1991

1991 Annual Report for the City of Augusta, Maine

Augusta, Me.

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1991 ANNUAL REPORT
FOR THE CITY OF AUGUSTA, MAINE

"There is one thing better than good government, and that is government, in which all the people have a part." - Walter Linn Pope

"If liberty and equality as is thought by some, are chiefly to be found in democracy, they will be best attended when as perfect a state there is in the society." - Aristotle

"The basis of our government being the opinion of the people, the very first object should be to keep that right; and were it left to me to decide whether we have a government without newspapers or newspapers without a government, I should not hesitate a moment to prefer the latter." - Thomas Jefferson

"Government in a great and the officers of the government are trustees, and held in trust and the trustees are created for the benefit of the people." - Henry Clay
THE CITY IN 1991 IN A GLANCE.

The City of Augusta made significant forward strides in 1991.
The City Council approved a landmark deal to be a co-licensee with Edwards Manufacturing Co. to continue—and even to expand—the hydro-electric generating facility on the Kennebec River. The package involves the City receiving three percent of the gross revenues (not net income) through approximately the year 2020. After that, the City has the option of assuming ownership of the dam for no cash outlay, simply by paying Edwards Co. 15 percent of the net income for ten years.
The City embarked on a new waste recycling program. Operating with a state grant of money, the City provided residents with recycling containers for cans and glass. The City conducts curbside collection of cans, glass, and newspapers (in addition to regular trash) and will be adding other recyclable items in the future. The program operates under the catchy acronym of ART (Augusta's Recycling Team).
The City Council adopted a 1991-92 city/county/school budget with only a modest increase of 1.06 mils, or 5.3 percent. At the same time, the Council embarked on a hiring freeze, carefully scrutinizing every position that became vacant through retirement or job change. After analysis, in many cases the positions were not filled; duties were assigned to other people, all with the view of cutting costs for ensuing budgets.
Even tight budgeting, the City was able to add a modest current capital improvement program; A road paving program was developed in the operating budget; nearly $300,000 was approved in a capital budget, most of which was used for mandated programs, such as underground storage tank removal. Yet the threshold was established to continue, and hopefully expand, the capital improvement program.
Part of the capital program included the purchase of computerized voting scanners and tabulators. This changed the method Augusta voters had to cast their ballots—from machine back to paper—but increased the number of booths, thereby reducing waiting times, and immensely speeded up the counting time.
While the City continues to explore the right approach for an appropriate police station, renovations were made to the Old City Hall to allow the police to operate for some time longer in a decent environment. Renovations were made to the dispatch area and to offices, and the aging building was beefed up to extend its useful life for another few years.
The City also adopted an award-winning new Land Use Ordinance, to serve as a tool for more orderly development of the city. The ordinance followed the completion of a Comprehensive Plan that allows the city to plan and review proposed developments in a broad perspective.
There were many more things happening in the City of Augusta in 1991, many of which are reported in other sections of the City Report.
February 14, 1992

Dear Augusta Citizens:

I am pleased to present the 1991 Annual Report of the City of Augusta. You will see that 1991 was a busy and productive year. The City of Augusta has many things to be proud of. This report shows that out municipal government is one of them.

Thank you for your support.

Sincerely,

William D. Burney, Jr.
Mayor
AUDITORIUM:
Touring Events: Kathy Mattea put on a
ravishing performance in March. Randy
Travis, Alan Jackson and Tammy Wynette
played out house in April and Chris Black, supported by
the Nitty Gritty Dirt Band and Macaca Berg,
enjoyed a very enthusiastic crowd in
August.

Sporting Events: W.W.F. Wrestling, vis­
iting the Civic Center twice in 1991. One of
the highlights of the year was opening the
tour for the American Gladiators.

Family Shows grew from one to three with
Big Bird and company performing three times in December
with Big Bird and company performing
August the All-Seasons Racing Show, the Motorcyle
Man Show, Augusta Camper Show, the Spring
Antique Show, the State of Maine Sports
Man Show, the Augusta Home & Garden Show,
Maine Syaco Food Show, Associated Grocers
Food Show, Baseball Card

RECREATION PROGRAMS - FUN FOR EVERYONE
The goal of the Augusta Recreation Department is year-round recreation for
children and adults. Through the cooperation
of the Augusta School Department, the
department is able to use school gymnas­
siums and rooms throughout the city
for lingered and organized activities. Girls basketball is gaining popularity with over
700 girls registered in the Saturday league.

