

**TO: Town of Clinton  
Honorable Board of Selectmen**

**March 8, 2011**

**FROM: Budget Committee**

**RE: Fiscal Year 2011/2012 Budget**

---

In accordance with Article V, Section 5.03(e) of the Clinton Town Charter, the Budget Committee is pleased to submit its report and recommendations for the Fiscal Year 2011/2012 Budget.

At its meeting on November 15, 2010 the committee adopted its Rules of Procedures agreeing to seek consensus on all votes and only if unsuccessful would we turn to compromise. We are pleased to report that by accepting a majority vote on each item as the committee's consensus of opinion, we achieved our goal. Following the above procedure we have in depth examined the proposed expenditures of town departments, fixed costs items, town boards, committees and non-profits as well as all revenue projections.

The Budget Committee has discussed a number of major issues throughout the process. To assist the selectmen in its review and consideration of our recommendations this report has been divided into two parts. **PART A** reviews recommendations for the FY 2011-2012 Budget. **PART B** addresses concerns with recommendations for future budgets.

## **PART A FISCAL YEAR 2011-2012 BUDGET**

The FY 2011-2012 Operational Budget, as presented, essentially continues to provide the current level of programs and services. Unfortunately it, for the second consecutive year, significantly underfunds capital projects! To assist the Board of Selectmen the report has been prepared as outlined below:

- Town Manager's Proposed FY 11 / 12 Municipal Budget
- Appropriations/Expenditures
- Revenues
- Appropriations vs. Revenues
- C.I.P.
- LDI
- Non-Property Tax Revenues

## A. Town Manager's Proposed FY 2011-2012 Municipal Budget

The budget as proposed by the town manager serves as the benchmark for all actions by the Budget Committee.

The committee has made numerous changes to that document. We wish to speak about a few of the more significant changes recommend by the committee:

1. **Road Recovery Plan:** The citizens of Clinton approved an increase in the Municipal Core Commitment (LD1) by **\$190,000** to be used for road reconstruction and paving. The amount proposed in the budget is **\$65,000**. The budget committee was unanimous in its belief that the vote of the citizens should be honored. However, to do so would require an increase of one dollar in the mill rate. Given the state of our economy and the reduced amount of projected non-property tax revenues the budget committee cannot support such an increase. Accordingly the Budget Committee voted to recommend the amount of **\$65,000** for this Fiscal Year. All efforts should be made to increase such funding in future budgets.
2. **Supplemental Appropriation from Undesignated Fund Balance:** The proposed budget recommended a **zero** appropriation from surplus to the general fund as compared to **\$135,500** last year. To fill this revenue hole will require an increase in the Mill Rate, based on an estimated assessed valuation of **\$138,000,000**, in the amount of **0.98 mills**. To address this problem the town manager recommended we use **\$39,006** from the TIF Economic Development Fund to cover the debt service payment on the fire station. The Budget Committee supports that recommendation.
3. **Police Department Budget:** The budget includes an amount of **\$205,959** for the police operational budget compared to **\$175,206** for 2010-2011 or an increase of **\$30,753**. The Budget Committee supports such an increase for the following reasons:
  - One of the current cruisers is five years old and has an excess of 100,000 miles. It must be replaced! To purchase a new cruiser outright (**\$42,000--** including all necessary equipment) would increase the mill rate by 30 cents. An alternative would be to purchase the cruiser on a lease purchase basis over four years at an annual cost of **\$11,280** resulting in an increase in the tax rate of 8 cents. The Budget Committee recommends the lease purchase. Further, the appropriation should be included as part of the debt service account.
  - The remaining increase of **\$19,473** is for operational cost. The citizens, by petition and a referendum vote, voted to have police services in Clinton. Further, there has not been an increase in appropriations for the department in several years. The budget committee believes the recommended funding for operational expenses of **\$194,679** is necessary to provide the services demanded by the citizens.

## **B. Appropriations/Expenditures**

The Committee is recommending a total appropriation of **\$3,475,273** for expenditures including SAD #49 and County Tax (**Please see Appendix A and Appendix D, page 10**). This amount **does not** include funding for the TIF Payment, or Overlay. The allocation of expenditures is as follows:

Operating Cost-----	\$1,810,603.00
Capital Cost-----	81,155.00
County Tax (ESTIMATED)--	167,351.00
SAD #49(ESTIMATED) -----	1,400,000.00
First Park-----	<u>16,164.00</u>
<b>Total</b>	<b>3,475,273.00</b>

A more detailed analysis of appropriations shows a total of **\$1,891,758** for municipal expenses including both operating budgets and capital projects (**See Appendix A and Appendix D, Page 11**). This compares to **\$1,973,756** for FY 10/11 or a **decrease of \$86,873 (-4.4%)**.

Please see **Appendix A** for a list of **specific Budget Committee recommendations for appropriations by department/activity**. Also included is the date of committee action (date of meeting) for each item. A copy of the minutes for all committee meetings is attached to this report for your reference.

## **B. REVENUES**

The committee has reviewed all non-property tax revenues and is recommending an amount of **\$1,206,291** which includes **\$39,006** from **TIF Economic Development Fund** to help defray operating cost. Please see **Appendix B** for a listing of such revenues by activity. This compares to **\$1,340,674** last year or a reduction of **\$134,383 (-10.02%)**.

It is important to note that the estimated revenues from the State of Maine are expected to be **\$2,361** more (**0.7%**) than **FY 2010-2011**. Further, last years budget included **\$135,500** from the undesignated fund balance compared to zero this year as recommended by the auditor.

## **C. Appropriations vs. Revenues**

Comparing the recommended appropriations (**\$3,475,273**) with the projected non-property tax revenues (**\$1,206,291**) we have a shortfall of (**\$2,268,982**) to be raised from property tax **not** including the TIF payment (\$30,000) or Overlay (\$30,000). Please see **Appendix D, PP (1-10.)** We have allocated both expenditures and revenues by department/activity thereby reflecting the amount of property tax required for each. Including the TIF payment and Overlay, the total shortfall to be raised from property tax is **\$2,328,982** (Please see **Appendix D, Page 11 and Appendix E**).

#### **D. LD1**

Maine State Statute (LD1) establishes an amount of dollars (**Municipal Core Commitment**) that a municipality may raise from property tax and be compliant with the provisions of that statute. Clinton's Core Commitment for fiscal year 2010-2011 should not exceed **\$685,970(Estimated)** unless an increase is approved by the voters. As submitted, this budget requires a core commitment of **\$685,950** (Please see **Appendix D, Page 12**). In short, the core commitment is **\$ 20.00 under** the amount permitted by law.

#### **E. Capital Improvement Plan**

In an attempt to minimize the amount of property tax commitment required this year, the Budget Committee has drastically reduced funding for capital improvement projects/reserve accounts for the second consecutive year (please see **Appendix D, PP.1-10 and Appendix C**). This is a very great concern of the committee. **We urge the BOS to make this a very high priority for increased funding should additional resources become available during this budget process such as additional funding for state revenue sharing!** Specifically, the Governor has proposed a fundamental change in how the state determines the amount of revenue sharing that will be available for distribution to municipalities. Under his proposal Clinton would receive \$198,772 (the amount included in the non-property tax revenue projections). If the formula is **not changed**, Clinton **would receive** \$292,390, an increase of \$93,618. Should all or a portion of this amount become available the Budget Committee recommends it be used to increase funding for the road reconstruction/paving program.

#### **F. Non-Property Tax Revenues**

As reflected above, the loss of non-property tax revenue is a very large concern. Every dollar reduction in revenue translates into a dollar increase in the property tax. **Therefore, the Budget Committee urges the BOS to initiate a review of all non-property tax revenues.**

## **PART B FUTURE BUDGETS**

At the joint meeting with the Board of Selectmen on Monday, January 17, 2011 the question was asked if we believed the town could continue to provide the same level of programs and services, without requiring an increase in the property tax. The unanimous consensus was **NO**.

With this thought in mind, the Budget Committee discussed what steps should be taken to develop a degree of confidence that our tax dollars are being spent cost effectively while providing those programs and services that are desired by our citizens and meet all Federal and State mandates. The recommendations for action are noted below:

- Review of current programs and services
- Identify alternative delivery methods to provide programs and services
  1. Shared services with another community(s)
  2. Contract to have program/service provided
  3. Contract to provide a program/service to another community
  4. Combine a program/service with one provided in another community
- Review all non-property tax revenues
- Appoint a committee to conduct above task

### **A. Review of Current Programs and Services**

From time to time it is appropriate to review current programs and services to confirm that they are necessary and/or required. If a program/service is not necessary then perhaps it should not be provided! Additionally, this affords an opportunity to identify necessary programs not currently offered. Obviously these decisions will directly impact the total required expenditures.

