>
</tr>
<tr>
<td>LICENSES</td>
<td>3,197</td>
<td>3,526</td>
<td>4,017</td>
<td>4,017</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>LEASES</td>
<td>0</td>
<td>12,805</td>
<td>12,805</td>
<td>12,805</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>3,197</td>
<td>16,330</td>
<td>16,822</td>
<td>16,822</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>OFFICE EQUIPMENT</td>
<td>956</td>
<td>0</td>
<td>2,500</td>
<td>2,500</td>
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<td>0.00%</td>
</tr>
<tr>
<td>COMPUTER SOFTWARE</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>362</td>
<td>362</td>
<td>0.00%</td>
</tr>
<tr>
<td>EQUIPMENT DEPRECIATION</td>
<td>402,969</td>
<td>409,447</td>
<td>447,517</td>
<td>438,808</td>
<td>-8,709</td>
<td>-1.95%</td>
</tr>
<tr>
<td></td>
<td>403,925</td>
<td>409,447</td>
<td>450,017</td>
<td>441,670</td>
<td>-8,347</td>
<td>-1.85%</td>
</tr>
<tr>
<td>IUAL PRINCIPAL</td>
<td>0</td>
<td>4,845</td>
<td>4,902</td>
<td>4,902</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>IUAL INTEREST</td>
<td>1,628</td>
<td>2,558</td>
<td>2,510</td>
<td>2,510</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>1,628</td>
<td>7,403</td>
<td>7,412</td>
<td>7,412</td>
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</tr>
<tr>
<td>TRANSFER OUT</td>
<td>28,298</td>
<td>29,237</td>
<td>29,237</td>
<td>29,237</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>28,298</td>
<td>29,237</td>
<td>29,237</td>
<td>29,237</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>TOTAL CENTRAL GARAGE</td>
<td>1,918,626</td>
<td>1,770,190</td>
<td>1,853,224</td>
<td>1,863,453</td>
<td>10,229</td>
<td>0.55%</td>
</tr>
</tbody>
</table>