Another 100 participants are active in five-week practice and skill-building
clinics. Adults turned out in record numbers as the 18 teams were formed in the
over-30 and over-40 leagues. This num­
ber more than doubles the number of teams two years ago. Adult volleyball is also popular, as well as
Open Gym at Baker Junior High School.

IN ITS 96TH YEAR, LITGOW PUBLIC LIBRARY:
- was open 2,906 hours
- issued 2,546 library cards to Augusta
adults and children for a total of 7,727
resident cardholders
- issued 862 library cards for fee-paying
non-residents
- circulated 132,750 items (a 9% increase
over 1990), including 116,634 books and
16,116 audiovisuals and periodicals
- answered 8,640 reference questions,
35% of which were by telephone
- added 3,640 new books for a total collec­
tion of 48,245
- added 140 new video cassettes totaling
251 (features, classics, children's videos,
instructional and documentaries)
- added 197 spoken word audio cassettes for
a total audio collection of 678
- subscribed to 12 newspapers and 101
magazines
- sponsored programs attended by 2,784
children and 211 adults, including story
hours, film series, entertainment pro­
grams, an author visit, a career develop­
ment workshop, and a summer reading
program
- borrowed 248 items from other librar­
ies for our patrons, and loaned 156 items
from Litgow to other libraries for a total of
404 interlibrary loan transactions (a 45%
increase over 1990)
- received a grant of $1,000.00 from
M.O.I.C.C. (Maine Occupational Informa­
tion Coordinating Committee) to buy
materials for a career development col­
lection.
- scheduled 56 different community and
non-profit organizations for 246 meet­
ings in the library conference room
- held its annual book sale and raised
almost $700.00 to replace lost or stolen
materials
- spent money to fix long-standing prob­
lems with the heating and air conditioning
systems
- saw the reopening of the front of the
library completed; gathered estimates to
- fix the roof, windows, and to replace the
remaining of the building.

- began the process of automating the
catalog and circulation functions by
acquiring BiblioFile, a CD-Rom data­
base and software package that stream­
lines cataloging now, and that will cut the
total price of computerization by a third.

- volunteers gave 1,243 hours of time and
talents

LIBRARY TRUSTEES:
- Catherall Galliani, Chair, Elberite Cole,
Treasurer, Jim McKenna, Secretary,
Suzanne Ham, Amy Lee, Thomas
O'Connor, Paul Rice, Susan LaCasse

1991 ENGINEERING SERVICES
The Engineering Bureau provides profes­
sional/technical services to the City con­
cerning the physical aspects of the City such as
buildings, streets, and drainage. Presently,
the Bureau consists of the Director/ City Engineer, Administrative Assistant
and two Civil Engineers.

Much has been accomplished during 1991.
The Engineering Bureau designed and
managed several City projects. In addition to
overseen projects, Engineering plays a large role in the evaluation and
approval of private projects, such as resi

dental and commercial developments, built throughout the City. Some of last
year's major projects were:
- Design and Construction Projects: Sanford Road
- Hatch Hill Transfer Station &
Recycling Center
- Public Works Pail Storage
- Public Works Security System
- Leachus Transfer Station
- New England Road Drainage
- Anthony Avenue Circle Removal
- Construction Project Management:

Supershows, the State of Maine Gun
Show, the Mid-Maine Gun Show, Craft
Fairs, and the Lions Christmas Crafts Fair. "New shows this year included
"Come See Maine" Show and the 1992
Car & Truck Extravaganza. Banquets:
The Augusta Civic Center houses the
largest rooms in the area for banquet
settings. People wishing to hold a banquet for over 300 can find the Auditorium a
pleasant atmosphere in which to enjoy
food and service. Meals served in the
Auditorium included Downtown Internet, Maine Harness Racing, K.V.C.C.
M.S.E.C.U., Hammond Lumber, East
Basketball, Maine Dental, MECUL,
Maine Graphics Arts, Women's Business
Development, M.S.A., Century 21,
Keyes Fiber.