To assist in this effort, the Budget Committee has attached the following appendices:

1. **Mandates**---Statutorily Required Municipal Services in Maine(**Appendix F**)
2. **Appropriations By Degree of Restrictions**(**Appendix G**)

Given the continuing decline in non-property tax revenues combined with increasing cost it would appear to be essential that such a review be conducted as soon as possible. After this effort is completed a review of the current methods of delivering programs and services can be conducted.

### **B. Identify Alternative Delivery Methods to Provide Programs and Services**

A variety of arrangements have been established between communities to provide services in a more cost effective manner and/or with improved quality. Clinton currently participates in such relationships with a number of entities. The question to be asked is: **Should we be doing more?** If yes, **what programs/services should we be considering?** To assist the BOS the Budget Committee suggests four types of arrangements for consideration as noted below:

1. **Shared services with another Community(s)**--Communities with the same service will share resources to reduce cost. Examples of such efforts are:

- Clinton Purchasing Fuel from SAD #49
  - Waterville and Winslow sharing a Fire Chief for both departments
  - Mutual aid agreements between fire departments
  - Etc.
2. **Contract to have a program/service provided**—a community enters into a binding agreement to obtain a product or service. Typically a community would use a bid process to obtain the product/service but it may be negotiated depending on the policy of the town. Examples of such contracts Clinton currently has are noted below:
    - Mowing
    - Purchase of road salt
    - Plowing
    - Cleaning
    - Etc.
  3. **Contract to provide a program/service to another community**—a community has a program with the necessary resources to be able to provide that service to another community and enters into a legally binding agreement for that purpose. Clinton has such a long standing agreement with the Town of Benton to receive and dispose of its municipal solid waste. Obviously such an arrangement must, by definition, be good for both parties!
  4. **Combine a program/service with one provided in another community**—to do so is to join the two individual programs into one. This requires one of the entities to give partial or full control to the other. Because of this requirement it is the most difficult of the options to achieve. It has been done and sample model agreements exist.

### C. Review All Non-Property Revenues

As previously stated non-property tax revenues are continuing to decline resulting in an increase burden on the property tax. Therefore it is timely that a thorough review of all non-property tax revenue streams be conducted now. Such a review should not only look at current revenue sources but must include a consideration of new activities. An example of new revenue streams might include such things as charging a fee for the use of the gazebo, pay per bag, etc.

To assist the BOS a spread sheet has been developed (See Appendix H) listing all revenue sources according to what entity has the authority to change the fees. It is worthy of noting that of a total of \$1,206,291 only \$7500 is under the direct control of the town. Obviously non-property tax revenues cannot alone solve the problem but is certainly is a part of the solution.

**D. Appoint a committee to conduct above task**

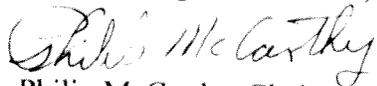
If implemented the above task, individually or collectively, represent change from how programs/services are currently being provided. Change by its very nature is difficult. Therefore what is the best way to proceed?

Citizens have basically two ways to deal with change. They can wait until it happens and react to it or they can be a part of the process and help shape and form it. Hopefully, citizen participation in the process will enhance its acceptance. It is with this thought in mind that the Budget Committee **recommends** the BOS appoint a committee of citizens to conduct the above task. It is equally important that staff with the day to day responsibilities to provide the program/services be a part of the process.

The committee should be given a charge by the BOS with a timeline for completion of its work. Hopefully the above comments will assist in drafting such a charge. Also included is a document adopted by the Maine Municipal Association on June 4, 2003, titled: **A MUNICIPAL PERSPECTIVE ON REGIONALIZATION, CONSOLIDATION AND INTERLOCAL COOPERATION.**

Dealing with a decrease of available undesignated fund balance; economic downturn; reduced non-property revenues; and a continuing demand for services and programs creates an environment full of challenging and difficult decisions. The Budget Committee hopes these recommendations will assist the Board of Selectmen in addressing these issues. We would be pleased to discuss our recommendations with you in more detail.

For the Budget Committee,



Philip McCarthy, Chairman  
Budget Committee

Summary of Budget Committee  
Recommended Appropriations  
FY 2011-2012

Appendix A

Operational Expenses

Department/Activity	FY 2010-2011		FY 2011-2012		Date of BC Action
	Approved		Proposed Appropriation	Change	
Administration	\$ 243,874.00	\$	\$ 229,897.00	\$ (14,177.00)	2/7/2011 & 2/14/2011
Town Hall Maint	\$ 15,338.00	\$	\$ 15,300.00	\$ (38.00)	2/7/2011
General Assistance	\$ 19,000.00	\$	\$ 20,961.00	\$ 1,961.00	1/17/2011
Code Enforcement	\$ 22,000.00	\$	\$	\$ (22,000.00)	
Assessor Agent/Code Enforcement	\$	\$	\$ 39,601.00	\$ 39,601.00	2/7/2011
Fire/EMS	\$ 321,900.00	\$	\$ 324,038.00	\$ 2,138.00	1/24/2011 & 2/21/2011
Police	\$	\$	\$	\$	
Operating Budget	\$ 175,208.00	\$	\$ 194,879.00	\$ 19,473.00	1/24/2011
Police Cruiser---CIP	\$	\$	\$ 11,280.00	\$ 11,280.00	2/21/2011
Animal Control	\$	\$	\$ 9,778.00	\$ (225.00)	1/24/2011
Highway	\$ 10,001.00	\$	\$	\$	
Operating Budget	\$ 351,483.00	\$	\$ 362,777.00	\$ 11,294.00	2/14/2011
Road Reconstruction/Paving---CIP	\$ 190,027.00	\$	\$ 65,000.00	\$ (125,027.00)	1/31/2011
Library	\$ 50,456.00	\$	\$ 50,879.00	\$ 423.00	1/17/2011
Transfer Station	\$	\$	\$ 387,018.00	\$ (14,427.00)	2/14/2011
Operating Budget	\$ 381,445.00	\$	\$	\$	
Concrete Slab---CIP	\$	\$	\$	\$	
Elections	\$	\$	\$	\$	
Sub-Total	\$ 1,791,158.00	\$	\$ 1,702,289.00	\$ (88,869.00)	1/24/2011
<u>Fixed Cost</u>					
Town Insurance	\$ 60,177.00	\$	\$ 63,018.00	\$ 2,841.00	2/7/2011
Debt Service	\$ 42,390.00	\$	\$ 39,006.00	\$ (3,384.00)	2/7/2011
Street Lights	\$ 17,680.00	\$	\$ 17,000.00	\$ (680.00)	1/31/2011
911 Fire/Police Dispatch	\$ 16,175.00	\$	\$ 16,875.00	\$ 500.00	1/24/2011
Sub-Total	\$ 136,422.00	\$	\$ 135,699.00	\$ (723.00)	
<u>Town Boards, Committees, &amp; Non-Profits</u>					
Recreation	\$ 11,000.00	\$	\$ 10,900.00	\$ (100.00)	2/7/2011
Cemetery	\$ 9,608.00	\$	\$ 12,535.00	\$ 2,929.00	2/7/2011
Planning Board	\$ 740.00	\$	\$ 700.00	\$ (40.00)	2/7/2011
Budget Committee	\$ 370.00	\$	\$ 300.00	\$ (70.00)	2/7/2011
Non Profit Organizations	\$ 24,460.00	\$	\$ 24,490.00	\$	2/7/2011
Sub-Total	\$ 46,176.00	\$	\$ 48,995.00	\$ 2,719.00	1/17/2011 & 2/21/2011
Sub-Total Municipal Operating Budgets	\$ 1,973,756.00	\$	\$ 1,866,683.00	\$ (86,873.00)	
<u>Capital Expenditures</u>					
All Other CIP Projects	\$	\$	\$ 4,875.00	\$ 4,875.00	2/21/2011
Sub-Total Municipal Capital Expenditures	\$	\$	\$ 4,875.00	\$ 4,875.00	
Sub-Total Municipal Operational and Capital Expenditures	\$ 1,973,756.00	\$	\$ 1,891,758.00	\$ (81,998.00)	
<u>Other Municipal Expenditures</u>					
TIF Payment (ESTIMATED) Overlay (PROPOSED)	\$ 31,500.00	\$	\$ 30,000.00	\$ (1,500.00)	2/14/2011
Sub-Total Other Municipal Expenditures	\$ 61,500.00	\$	\$ 60,000.00	\$ (1,500.00)	2/14/2011
Total All Municipal Expenditures	\$ 2,036,256.00	\$	\$ 1,951,758.00	\$ (83,498.00)	
<u>Inter-Governmental</u>					
First Park	\$ 15,564.00	\$	\$ 16,164.00	\$ 600.00	2/14/2011
County Tax (Estimated)	\$ 167,863.00	\$	\$ 167,351.00	\$ (512.00)	2/14/2011
SAD #49 (Estimated)	\$ 1,400,000.00	\$	\$ 1,400,000.00	\$	2/14/2011
Sub-Total Inter-Governmental	\$ 1,583,427.00	\$	\$ 1,583,515.00	\$ 88.00	2/14/2011
Grand Total All Expenditures/Appropriations	\$ 3,618,683.00	\$	\$ 3,535,273.00	\$ (83,410.00)	

Summary of Budget Committee  
Revenue Projections  
FY 2011-2012

Appendix B

<u>Activity</u>	<u>FY 2010-2011 Approved Budget</u>	<u>FY 2011-2012 Revenue Projections</u>	<u>Change</u>	<u>Date of BC Action</u>
Abatements	\$	\$	\$	
Tax Interest	\$ 9,000.00	\$ 11,000.00	\$ 2,000.00	
Bank Interest	\$ 8,000.00	\$ 1,000.00	\$ (7,000.00)	
CD Interest	\$ 10,000.00	\$ 3,000.00	\$ (7,000.00)	
Boat Excise Tax	\$ 2,500.00	\$ 2,500.00	\$	
MV Excise Tax	\$ 435,000.00	\$ 405,000.00	\$ (30,000.00)	
Hunting/Fishing	\$ 1,200.00	\$ 1,000.00	\$ (200.00)	
RV Fee	\$ 600.00	\$ 700.00	\$ 100.00	
Snow Registration Reimbursement	\$ 1,500.00	\$ 1,700.00	\$ 200.00	
Dog Fees	\$ 550.00	\$ 500.00	\$ (50.00)	
MV Agent Fee	\$ 12,000.00	\$ 12,000.00	\$	
Lien Fee	\$ 7,000.00	\$ 10,000.00	\$ 3,000.00	
Cable TV Fee	\$ 12,000.00	\$ 16,000.00	\$ 4,000.00	
Plumbing Inspection Fees	\$ 2,300.00	\$ 1,500.00	\$ (800.00)	
Land/Building Permits	\$ 300.00	\$ 500.00	\$ 200.00	
Copier	\$ 600.00	\$ 600.00	\$	
Fax Machine	\$ 300.00	\$ 500.00	\$ 200.00	
Vital Records	\$ 2,500.00	\$ 3,000.00	\$ 500.00	
Banquet Hall	\$ 2,000.00	\$ 1,000.00	\$ (1,000.00)	
Concealed Weapons Permit	\$ 200.00	\$ 200.00	\$	
Bounced Check Fees	\$	\$ 100.00	\$ 100.00	
Ambulance	\$ 90,000.00	\$ 70,000.00	\$ (20,000.00)	
Police	\$	\$ 100.00	\$ 100.00	
Planning	\$	\$ 100.00	\$ 100.00	
Library	\$ 1,000.00	\$ 1,000.00	\$	
Transfer Station	\$ 260,000.00	\$ 270,000.00	\$ 10,000.00	
Cemeteries	\$ 2,000.00	\$ 1,000.00	\$ (1,000.00)	
KRDA (First Park) Refund	\$ 5,800.00	\$ 13,000.00	\$ 7,200.00	
Misc.	\$ 3,000.00	\$ 2,100.00	\$ (900.00)	
Transfer from TIF Economic Development Fund	\$	\$ 39,006.00	\$ 39,006.00	
Surplus Transfer to General Fund	\$ 135,500.00	\$	\$ (135,500.00)	
<b>Total Municipal Revenue Projections</b>	<b>\$ 1,004,850.00</b>	<b>\$ 868,106.00</b>	<b>\$ (136,744.00)</b>	
<b><u>State Revenue Projections</u></b>				
Tree Growth	\$ 4,800.00	\$ 5,000.00	\$ 200.00	
Veteran Reimbursement	\$ 1,800.00	\$ 1,800.00	\$	
General Assistance	\$ 9,500.00	\$ 10,475.00	\$ 975.00	
State Revenue Sharing	\$ 187,760.00	\$ 198,770.00	\$ 11,010.00	
Road Assistance	\$ 56,964.00	\$ 57,140.00	\$ 176.00	
Homestead Exemptions	\$ 75,000.00	\$ 65,000.00	\$ (10,000.00)	
<b>Estimated Total State Revenue Projections</b>	<b>\$ 335,824.00</b>	<b>\$ 338,185.00</b>	<b>\$ 2,361.00</b>	
<b>Total Municipal and State Revenues</b>	<b>\$ 1,340,674.00</b>	<b>\$ 1,206,291.00</b>	<b>\$ (134,383.00)</b>	
<b><u>Non-Operating Revenues for Capital Projects</u></b>				
Undesignated Fund Balance	\$	\$	\$	
<b>Sub-Total of Non-Operating Revenues for C. I. P.</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b>Total Non-Operating Revenues for Capital Projects</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b>Grand Total Revenue Projections</b>	<b>\$ 1,340,674.00</b>	<b>\$ 1,206,291.00</b>	<b>\$ (134,383.00)</b>	2-14-2011 & 2/21/2011

## Recommended C. I. P. Projects

	<u>FY 2010-2011</u>	<u>FY 2011-2012</u> <u>Recommended</u>	<u>Difference</u>
Highway Department--Road Reconstruction / Paving	\$ 190,027.00		
Fire Department---Pumper	\$ -	65,000.00	(125,027.00)
Fire Department---Ambulance Re-Mount	\$ -	-	-
Fire Department---Communications Upgrade	\$ -	-	-
Fire Department---Turnout Gear	\$ -	-	-
Police Department-- Leasing a Cruiser	\$ -	4,875.00	4,875.00
Transfer Station---Forklift	\$ -	11,280.00	11,280.00
Transfer Station---Recycling Bailer	\$ -	-	-
Transfer Station---Backhoe/Loader	\$ -	-	-
Highway Department---Truck	\$ -	-	-
Highway Department---Sidewalk Tractor	\$ -	-	-
Highway Department---Backhoe/Loader	\$ -	-	-
Highway Department---Sander/Hopper	\$ -	-	-
Cemetery Committee---Repairs to Headstones	\$ -	-	-
<b>Grand Total</b>	<b>\$ 190,027.00</b>	<b>\$ 81,155.00</b>	<b>\$ (108,872.00)</b>

Analysis of Budget Committee Recommendations  
2011-2012 Budget

<u>Administration</u>	<u>Account Number</u>	<u>Revenue Projections</u>	<u>BC Recommended Appropriation</u>	<u>Difference Appro. Vs Revs.</u>	<u>Additional Funding Required</u>
<u>Operating Cost Expenses</u>	01		\$ 229,697.00		
<u>Revenues</u>					
	301	Tax Interest \$ 11,000.00			
	302	Bank Interest \$ 1,000.00			
	303	CD Interest \$ 3,000.00			
	309	Boat Excise \$ 2,500.00			
	311	Hunting/Fishing \$ 1,000.00			
	312	RV Fees \$ 700.00			
	313	Snow Reg Reimbrs \$ 1,700.00			
	315	MV Agent Fee \$ 12,000.00			
	316	Lien Fee \$ 10,000.00			
	317	Cable TV Fee \$ 16,000.00			
	321	Copier \$ 600.00			
	322	Fax Machine \$ 500.00			
	323	Vital Records \$ 3,000.00			
	999	Bounced Check Fees \$ 100.00			
		Miscellaneous Revs \$ 2,100.00			
		Total Non-property Tax Revenue \$ 65,200.00		\$ 164,497.00	
<u>Capital Cost Expenses</u>	None				
			\$ Administration Totals \$	\$ 164,497.00	\$ 164,497.00

Analysis of Budget Committee Recommendations  
2011-2012 Budget

	Account Number	Revenue Projections	BC Recommended Appropriation	Difference Appro. Vs Revs.	Additional Funding Required
<b>Town Hall Maint.</b>					
<u>Operating Cost Expenses</u>					
Revenues	324 Banquet Hall	\$ 1,000.00	\$ 15,300.00		
	Total Non-property Tax Revenue	\$ 1,000.00	\$	\$ 14,300.00	
<u>Capital Cost Expenses</u>					
Revenues	To Reserve Acct. -Roof	\$	\$		
	Total Capital Expenses	\$	\$		
	Undesignated fund Balance	\$			
	Total Capital Revenues	\$			
	Capital Expenses vs. Revenues				
	Town Hall Maint. Totals	\$ 1,000.00	\$ 15,300.00	\$ 14,300.00	\$ 14,300.00
<u>General Assistance</u>					
<u>Operating Cost Expenses</u>					
Revenues	17		\$ 20,961.00		
	333 General Assist. Reim.	\$ 10,475.00			
	Total Non-property Tax Revenue	\$ 10,475.00	\$	\$ 10,486.00	
<u>Capital Cost Expenses</u>					
	None		\$		
	General Assistance Totals	\$	\$ 10,486.00	\$ 10,486.00	\$ 10,486.00
<u>Assessor Agent/Code Enforcement</u>					
<u>Operating Cost Expenses</u>					
Revenues	O6		\$ 39,601.00		
	319 Plumbing Inspect Fees	\$ 1,500.00			
	320 Land/Build Permits	\$ 500.00			
	Total Non-property Tax Revenue	\$ 2,000.00	\$	\$ 37,601.00	
<u>Capital Cost Expenses</u>					
	None		\$		
	Code Enforcement Totals	\$	\$ 37,601.00	\$ 37,601.00	\$ 37,601.00