Local Sporting Events: The University
of Maine at Augusta and High School
Basketball Tournaments & events sport
Civilian this year. After the season
ended, Augusta was again the host
city for the McDonald's East-West High
School Basketball Classic. At the end of
the year, the Civic Center welcomed the
return of Cuny Basketball as they squared
off against Girardier on December 23.

The Annual Too Karte Tournament returned to the Civic Center after a one
year hiatus.

Large Meetings, Seminars & Graduations:
The Governor's Inauguration
kicked off 1991 in the Auditorium
on January 3. Other large groups conven­
ing were Downtown Internet, Order of
the Eastern Star, a conference on Alcohol and Drug Abuse, the American Legion, the
Maine State Grange, the Governor's Offi­
cial Welcome to the Returning
Troops, a State Workers' Compensation
Public Hearing, and the Rallization
Meeting of B.L.W.'s Local S-6. State
Councils were held for both C.P.A.'s and
the Nurses, and Careerment Environ­
exes were delivered by the University of
Maine at Augusta, Cuny High School and
Gardiner High School. Freebies held
were held by Word of Life and Diamond
Enterprises.

Local Stage Events: The Augusta Sym­
phony Orchestra performed their annual
Mother's Day Concert in the Main Audito­
rium and the New Year's Eve celebra­
tion featuring the Port City All-Stars ended
the year 1991.

NORTH WING AND MAIN BUILD­
ING
Each of the 6 North Wing rooms averaged
being utilized 162 days out of the year. Of
these, the Civic Center hosted 17 wed­
ding receptions from April through December accounting for almost 3,000
seats. Eleven wedding receptions
have already been confirmed for 1992. The appearance of the room is a primary
marketing tool. The color coordination that

"Super Saturdays," co-sponsored by City
Recreation, Forum A and the KVTVMCA,
was a nationally recognized innovative
program offering children aged 6-12 swim­
ning, sports, performing artists shows
and arts & crafts all in the same after­
noon.

Full activities are self-supporting pro­
grams, depending on user fees to pay for
supervisors and instructors. Recreation
revenues currently total over $40,000 or 25% of
the total budget. We are truly "doing
more with less." The Recreation Bureau
arrives to serve the expanding recrea­
tional needs of the youth and adults of
Augusta.

Hodgkin's School Roof Replacement
Hussey School Sanitation Entrance
Hussey School Playground
Civic Center Roof Replacement
Hartford Station Floor Upgrade
Old City Hall West Wall Restoration
Public Boat Launch Improvements
The Bureau also provided technical assis­
tance and support in these areas:
Technical Assistance/Support
Computerized Mapping
Tax Map Information
Assignment of Street Numbers

Subdivision & Commercial Site Plans
Coordination with Local Utilities
Driveway Locations, Curb Cut &
Culvert requests
Respond & resolve complaints regarding infrastructure.

Maintain Records of City Buildings &
Streets
Topographic Information
Street Descriptions
Rights-of-Way Locations
Horizontal and Vertical Datum
1939 WPA Maps
1991 FIRE BUREAU HIGHLIGHTS

Responses:
Fire suppression and related activities continue to show a slight decrease over previous years. This downward trend is due in part to the bureau's public awareness programs like "Learn Not To Burn" conducted in the school system and the ongoing safety talks frequently requested by local businesses. Public awareness programs, for all ages, continue to be a major aid in fire prevention.

Equipment & Station Improvements: A new Mobile Medical Type I ambulance was delivered to the City in October. The aerial equipment was tested and inspected. The ladder-1 required significant repairs by the manufacturer. In general, all fleet vehicles and equipment have passed inspection and are functional but due to the fleet's age and level of use, major repairs are anticipated in the not too distant future. The City Council has responded to this concern and has begun setting aside funds in the Capital Improvements Plan for equipment replacement in the future. The Bureau's priorities is to replace the current 16 year old Rescue-1 and the 30 year old veteran known as Pumper E-6.

Upon receipt of the new ambulance (Rescue-2) the oldest and most sparingly used ambulance was passed on to the Recreation Department. The obsolete 1965 tanker was also donated to the Community Services Department.

During the last 12 months station repairs included new roofs on Western Avenue and Hospital Street, upgrading of Hartford Station's floor is nearly complete. The truck bays at Hartford Station were painted. The truck bays at Hartford Station were painted. The truck bays at Hartford Station were painted.