Analysis of Budget Committee Recommendations  
2011-2012 Budget

<u>Fire/EMS</u>		Account Number	Revenue Projections	BC Recommended Appropriation	Difference Appro. Vs Revs.	Additional Funding Required
<u>Operating Cost Expenses</u>						
Revenues		04				
		001	Ambulance Fees \$ 70,000.00	\$ 324,038.00		
<u>Capital Cost Expenses</u>						
Revenues						
			Total Non-property Tax Revenue \$ 70,000.00		\$ 254,038.00	
			To Reserve—Ambulance Re-Mount			
			To Reserve Acct.—Communications			
			To Reserve Acct.—Turn Out Gear			
			Total Capital Expenses \$ 4,875.00			
			Undesignated Fund Balance \$ 4,875.00			
			Total Capital Revenue \$			
			Capital Expenses vs. Revenues \$		\$ 4,875.00	
<u>Police Expenses</u>						
			Fire/EMS Totals \$ 70,000.00	\$ 328,913.00	\$ 258,913.00	\$ 258,913.00
		06	General Operating Cost			
			Police Cruiser	\$ 194,679.00		
			Total Operating Budget	\$ 11,280.00		
Revenues						
		336	Conceal Weap. Permit	\$ 200.00		
		999**	Miscellaneous Revs	\$ 100.00		
			Total Non-property Tax Revenue \$ 300.00			
<u>Capital Cost Expenses</u>						
Revenues						
			Police Cruiser—Included in Operating Budget		\$ 205,659.00	
			Police Reserve Fund			
			Total Capital Revenues \$			
			Police Totals \$ 300.00	\$ 205,959.00	\$ 205,659.00	\$ 205,659.00

Analysis of Budget Committee Recommendations  
2011-2012 Budget

<u>Animal Control</u>	<u>Account Number</u>	<u>Revenue Projections</u>	<u>BC Recommended Appropriation</u>	<u>Difference Appro. Vs Revs.</u>	<u>Additional Funding Required</u>
<u>Operating Cost Expenses</u>	14				
Revenues	314 Dog Fees	\$ 500.00	\$ 9,776.00	\$ 9,276.00	
	338 Late Dog Fees				
	Total Non-property Tax Revenue	\$ 500.00			
<u>Capital Cost Expenses</u>	None				
			\$	\$	
			<b>Animal Control Totals</b>	<b>\$ 9,276.00</b>	<b>\$ 9,276.00</b>
<u>Library</u>					
<u>Operating Cost Expenses</u>	10				
Revenues	002 Book Sales		\$ 50,879.00		
	003 Copier & Fax Fees				
	004 Donations				
	006** Fines				
	007 Non-Res Inter Library Loans	\$ 1,000.00			
	009 Replacement Cards				
	010 Grants				
	999 Miscellaneous Revs.				
	Total Non-property Tax Revenue	\$ 1,000.00		\$ 49,879.00	
	** This amount needs to be allocated among other line items				
<u>Capital Cost Expenses</u>	Repairs				
Revenues	Brown Trust Funds				
	Total Capital Expenses	\$	\$		
	Library Totals	\$ 1,000.00	\$	\$ 49,879.00	\$ 49,879.00

Analysis of Budget Committee Recommendations  
2011-2012 Budget

<u>Transfer Station</u>	<u>Account Number</u>	<u>Revenue Projections</u>	<u>BC Recommended Appropriation</u>	<u>Difference Appro. Vs Revs.</u>	<u>Additional Funding Required</u>
<u>Operating Cost Expenses</u>	11	General Operating Cost	\$		
		Concrete Slab	\$ 367,018.00		
		<b>Total Operating Budget</b>	<b>\$ 367,018.00</b>		
<u>Revenues</u>	001	Transfer Station Fees			
	002	Recycling Income			
	003	Benton Admin Fee			
	004	Benton Trans. Sta. Cost			
	005	Tipping Fees			
	006	Demo Debris Fee			
	007	Metal Recycling			
	008	Use of Scales			
	010	Brush			
	011	Miscellaneous Revs	\$ 270,000.00		
	999	Total Non-property Tax Revenue	\$ 270,000.00		
<u>Capital Cost Expenses</u>		Concrete Slab--Included in Operating Budget		\$ 97,018.00	
		To Reserve Acct -- Forklift	\$		
		To Reserve Acct -- Recycling Bailor	\$		
		To Reserve Acct -- Backhoe/Loader	\$		
	<b>Total Capital Expenses</b>	<b>\$</b>			
<u>Revenues</u>		Undesignated Fund Balance	\$		
		<b>Total Capital Revenues</b>	<b>\$</b>		
		Capital Expenses vs Revenues		\$	
		<b>Transfer Station Totals</b>	<b>\$ 270,000.00</b>	<b>\$ 367,018.00</b>	<b>\$ 97,018.00</b>

**Analysis of Budget Committee Recommendations  
2011-2012 Budget**

Appendix D

<u>Highway</u>	<u>Account Number</u>	<u>Revenue Projections</u>	<u>BC Recommended Appropriation</u>	<u>Difference Appro. Vs Revs.</u>	<u>Additional Funding Required</u>
<u>Operating Cost Expenses</u>	07 Operations				
	Road Reconstruction/Paving		\$ 362,777.00		
	<b>Total Expenses</b>		\$ 362,777.00		
<u>Revenues</u>	310 MV Excise Tax	\$ 405,000.00			
	337 Road Assistance	\$ 57,140.00			
	<b>Total Non-property Tax Revenue</b>	\$ 462,140.00		\$ (34,363.00)	
<u>Capital Cost Expenses</u>	Road Reconstruction Paving—Included in Operating Budget				
	To Reserve Acct --Garage		\$		
	To Reserve Acct --Truck		\$		
	To Reserve Acct --Tractor		\$		
	To Reserve Acct --Backhoe/Loader		\$		
	To Reserve Acct --Sander/Hopper		\$		
	<b>Total Capital Expenses</b>		\$		
<u>Revenues</u>	Undesignated Fund Balance		\$		
	<b>Total Capital Revenues</b>		\$		
	<b>Capital Expenses vs. Revenues</b>		\$		
	<b>Highway Totals</b>	\$ 462,140.00	\$ 427,777.00	\$ (34,363.00)	\$ (34,363.00)



Analysis of Budget Committee Recommendations  
2011-2012 Budget

<u>911 Fire / Police Dispatch</u>		911 Fire/Police Dispatch Totals		16,675.00
<u>Operating Cost</u>		Revenue	BC Recommended	Additional Funding
<u>Expenses</u>	Account	<u>Projections</u>	<u>Appropriation</u>	<u>Required</u>
	<u>Number</u>			
Revenues	None	\$	16,675.00	
Total Non-property Tax Revenue		\$		16,675.00
Capital Cost Expenses	None	\$		
<b>Parks &amp; Recreation</b>				
Operating Cost Expenses	O6			
Revenues	None	\$	10,900.00	
Total Non-property Tax Revenue		\$		10,900.00
To Reserve Acct --Gazebo				
Undesignated Fund Balance				
Total Capital Expenses		\$		
Total Capital Revenues		\$		
Capital Expenses vs Revenues				\$
Recreation Totals		\$	10,900.00	\$ 10,900.00
<b>Cemetery</b>				
Operating Cost Expenses	20			
Revenues	OO1	\$	1,000.00	
Total Non-property Tax Revenue		\$		11,535.00
To Reserve Acct --Repairs to Headstones				
Undesignated Fund Balance				
Total Capital Expenses		\$		
Total Capital Revenues		\$		
Capital Expenses vs Revenues				\$
Cemetery Totals		\$	1,000.00	\$ 11,535.00

Analysis of Budget Committee Recommendations  
2011-2012 Budget

<u>Committees</u>	<u>Account Number</u>	<u>Revenue Projections</u>	<u>BC Recommended Appropriation</u>	<u>Difference Appro. Vs Revs.</u>	<u>Additional Funding Required</u>
<u>Operating Cost Expenses</u>	09	Planning Board/Board of Appeals			
		Total Expenses	\$ 700.00		
<u>Revenues</u>		Planning Board Fees	\$ 100.00		
		Total Non-property Tax Revenue	\$ 100.00	\$ 600.00	
<u>Capital Cost Expenses</u>	None				
		Planning Board/Board of Appeals Totals	\$	\$ 600.00	\$ 600.00
<u>Budget Committee</u>					
<u>Operating Cost Expenses</u>	24	Budget Committee			
		Total Expenses	\$ 300.00		
<u>Revenues</u>	None				
		Total Non-property Tax Revenue	\$		
<u>Capital Cost Expenses</u>	None				
		Committee Totals	\$	\$ 300.00	\$ 300.00
<u>Elections</u>					
<u>Operating Cost Expenses</u>					
		Total Expenses	\$ 11,283.00		
<u>Revenues</u>	None				
		Total Non-property Tax Revenue	\$	\$ 11,283.00	
<u>Capital Cost Expenses</u>	None				
		Election Totals	\$	\$ 11,283.00	\$ 11,283.00



Analysis of Budget Committee Recommendations  
2011-2012 Budget

ALLOCATION OF APPROPRIATIONS

BC Recommended Appropriation	Per Cent	Non-Property Tax Revenues	Amount of Property Tax Required	Per Cent
Municipal Expenses				
Estimated TIF Payment	53.51%	\$ 1,193,291.00	\$ 698,467.00	29.99%
Proposed Overlay	0.85%	\$ -	\$ 30,000.00	1.29%
Estimated SAD #49	0.85%	\$ -	\$ 30,000.00	1.29%
County Tax	39.60%	\$ -	\$ 1,400,000.00	60.11%
Estimated First Park	4.73%	\$ -	\$ 167,351.00	7.19%
	0.46%	\$ 13,000.00	\$ 3,164.00	0.14%
<b>Totals</b>	<b>99.54%</b>	<b>\$ 1,206,291.00</b>	<b>\$ 2,328,982.00</b>	<b>100.00%</b>

SUMMARY OF MUNICIPAL APPROPRIATIONS

Municipal Expenses

Capital Cost	\$ 81,155.00
Operating Cost	\$ 1,810,603.00
Estimated TIF Payment	\$ 30,000.00
Proposed Overlay	\$ 30,000.00
<b>Total Expenses</b>	<b>\$ 1,951,758.00</b>

Municipal Revenues

Non Property Tax Revenues	
Operating Revenues	\$ 868,106.00
Undesignated Funds	\$ -
For Operations	\$ -
For C I P	\$ -
Library Trust Funds	\$ -
State Revenues	\$ 338,185.00
<b>Total Non-Property Tax Revenues</b>	<b>\$ 1,206,291.00</b>

Analysis of Budget Committee Recommendations  
2011-2012 Budget

Appendix D

Required Municipal Portion of Tax Commitment

LD1 Core Expense Calculation

Total Appropriations\*\*\*\*\* \$ 3,535,273.00

Minus Non Core Items

Estimated School Commitment \$ 1,400,000.00  
 County Tax \$ 166,868.00  
 Estimated TIF Payment \$ 30,000.00  
 Estimated Overlay \$ 30,000.00  
 Estimated First Park \$ 16,164.00  
 Non Property Tax Revenues \$ 1,206,291.00  
 Total Deductions \$ 2,849,323.00

Required Core Municipal Commitment \$ 685,950.00

Estimated LD1 Compliant Core Municipal Commitment \$ 685,970.00

Over/(Under) \$ (20.00)

\*\*\*\*\* includes appropriations for TIF and OVERLAY

MILL RATE CALCULATION

Required Tax Commitment for 2010-2011 \$ 2,328,982.00  
 Estimated Assessed Value for 2010-2011 \$ 138,000,000.00

Estimated Mill Rate 0.016876681

CALL 16.88 Mills



**TAX COMMITMENT COMPARISON**

	FY 2010-2011 <u>APPROVED</u>	FY 2011-2012 <u>BC RECOMMENDED</u>	<u>Difference</u>	<u>% Change</u>
Total ALL Municipal Appropriations	\$ 2,035,256.00	\$ 1,951,758.00	\$ (83,498.00)	-4.103%
Total Non-Property Tax Revenues**	\$ 1,334,874.00	\$ 1,193,291.00	\$ (141,583.00)	-10.606%
<b>Required Tax Commitment for Municipal Expenditures</b>	\$ 700,382.00	\$ 758,467.00	\$ 58,085.00	8.293%
** Does not include payment from First Park				
Total Inter-Governmental Appropriations	\$ 1,583,427.00	\$ 1,583,515.00	\$ 88.00	0.006%
Inter-Governmental revenue (First Park)	\$ 5,800.00	\$ 13,000.00	\$ 7,200.00	124.138%
<b>Required Tax Commitment for Inter-Governmental</b>	\$ 1,577,627.00	\$ 1,570,515.00	\$ (7,112.00)	-0.451%
<b>Total Required Tax Commitment</b>	\$ 2,278,009.00	\$ 2,328,982.00	\$ 50,973.00	2.238%

**Mandates****Statutorily Required Municipal Services in Maine  
(State and federal law)**

This list represents a general review of services municipal government is required by law to maintain. It is not intended to be an exhaustive treatment of all relevant State and federal law. And it does not account for services and obligations required by contract, local mandate, charter, ordinance, or those that result from the application of State agency rules, or, in the broadest sense, those that may arise from the intercourse of commercial and public activities. However, if a reader is aware of any required municipal services that should be included, please feel free to contact us.

Prepared by, Michael L. Stultz and the Legal Services Department of Maine Municipal Association, Augusta, Maine. Telephone: 800-452-8786. October 4, 2004.

**Schools and Education**

- 1) Education. Implement and administer public education as required by the State government. 20-A M.R.S.A. § 2; M.R.S.A. Const. Art. VIII § 1
  - a. Duty of school units. School units must raise funds to support public education, and provide primary and secondary education in accordance with the purposes, policies, goals and objective of State law. 20-a M.R.S.A. § 4501, et. seq.
- 2) No Child Left Behind. Federally required annual student assessment. 20 USC Chapter 70
- 3) Learning Results. State required assessment. 20-A M.R.S.A. § 6201, et. seq.
- 4) Special Education. Federally required programs for students with special needs. 20 USC Chapter 33

**Roads and Public Works**

- 1) Must maintain public roads. Must keep town ways maintained so as to be safe and convenient for motor vehicle travel. 23 M.R.S.A. § 3651  
Sidewalks existing within the right-of-way of a town way must be maintained against defects.  
Must remove roadside brush, trees and grass that pose any road safety problem. 23 M.R.S.A. § 2702  
Must remove snow and ice in the town way within a reasonable period of time  
This includes removal from state-aid highways. 23 M.R.S.A. § 1003  
Must prevent damage to private water supplies as a result of construction, reconstruction or maintenance of public highways. 23 M.R.S.A. § 3659
- 2) Drains, ditches and culverts. Municipalities may install, but discretion may become obligation if installation is necessary to maintain road in safe and convenient status. Once established, they must be maintained. 23 M.R.S.A. § 3251; 30-A M.R.S.A. § 3401, et. seq.
- 3) Driveways and culverts. Municipalities must install culverts where private driveways connect to a town way (at owner's expense). Once installed, town must maintain. 23 M.R.S.A. § 705

- 4) Highway defects. Must correct defects in the road where there has been twenty-four hour notice. 14 M.R.S.A. § 8104-A
- 5) Public works. A registered professional engineer is required for any public works project exceeding a cost of \$100,000.00. 32 M.R.S.A. § 1254
- 6) Roads in compact areas. Urban compact municipalities must maintain roads within the compact area. 23 M.R.S.A. § 754
- 7) Street excavation. Municipalities must serve notice upon owners of property abutting a street or highway, and upon others, directing water and conduit connections prior to paving and repairing. 23 M.R.S.A. § 3351 et. seq.