Training:
The Bureau's training program is and will continue to be very active and progressive in both fire and EMS related areas. Eight additional men have completed their Firefighter I state certification and are now nearly finished training at the Firefighter II level. This will raise our total of state certified Firefighter II's to an impressive total of 25. On the EMS side, 2 men completed paramedic studies and 2 others are presently enrolled who when completed will total 19 licensed paramedics. In the area of hazardous materials handling, 3 individuals trained as hazardous materials technicians.

Administration:
An additional computer terminal was acquired enabling the Bureau to move forward into the twentieth century in many areas. Eight individuals are now on line making it possible for proper documentation of training and fire incident reports. The Bureau also recently constructed a comprehensive 34-page manual on Standard Operating Procedures.

The ISO is currently evaluating the City's fire protection classification. The results are expected in April and it is hoped that the City will regain its higher status.

The Bureau has recently offered to conduct building inspections which have been well-received by building owners. The Bureau has also started testing fire alarm boxes to determine what the overall status of the system is.

NEW Augusta Public Safety Dispatch Console System - James Lynagh, Dispatcher (seated) and Sergeant Wallace Corbin. Photography by Cobbie.

THE POLICE BUREAU IN 1991

This report covers calendar year 1991 and is intended to highlight the Police Bureau's "call for service" activity and other important events.

Training and Personnel:

The Police Bureau of the City of Augusta is comprised of 38 sworn and 12 civilian positions. All but 2 of the sworn personnel have completed the Maine Criminal Justice Academy Basic Law Enforcement class, while 8 of the civilian employees (dispatchers) have also received qualifying training at the acad and we continue to hold monthly sessions in-house and send personnel to appropriate training opportunities as time and money are available.

Deputy Chief Keryn Clemente retired from the department after serving for more than twenty years. He took a position as Chief of Police in Newmarket, N.H. He was immediately missed, not only for his deep involvement with all divisions of the department attempting to maintain the morale and spirit of every­body during hard times, but also because of his lead role in equipment upgrades during the recent renovations.

Police Headquarters:
The year began with the bureau still in need of a home, but upon City Council approval, renovations were made to the main floor of Old City Hall making the temporary home much more workable with more room for Patrol, Detectives, Records & Communications and Traffic Divisions. Work on the facility will continue throughout the winter.

Equipment Upgrades:

Equipment purchases in 1991 improved the Records & Communications Division. Purchases included replacement of the recording device, the dispatch console and base radio equipment.

An important element in continuing this upgrade will be the replacement of the mobile radio systems as outlined in the City Capital Improvements Plan. The old equipment (1970 vintage) is functionally obsolete and has a high repair cost. The patrolmen's work is made more difficult with unreliable equipment.

Continued upgrading of equipment, as approved in budgets to come, will include ongoing replacement of the cruisers, the newest of which has 150,000 miles on its odometer.

POLICE & FIRE BUREAUS RESPOND TO OVER 26,000 CALLS

AUGUSTA RECEIVES ANOTHER GRANT FOR HOUSING IMPROVEMENTS

In August of 1991, the City's Community Development Office received a Community Development Block Grant award of $475,000 for neighborhood improvements. This enabled the office to continue a program of the past two years with $91,180, which leveraged more than $2.2 million of local, public, and private dollars for a total impact of over $3.2 million.

These funds are for sewer and water system improvements, neighborhood play­ground equipment, and to help expand soup kitchen and emergency shelter facilities. The majority of the funds will be used for housing rehabilitation. Of the 42 units planned to be rehabbed with these funds, 20 have been completed. The previous grant included demolition of four abandoned buildings, water system improvements, playground equipment, and recreation development. The primary activity of this grant was housing rehabilitation. During the grant period 227 low-income families occupied housing units were rebated.

Twenty units were rebated under the MSHA moderate rehab program. This program provides a 15 year rent subsidy for low income tenants and amounts to an annual subsidy value in excess of $130,000. The MSHA rental rehabilitation program provides deferred loans to property owners for improvements to housing units occupied by low income families. More than $30,000 was loaned for improvements to 97 housing units.

In October of 1991, an FY92 CDBG program application was submitted to the Office of Community Development for funding to continue the housing rehabilitation program. The application began in the FY92 CDBG program and official notification of approval or denial of this application is expected in early 1992.

COMMUNITY DEVELOPMENT COMMITTEE:
David Gingras, Roger Pomerleau, Mary Mayo-Wescott, Beverly Beauchamp, Lucille Buehler, Betty Trask, Carolyn Chato, Judith Johnson-Marrano, Gloria Morissette

POLICE DEPARTMENT:

Chief Robert Ferris

COMMUNITY DEVELOPMENT:

Manager Elizabeth Noonan

AUGUSTA RECENTLY RECEIVED A GRANT FOR HOUSING IMPROVEMENTS

1991 TOTAL FIRE AND EMS RESPONSES

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2ND ALARM FIRES</td>
<td>2</td>
</tr>
<tr>
<td>WORKING FIRES</td>
<td>30</td>
</tr>
<tr>
<td>SERVICE CALLS/SPRINKLERS/INVESTIGATIONS</td>
<td>235</td>
</tr>
<tr>
<td>CHEMISTRY FIRES</td>
<td>9</td>
</tr>
<tr>
<td>STAIR ALARM FIRES</td>
<td>77</td>
</tr>
<tr>
<td>MAJOR STAIR SMOKE/SMELL ALARMS</td>
<td>76</td>
</tr>
<tr>
<td>ALARM MALFUNCTIONS</td>
<td>63</td>
</tr>
<tr>
<td>TOTAL FIRE RESPONSES</td>
<td>523</td>
</tr>
</tbody>
</table>

PART 1:

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURGLARIES</td>
<td>14</td>
</tr>
<tr>
<td>THEFTS</td>
<td>284</td>
</tr>
<tr>
<td>AUTO THEFTS</td>
<td>56</td>
</tr>
<tr>
<td>ARSON</td>
<td>14</td>
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PART 2:

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>ACCIDENTS</td>
<td>1350</td>
</tr>
<tr>
<td>ANIMAL COMPLAINTS</td>
<td>996</td>
</tr>
<tr>
<td>BAD CHECKS &amp; FRAUD</td>
<td>523</td>
</tr>
<tr>
<td>COMMITMENTS</td>
<td>116</td>
</tr>
<tr>
<td>CRIMINAL Mischief</td>
<td>558</td>
</tr>
<tr>
<td>DISORDERLY CONDUCT</td>
<td>737</td>
</tr>
<tr>
<td>DUID OFFENSES</td>
<td>21</td>
</tr>
<tr>
<td>DOMESTIC SITUATIONS</td>
<td>311</td>
</tr>
<tr>
<td>HARASSMENT COMPLAINTS</td>
<td>755</td>
</tr>
<tr>
<td>LIQUOR OFFENSES</td>
<td>21</td>
</tr>
<tr>
<td>JUVENILE HANGLING</td>
<td>120</td>
</tr>
<tr>
<td>MENTALLY ILL SITUATIONS</td>
<td>300</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>1568</td>
</tr>
<tr>
<td>PROTECTIVE ORDERS</td>
<td>114</td>
</tr>
<tr>
<td>SEX OFFENSES</td>
<td>49</td>
</tr>
<tr>
<td>STALKERS</td>
<td>105</td>
</tr>
<tr>
<td>TREASURY COMPLAINTS</td>
<td>910</td>
</tr>
<tr>
<td>WEAPONS OFFENSES</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL INCOME</td>
<td>23,022</td>
</tr>
<tr>
<td>INCIDENT REPORTS</td>
<td>9,287</td>
</tr>
</tbody>
</table>
CITY OF AUGUSTA, MAINE
Combined Balance Sheet -- All fund Types and Account Group
June 30, 1991 (with comparative totals for June 30, 1990)