#### Land Use and Environmental Protection

- 1) Board of appeals. If a municipality establishes a zoning ordinance, it must create a board of appeals. 30-A M.R.S.A. § 4353
- 2) Closure of municipal landfills. Municipalities must close designated "open landfills" as determined by DEP. Closed municipal landfills require biannual groundwater testing and monitoring. 42 USC Chapter 82; 38 M.R.S.A. § 1310-C, et. seq.
- 3) Publication for zoning changes. Notice must be published before adopting a new or amending an existing zoning ordinance or zoning map. 30-A M.R.S.A. § 4352
- 4) Recycling. Must meet recycling goals as set by State. 38 M.R.S.A. §§ 2132 and 2133
- 5) Sewers and drains. Where a public drain has been constructed, and a person has paid to connect to it, the municipality must maintain the drain. 30-A M.R.S.A. § 3403
- 6) Shoreland zoning. Must have zoning and land use controls for areas within 250 feet of normal high water line. 38 M.R.S.A. § 438-A
- 7) Site Location of Development Act. DEP may designate municipalities as a reviewing authority. Once so designated, municipalities must administer permits for projects requiring review under the Act. 38 M.R.S.A. § 489-A
- 8) Subdivision. Subdivision review is required. 30-A M.R.S.A. § 4401
- 9) Waste management. Municipalities must provide solid waste disposal services for domestic and commercial solid waste generated within the municipality. 38 M.R.S.A. § 1305. (It is unclear whether "services" means having a facility available in the town or whether it means providing a service to remove trash.)  
 Septage/sludge. Each municipality shall provide for the disposal of all refuse, effluent, sludge and any other materials from septic tanks and cesspools. 38 M.R.S.A. § 1305  
 Transfer stations. For those municipalities having transfer stations, they are required to comply with DEP regulations for the operation of transfer stations and solid waste storage. 38 M.R.S.A. § 1305; Rules of DEP Chapter 402
- 10) Wastewater treatment facilities. Municipalities with wastewater treatment facilities constructed in whole or in part with State funding must accept wastewater from watercraft sewage pump-out facilities. 38 M.R.S.A. § 414-B
- 11) Water pollution prevention and control. Municipalities must comply with federal law concerning pollutant and effluent controls necessary to manage water pollution. 33 U.S.C. Chapter 26; 38 M.R.S.A. § c. 3  
 Storm water regulation. Municipalities must comply with storm water management and of storm water systems regulations.

- 12) Wharves and fish weirs. Municipalities must examine and hold public hearings upon any application to build or extend any wharf, fish weir or trap in tidewaters within the municipal border. 38 M.R.S.A. § 1022

### **Public Safety and Health**

- 1) Animal control. Municipalities must enforce the animal welfare laws. 7 M.R.S.A. § 3941, et. seq.  
Appoint an animal control officer. 7 M.R.S.A. § 3947  
Issue dog licenses. 7 M.R.S.A. § 3942  
Control dogs at large animals that are a source of complaint. 7 M.R.S.A. § 3948  
Issue municipal warrants. 7 M.R.S.A. § 3943  
Posting of law concerning dog licenses and municipal duties. 7 M.R.S.A. § 3941
- 2) Building inspection. Every municipality with greater than 2,000 inhabitants must appoint a building inspector (optional for municipalities with fewer than 2,000 inhabitants). 25 M.R.S.A. § 2351.
- 3) Emergency Management. Must prepare and keep a disaster emergency plan. 37-B M.R.S.A. §§ 781-786
- 4) Fire protection. It is not clear whether fire protection is required under Maine law, but it is provided in most municipalities. 30-A M.R.S.A. § 3151, et. seq.  
General requirements  
Automotive Equipment Automotive fire equipment purchased with public money must comply with National Fire Protection, Pamphlet 1901, standards.  
Equipment and Buildings Firefighters must be equipped with minimum safety equipment, and it must be maintained. 26 M.R.S.A. § 2104.  
Training Firefighters must have training pursuant to a training program. 26 M.R.S.A. § 2101, et. seq.
- 5) Fire Ward/Inspector. Is mandatory if no organized fire department in the municipality. 25 M.R.S.A. § 2391
- 6) Forest Fire control and costs. Municipalities are responsible in the first instance for fighting fires and for paying for some of the costs incurred in controlling forest fires. 12 M.R.S.A. § 9201, et. seq.  
Harbor Master.  
If requested, municipal officers shall appoint to oversee administration and enforcement of mooring privileges for boats and vessels. 38 M.R.S.A. § 1  
Where boats and lighters are used to carry stone, sand or gravel, the municipal officers shall appoint an inspector to ensure compliance with requirements for marking such boats and lighters. 38 M.R.S.A. § 121
- 7) Law enforcement and police protection. Municipalities are not required to provide police protection. Where provided, specific costs arise. 30-A M.R.S.A. § 2671, et. seq.  
Police officers. A full-time law enforcement officer must complete basic training requirements at the Criminal Justice Academy. 25 M.R.S.A. § 2804-C  
Disposal of lost, stolen or unclaimed property. Must keep private property in an attempt to locate the owner. 25 M.R.S.A. § 3501, et. seq.

- 8) Occupational health requirements. Local government must comply with the OSHA of 1970 as well as similar State requirements to ensure working conditions reasonably free from health hazards or safety threats. OSHA of 1970; 26 M.R.S.A. § 561, et. seq.
- 9) Plumbing inspection. Must ensure plumbing complies with State and local regulations. 30-A M.R.S.A. § 4221  
Must appoint a plumbing inspector. 30-AM.R.S.A. § 4221
- 10) Port Warden.  
By petition, 10 or more citizens can request and municipal officers must appoint a port warden. 38 M.R.S.A. § 41
- 11) Public Health. Report, prevent and suppress diseases and conditions dangerous to public health. 22 M.R.S.A. § 451  
Must appoint a health officer. 22 M.R.S.A. § 451
- 12) Subsurface wastewater systems. Municipalities shall serve an order to remedy once receiving notice of malfunctioning subsurface wastewater disposal systems. 30-A M.R.S.A. § 3428

#### Licensing and Permitting and Economic Regulations

- 1) ATV registration. It is unlikely that, as an agent for the Commissioner of Inland Fisheries and Wild Life, municipalities can refuse the service of registering ATV's. 12 M.R.S.A. § 7854
- 2) Alcohol. Assuming local option approval, Municipal officers must act on applications for an on-premises liquor license. 28-A M.R.S.A. § 653.
  - 1) Bottle Clubs. Municipal officers must act on applications for permission to operate a bottle club or to transfer location thereof. 28-A M.R.S.A. § 161-B
- 3) Automobiles. Municipalities must collect the excise tax, but are not obligated to receive applications for new or renewed automobile licenses and motor vehicle registrations. 36 M.R.S.A. § 1487 and 29-A M.R.S.A. § 102
- 4) Beano and Bingo. Municipal officers must review applications for permission to operate beano and bingo amusements. 17 M.R.S.A. § 313
- 5) Birth/Marriage/Death recording/certificates. Municipal clerk must record and issue permits for births, marriages and deaths. 30-A M.R.S.A. § 2652; 19-A M.R.S.A. §§ 652 and 654 and 22 M.R.S.A. § 2702
- 6) Bowling alleys, shooting galleries, pool, and bagatelle and billiard rooms. It is unlikely that municipalities can refuse the service of licensing applicants for licenses to operate bowling alleys, shooting galleries, pool bagatelle and billiards rooms. 8 M.R.S.A. §§ 1 and 2
- 7) Building Permits. A municipal reviewing authority must review and approve all new multi-family housing accommodations before occupancy is permitted. 5 M.R.S.A. § 4582-B
- 8) Cable TV franchises. Municipalities must honor existing contracts, are required to issue new franchise agreements or to renew same, and they must regulate cable operator's compliance with such agreements. 30-A M.R.S.A. §§ 3008 and 3010
- 9) Closing-out sales/going out of business. Municipal officers must license. 30-A M.R.S.A. § 3781, et. seq.
- 10) Concealed weapons. Municipalities must issue permits. If there is no chief of police, can request Chief of State Police to issue permits. 25 M.R.S.A. §§ 2002 and 2002-A, et. seq.

- 11) Conversion of seasonal dwelling. Municipal Plumbing Inspector must issue permit before a seasonal dwelling in the shoreland zone can be converted to a year-round or principal dwelling. 30-A M.R.S.A. § 4215
- 12) Dogs and dog kennels. Municipalities must issue dog licenses and kennel licenses. 7 M.R.S.A. §§ 3921, et seq., and 3931-A, et seq.
- 13) Driveway entrances. Municipality must authorize ingress and egress to property inside an urban compact municipality on state highways state-aid highways. 23 M.R.S.A. § 704
- 14) Engines. Municipalities must issue permits before a steam engine can be erected in a town. 17 M.R.S.A. § 2795
- 15) Fishing/hunting/trapping. It is unlikely that municipal clerks, as agents for IF&W, can refuse the service of issuing permits for fishing, hunting or trapping. 12 M.R.S.A. § 7072
- 16) Games of chance. Municipal officers must sign application. 17 M.R.S.A. § 333
- 17) Innkeeper/tavernkeeper/lodging house. Municipalities must issue permits before innkeepers, tavernkeepers or lodging houses can operate. 30-A M.R.S.A. §§ 3811-3814 and 3931
- 18) Junkyards. Must license and police junkyards and automobile recycling and graveyard operations. 30-A M.R.S.A. §3751, et. seq.
- 19) Lunch wagons. Municipalities must issue licenses to any reputable person maintaining a vehicle for the sale of food. 30-A M.R.S.A. § 3931
- 20) Mobile homes and over-limit vehicles. Municipalities must issue permits before mobile homes can be moved over public roads, and before over limit vehicles can travel on public roads. 29-A M.R.S.A. §§ 1001 and 2382
- 21) Off-track betting. Municipality must approve off-track facility where pari-mutuel wagering will occur. 8 M.R.S.A. § 275-D(5)
- 22) Pawnbrokers. Municipalities must license pawnbrokers. 30-A M.R.S.A. §3961
- 23) Pinball machines. Municipalities must license those individuals wishing to keep pinball machines for public patronage. 8 M.R.S.A. § 441
- 24) Plumbing. Municipalities, through the local plumbing inspector, must permit and oversee plumbing. 30-A M.R.S.A. § 4201 et. seq.
- 25) Poles and wires. The municipal officers or their designees must issue permits to those wishing to construct telephone, electric, or cable TV wires, gas or oil pipelines, or water, sewer or steam conduits, along a public way that is a city street or town way or a state or state-aid highway in the compact areas as defined in 23 M.R.S.A. § 754. 35-A M.R.S.A. § 2501, et. seq.
- 26) Public exhibitions. Must license exhibitions of images, pageantry, sleight of hand tricks, puppet shows, circus, traveling amusement shows, feats of balancing, wire dancing, personal agility, dexterity or theatrical performances. 8 M.R.S.A. §§ 501-502
- 27) Roller skating rinks. Municipalities must license roller skating rinks. 8 M.R.S.A. § 601, et. seq.
- 28) Snowmobile registration. Must license snowmobiles. 12 M.R.S.A. § 7824
- 29) Special amusements. Must issue permit for live music, dancing or entertainment at businesses licensed for on-premises consumption of alcohol. 28-A M.R.S.A. § 1054
- 30) Watercraft. Must permit anyone wishing to bring into or maintain in the harbor any derelict watercraft for salvage, or anyone abandoning any watercraft in the harbor. 38 M.R.S.A. § 9
- 31) Wharves, weirs, piers and pilings. Any person wishing to build or extend any wharf, weirs, pier or trap in tidewaters must apply to the municipal officers for a license. 38 M.R.S.A. § 1021

## Administration and General Government

- 1) Accounts for dog and kennel licenses. Municipalities must maintain separate accounts for the fees collected for dog and kennel licenses and also for court fines collected by the municipality. 7 M.R.S.A. § 3945
- 2) Americans with Disabilities Act. Comprehensive requirements concerning persons with disabilities in the areas of employment, public accommodations, state and local government services. 42 USCA § 12101, et. seq.; 5 M.R.S.A. § 4551, et seq.; and 25 M.R.S.A. § 2701
- 3) Assessment and taxes. Must assess and collect taxes. Requirements contained in Titles 36 and 30-A of the Statutes of Maine
  - Real property
  - Excise taxes
  - Personal property taxes
- 4) Annual Meeting. Annual Meeting required at which moderator, selectmen and school committee elected. 30-A M.R.S.A. § 2525
- 5) Annual report. Must publish an annual report. 30-A M.R.S.A. § 2801
- 6) Burying grounds. Must care for ancient burying grounds and veteran's graves in public burying grounds. 13 M.R.S.A. § 1101 and 30-A M.R.S.A. § 2901
- 7) Conditional gifts. A conditional gift received must be complied with perpetually and may benefit from money raised to carry the conditions into effect. 30-A M.R.S.A. § 5654
- 8) Elections. Municipalities carry election responsibilities under Title 21-A M.R.S.A. § 621, et. seq., for federal, state, SAD, caucus and county elections.
- 9) Labor and human resource requirements and issues
  - Fair Labor Standards Act. Municipalities must adhere to federal and State requirements establishing minimum wages, overtime pay, and to regulations regarding child labor and record keeping. 29 USC § 201; 26 M.R.S.A. § 621-A, et. seq., and § 661, et. seq.
  - Family and Medical Leave Act. Municipalities must guarantee unpaid leave for personal and family reasons. 29 USC § 2601; 26 M.R.S.A. § 843, et. seq.
  - Uniformed Services Employment and Reemployment Act. Municipalities cannot discriminate against members of the military in hiring and retention practices. 38 USC, Chapter 43, Sections 4301-4333
    - Workplace training
    - Sexual harassment training. 26 M.R.S.A. § 807
    - Video display terminal education and training. 25 M.R.S.A. § 252
- 10) Freedom of Access Act. Must provide public access to public records and notice of meetings. 1 M.R.S.A. § 408 and 409(1)
- 11) General Assistance. Municipalities are required to provide assistance in meeting basic necessities. 22 M.R.S.A. § 4305
- 12) Municipal annual solid waste report. Municipalities must report to DEP any material produced by a municipal solid waste processing facility. 38 M.R.S.A. § 3945-C
- 13) Municipal officials required by Maine law
  - Animal Control Officer. 7 M.R.S.A. § 3947
  - Assessor. 36 M.R.S.A. §§ 2526(5) and 327(3) and 30-AM.R.S.A. § 2526(5)
  - Board of Appeals (if zoning ordinance enacted). 30-A M.R.S.A. § 2691(2)(A)

- Building Inspector. 25 M.R.S.A. § 2351
- Civil Emergency Preparedness Agency Director. 37-B M.R.S.A. § 782(1)
- Clerk. 30-AM.R.S.A. § 2525(2)
- Code Enforcement Officer. 30-A M.R.S.A. § 4451
- Election (Ballot) Clerks. 30-A M.R.S.A. § 2528(8) and 21-AM.R.S.A. § 503(3)
- Excise Tax Collector. 36 M.R.S.A. § 1487(1)
- Fence Viewers (if services requested). 30-A M.R.S.A. § 2953
- Fire Inspector. 25 M.R.S.A. § 2391
- Fire Chief. 30-A M.R.S.A. § 3153
- Forest Fire Warden. 12 M.R.S.A. § 8902
- GA Fair Hearing Authority. 22 M.R.S.A. § 4322
- Harbor Master (if services requested). 38 M.R.S.A. § 1
- Health Officer. 22 M.R.S.A. § 451
- Local Sealer. 10 M.R.S.A. § 2451
- Equipment necessary to be purchased. 10 M.R.S.A. § 2354
- Moderator. 30-A M.R.S.A. § 2521(1)
- Municipal Officers. 30-A M.R.S.A. § 2521 (selectmen or councilors)
- Overseers of the Poor. 30-A M.R.S.A. § 2526(4) and 22 M.R.S.A. § 4301(12)
- Plumbing Inspector. 30-A M.R.S.A. § 4221
- Registrar of Voters. 21-A M.R.S.A. § 101
- Road Commissioners. 30-A M.R.S.A. § 2526(7)
- School Board Committee. 30-A M.R.S.A. § 2525(1); 20-A M.R.S.A. § 2302; 20-A M.R.S.A. §§ 1251 and 1651
- School Superintendent. 20-A M.R.S.A. § 1051
- Shellfish Warden. Required if a municipality enacts a shellfish conservation ordinance. 12 M.R.S.A. § 6671(8)
- Tax Collector. 30-A M.R.S.A. § 2525(2)
- Treasurer. 30-A M.R.S.A. § 2525(2)
- 14) National Voter Registration Act. Processing and registration of voters. 42 USC Chapter 20; 21-A M.R.S.A. § 180 et. seq.
- 15) Post audit of accounts. Arrange annual post audit of town accounts by Department of Audit or qualified CPA. 30-A M.R.S.A. § 5823
- 16) Recycled goods procurement. Review procurement procedures to ensure against discrimination in use of recycled goods, supplies, equipment and materials. 30-A M.R.S.A. § 5656(1)
- 17) Records keeping.
  - Must maintain denials and all conditional approvals for licenses, certificates, approvals or other types of permits. 1 M.R.S.A. § 407
  - Must maintain record of decisions involving dismissal or refusal to renew contract of a public official, employee or appointee. 1 M.R.S.A. § 407
  - Must maintain records of final employee disciplinary action. 30-A M.R.S.A. § 2702(B)(5)
  - Records preservation. 5 M.R.S.A. § 95-B
  - Local government records must be maintained and stored as required by Maine law and as directed by the State Archivist. The volume of records can be quite large, particularly with respect to the records handled by the offices of the clerk, treasurer, tax collector and assessor.