<table>
<thead>
<tr>
<th>Assets</th>
<th>Governmental Fund Types</th>
<th>Proprietary Fund Types</th>
<th>Fiduciary Fund Type</th>
<th>Account Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
<td>Special Revenue</td>
<td>Capital Projects</td>
<td>Enterprise</td>
</tr>
<tr>
<td>CASH AND CASH EQUIVALENTS (note 2)</td>
<td>$346,514</td>
<td>$138,774</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investments (note 2)</td>
<td>6,435,417</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Receivables:</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Tax receivable (note 3)</td>
<td>1,118,837</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Tax liens</td>
<td>345,563</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Tax acquired property</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Accounts receivable, net of allowance of $31,000 in the General Fund</td>
<td>312,259</td>
<td>-</td>
<td>202,420</td>
<td>5,728</td>
</tr>
<tr>
<td>- Notes receivable</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Grants receivable</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Due from other funds (note 7)</td>
<td>-</td>
<td>166,821</td>
<td>44,123</td>
<td>1,470,931</td>
</tr>
<tr>
<td>- Due from other governments</td>
<td>612,821</td>
<td>403,664</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>313,140</td>
<td>1,382</td>
<td>-</td>
<td>16,130</td>
</tr>
<tr>
<td>Inventories</td>
<td>4,641</td>
<td>30,183</td>
<td>-</td>
<td>20,851</td>
</tr>
<tr>
<td>Property, plant &amp; equipment (net of accumulated depreciation (note 4)</td>
<td>-</td>
<td>30,183</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amount to be provided for retirement of general long-term debt</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amount to be provided for accrued compensated absences</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amount to be provided or retirement of capital lease</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$9,479,601</td>
<td>$740,308</td>
<td>$84,123</td>
<td>$2,191,837</td>
</tr>
</tbody>
</table>

WHERE THE MONEY COMES FROM:

- Property taxes: 54.5%
- State Revenue Sharing: 4.8%
- Excise Tax: 5.9%
- Other: 9.8%
- State Aid to Education: 25%
CITY OF AUGUSTA, MAINE
Combined Balance Sheet -- All fund Types and Account Group
June 30, 1991 (with comparative totals for June 30, 1990)

<table>
<thead>
<tr>
<th>Liabilities &amp; Fund Equity</th>
<th>Governmental Fund Types</th>
<th>Proprietary Fund Types</th>
<th>Fiduciary Fund Types</th>
<th>Account Group</th>
<th>(Memorandum Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$1,192,980</td>
<td>$46,386</td>
<td>$1,714</td>
<td>$2,522,390</td>
<td>$41,791</td>
</tr>
<tr>
<td>Accrued wages &amp; benefits payable</td>
<td>1,531,186</td>
<td>41,269</td>
<td>1,072</td>
<td>19,190</td>
<td>7,083</td>
</tr>
<tr>
<td>Accrued compensated absences</td>
<td>710,640</td>
<td>9,353</td>
<td>3,404</td>
<td>12,085</td>
<td>349,073</td>
</tr>
<tr>
<td>Encumbrances</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>162,076</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deferred revenue (note 3)</td>
<td>1,125,301</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Taxes received in advance</td>
<td>30,890</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deposits &amp; other accruals</td>
<td>84,680</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bonds &amp; notes payable</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital lease payable</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Due to other funds (note 7)</td>
<td>1,842,235</td>
<td>294,154</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Due to Augusta Housing Authority</td>
<td>5,277</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$6,705,282</td>
<td>$391,164</td>
<td>$2,816</td>
<td>$330,672</td>
<td>$469,059</td>
</tr>
</tbody>
</table>

FUND EQUITY:

| Contributed capital (note 15) | -                      | -                      | -                    | -              | -                      | -              | 770,775                | 770,775       |              |
| Retained earnings:            | -                       | -                      | -                    | -              | -                      | -              | -                      |              |              |
| - Reserved for North Wing     | -                       | -                      | -                    | -              | -                      | -              | 25,000                 | 25,000        | 25,000       |
| - Unreserved                  | -                       | -                      | -                    | -              | -                      | -              | 1,422,489              | 965,052       |              |
| Fund Balances                 | -                       | -                      | -                    | -              | -                      | -              | -                      |              |              |
| - Reserved for Community Development Grant | -                 | 97,786                 | -                    | -              | -                      | -              | 97,786                 |              |              |
| - Reserved for endowments     | -                       | -                      | -                    | -              | -                      | -              | 495,070                | 45,346        |              |
| - Reserved for inventory      | 4,641                   | 30,185                 | -                    | -              | -                      | -              | 43,824                 | 36,973        |              |
| - Reserved for encumbrances -- City | 93,540                 | 8,533                  | -                    | -              | -                      | -              | 102,063                | 370,644       |              |
| - Reserved for encumbrances -- School | 265,140                | -                      | -                    | -              | -                      | -              | 265,140                | -              |              |
| - Unreserved:                 | -                       | -                      | -                    | -              | -                      | -              | -                      | -              |              |
| --- Designated (note 18)      | 37,148                  | 15,799                 | 81,307               | -              | -                      | -              | -                      | 154,254       | 404,754      |
| --- Undesignated--City        | 2,435,262               | 196,845                | -                    | -              | -                      | -              | -                      | 2,712,473     | 2,950,576    |
| --- Undesignated--School      | (101,432)               | -                      | -                    | -              | -                      | -              | (101,432)              | -              |              |
| TOTAL FUND EQUITY & OTHER CREDITS | 2,774,319              | 149,146                | 81,307               | 1,841,265      | 509,799                | 583,436        | 6,006,272              | 6,049,172     |              |
| TOTAL LIABILITIES & FUND EQUITY | 9,439,691              | 740,308                | 84,133               | 2,191,577      | 420,258                | 799,000        | 16,552,685            | 30,268,412    | 29,277,445    |