- 18) Revenue receipts and disbursements. Municipal treasurer necessary to receive and record all revenues and disbursements. 30-A M.R.S.A. § 5601, et. seq.
- 19) Town equipment. Municipalities must maintain equipment, vehicles and machinery. 14 M.R.S.A. §8104-A
- 20) Town buildings. Municipalities must maintain town owned buildings. 14 M.R.S.A. §8104

Updated 11/24/10

- State Building Code – CEO required to attend at least 6 days training and purchase books costing in excess of \$400
- E911 mandates (naming, numbering, reporting, etc.)
- Culvert replacement and fish studies
- Water meter readings becoming private and confidential
- annual license checks for employees

## Appropriations By Degree of Restrictions

FY 2010-2011 Total Recommended Appropriations	<u>Running Balance</u>
	<b>\$ 3,535,273.00</b>
<b>Accounts That <u>CANNOT</u> be Reduced:</b>	
	<u>Amount</u>
Town Insurance	\$ 63,018 00
Debt Service	\$ 39,006 00
Street Lights	\$ 17,000 00
911 Fire/Police Dispatch	\$ 16,875 00
TIF Payment	\$ 30,000 00
First Park	\$ 16,164 00
County Tax	\$ 167,351 00
SAD #49	\$ 1,400,000 00
<b>Sub-Total</b>	<b>\$ 1,749,214.00</b>
	<b>\$ 1,786,059.00</b>
<b>Accounts With Very Little Latitude:</b>	
Town Hall Maintenance	\$ 15,300 00
General Assistance	\$ 20,961 00
Assessor Agent/Code Enforcement	\$ 39,601 00
Animal Control	\$ 9,776 00
Elections	\$ 11,283 00
<b>Sub-Total</b>	<b>\$ 96,921.00</b>
	<b>\$ 1,689,138.00</b>
<b>Committees Required by the Town Charter</b>	
Cemetery	\$ 12,535 00
Planning Board	\$ 700 00
Budget Committee	\$ 300 00
Recreation	\$ 10,900 00
<b>Sub-Total</b>	<b>\$ 24,435.00</b>
	<b>\$ 1,664,703.00</b>
Road Reconstruction/Paving	\$ 65,000.00
	<b>\$ 1,599,703.00</b>
<b>Operational Budgets</b>	
Administration	\$ 229,697 00
Fire/EMS	\$ 324,038 00
Highway	\$ 362,777 00
Library	\$ 50,879 00
Transfer Station	\$ 367,018 00
Police	\$ 205,959 00
<b>Sub-Total</b>	<b>\$ 1,540,368.00</b>
	<b>\$ 59,335.00</b>
<b>All Other Budgets</b>	
Fire Department--Turnout Gear	4875
Non Profit Organizations	\$ 24,460 00
Overlay	\$ 30,000 00
<b>Sub-Total</b>	<b>\$ 59,335.00</b>
	<b>\$</b>

**NOTE:** When making reductions, you must look at NET savings.  
Does the activity generate revenue?  
If yes, any lost revenue must be subtracted to determine NET savings!

**See Appendix D, PP(1-10) of Budget Report to BOS**

Summary of Town Controlled  
Revenue Projections  
FY 2011-2012

Appendix H

Activity	FY 2011-2012				
	Revenue Projections	State Control	Shared Control	Town Control	Other Control
Abatements					
Tax Interest	\$ 11,000.00		\$ 11,000.00		
Bank Interest	\$ 1,000.00				\$ 1,000.00
CD Interest	\$ 3,000.00				\$ 3,000.00
Boat Excise Tax	\$ 2,500.00	\$ 2,500.00			
MV Excise Tax	\$ 405,000.00	\$ 405,000.00			
Hunting/Fishing	\$ 1,000.00	\$ 1,000.00			
RV Fee	\$ 700.00	\$ 700.00			
Snow Registration Reimbursement	\$ 1,700.00	\$ 1,700.00			
Dog Fees	\$ 500.00	\$ 500.00			
MV Agent Fee	\$ 12,000.00	\$ 12,000.00			
Lien Fee	\$ 10,000.00		\$ 10,000.00		
Cable TV Fee	\$ 16,000.00		\$ 16,000.00		
Plumbing Inspection Fees	\$ 1,500.00			\$ 1,500.00	
Land/Building Permits	\$ 500.00			\$ 500.00	
Copier	\$ 600.00			\$ 600.00	
Fax Machine	\$ 500.00			\$ 500.00	
Vital Records	\$ 3,000.00	\$ 3,000.00			
Banquet Hall	\$ 1,000.00			\$ 1,000.00	
Concealed Weapons Permit	\$ 200.00	\$ 200.00			
Bounced Check Fees	\$ 100.00			\$ 100.00	
Ambulance	\$ 70,000.00		\$ 70,000.00		
Police	\$ 100.00			\$ 100.00	
Planning	\$ 100.00			\$ 100.00	
Library	\$ 1,000.00				\$ 1,000.00
Transfer Station	\$ 270,000.00		\$ 270,000.00		
Cemeteries	\$ 1,000.00			\$ 1,000.00	
KRDA (First Park) Refund	\$ 13,000.00				\$ 13,000.00
Misc.	\$ 2,100.00			\$ 2,100.00	
Transfer from TIF/Economic Development Fund	\$ 39,006.00		\$ 39,006.00		
Surplus Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Municipal Revenue Projections</b>	<b>\$ 868,106.00</b>	<b>\$ 426,600.00</b>	<b>\$ 416,006.00</b>	<b>\$ 7,500.00</b>	<b>\$ 18,000.00</b>
<b>State Revenue Projections</b>					
Tree Growth	\$ 5,000.00	\$ 5,000.00			
Veteran Reimbursement	\$ 1,800.00	\$ 1,800.00			
General Assistance	\$ 10,475.00	\$ 10,475.00			
State Revenue Sharing	\$ 198,770.00	\$ 198,770.00			
Road Assistance	\$ 57,140.00	\$ 57,140.00			
Homestead Exemptions	\$ 65,000.00	\$ 65,000.00			
<b>Estimated Total State Revenue Projections</b>	<b>\$ 338,185.00</b>	<b>\$ 338,185.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Municipal and State Revenues</b>	<b>\$ 1,206,291.00</b>	<b>\$ 764,785.00</b>	<b>\$ 416,006.00</b>	<b>\$ 7,500.00</b>	<b>\$ 18,000.00</b>
<b>Non-Operating Revenues for Capital Projects</b>					
Undesignated Fund Balance	\$ -			\$ -	
<b>Sub-Total of Non-Operating Revenues for C. I. P.</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Non-Operating Revenues for Capital Projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total Revenue Projections</b>	<b>\$ 1,206,291.00</b>	<b>\$ 764,785.00</b>	<b>\$ 416,006.00</b>	<b>\$ 7,500.00</b>	<b>\$ 18,000.00</b>

# A Municipal Perspective on Regionalization, Consolidation and Interlocal Cooperation

Adopted by the Maine Municipal Association Executive Committee – June 4, 2003

The Maine Municipal Association is a strong supporter of the concepts of regionalism, interlocal cooperation and consolidation, and encourages municipal governments to use these governance alternatives when municipal governments determine that implementation of these concepts makes sense -- when they result in cost savings and/or greater effectiveness in the delivery of municipal services, or enhance those services.

These concepts have received a great deal of attention and support during the State's recent financial crisis. However, political leaders, the media and academics who support regionalization appear to have more of a vision than a concrete set of recommendations.

Municipal leaders are inherently interested in finding savings in the delivery of governmental services and reducing the property tax burden, which in many locations is intolerably high. From the municipal perspective, the on-going public discussion regarding increased use of regionalization must recognize some very important governance principles, including: sense of community, citizen access to decision-making and maintenance of quality of services. The people of Maine put great value in direct government, local decision-making, volunteerism, community pride, civic duty, town meeting, strong public access and citizen control. Municipal leaders share those values quite naturally and believe the quest for efficiencies through regionalization and consolidation will only be successful if great care is taken to recognize those values in the dialogue and to harness the strengths of municipal governments when undertaking the design of alternative service delivery systems.

The Maine Municipal Association supports discussions of regionalization that include the following components:

- **Fact-based analysis** - It is imperative that the regionalization discussion be conducted in a fact-based environment of collaboration, objectivity, and shared analysis. There are many interests with a stake in regionalization/consolidation. Municipal government, state government, county government and other regional quasi-governmental entities, business interests, advocacy groups, and most importantly, Maine's citizens, all have a keen interest in discussing regionalization issues. The system analysis and alternative designs must be conducted and developed with input and technical assistance from all interested parties and not driven by pre-existing perceptions.
- **Service-delivery focus** - The most productive analysis, from the municipal perspective, should focus on specific, individual services - a comparative review

of how services are currently delivered that outlines the financial and non-financial impacts if services were delivered by a different level of government, by a regional service provider, or under an inter-local agreement. Important factors to consider in any service delivery analysis include: (1) analysis should precede policy; (2) cost savings should be documented; (3) service quality should be maintained or improved; (4) citizen access to decision making should be preserved; and (5) volunteerism should not be replaced or discouraged.

- **Grass Roots Approach** - Implementation of effective regionalization efforts will occur when the municipalities themselves decide that cooperation with other municipal, county or other government agencies makes sense.
- **Incentives & Assistance** – Financial assistance will be important to conduct objective analyses and to retain well qualified facilitators to assist in the review and discussion of potential regionalization efforts. Additionally, financial incentives will serve to promote these efforts as well as assist with potential transitional cost issues.