WHERE THE MONEY GOES:

<table>
<thead>
<tr>
<th>Community Services</th>
<th>Fixed Charges</th>
<th>City Services</th>
<th>Public Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation, Library, Fort, Econ.Dev., Parks</td>
<td>Hydrants, Sewer etc.</td>
<td>Public Works, Planning Engineering- Codes, Solid Waste</td>
<td>Police, Fire, EMS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Insurance</th>
<th>Misc.</th>
<th>General Govt.- Finance, Clerk, Assessor etc.</th>
<th>Debt Service</th>
<th>Public Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>53.9%</td>
<td>6.3%</td>
<td>3%</td>
<td>4.5%</td>
<td>4.6%</td>
<td>4.9%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7.9%</td>
<td></td>
<td>12%</td>
</tr>
</tbody>
</table>
BUREAU OF PUBLIC WORKS

The Bureau of Public Works serves the citizens of Augusta in many different ways. Among its responsibilities are street and sidewalk sweeping, maintenance and construction; snow and ice removal; street striping, and regulatory and directional signage on all City-owned streets and roads. Additional duties are curbside collection of rubbish, annual paving program, recycling collection, and support services to many other departments and such schools, Community Services, Police, Fire, Hatch Hill, and many other unknowns that come up throughout the year.

Some highlights of Public Works activities for 1991 are as follows:

- Rubbish collection has seen the most change in the past year. In May, the City embarked on a new curbside recycling program developed with the support of a very diligent Recycling/Solid Waste Committee. Several elements of the program include:
  - The City's schools were involved to help develop a logo that Augusta's program could adopt. The response was very good and the idea for "ART" Augusta Recycling Team, was born. Students with winning posters were awarded prizes.
  - With a grant from the Maine Waste Management Grant Project, 16,000 green recycling buckets were purchased and distributed to single family homes, apartment buildings of up to 6 units and owners of apartments with 5 or more units were asked to join the program beginning November 5th.
  - A specialized recycling truck was purchased with grant money. This new program started on May 17th with alternating bi-weekly rubbish and recycling collection.
  - The program has been very well received with 75-80% participation. During summer months, rubbish collection reverted to a weekly schedule, and a biweekly cycle was resumed on September 3rd.
  - Steel cans, clear glass, and newsprint were the three items the program started with; in October leaves and grass clipping buckets were added with plastic recycling scheduled to begin in March 1992.

EACH MONTH, between 38 and 45 tons of waste is directly pulled out of the waste stream and not landfilled.

- The Winter season was kind to us. Augusta had a total of 56" of snow and our crew used 9,800 gallons of salt and salt mixtures on our roads. In comparison to years past, this was a light year.
- The Spring season was finished this year. The major ones were lower State Street, Cony Road, Church Hill Road, and Gage Street.

A special Spring Clean Up was held in June. For the first time it was a pay system. Collection stickers had to be purchased and placed on each collectable items. The three week collection consisted of brush & wood, white goods and metal, and miscellaneous items. 1,424 households participated in the program with 2,042 stickers being sold.

- Construction projects this year varied from small to large. The CDBG Grant area was an ongoing project. Northern Avenue was finished and Franklin Street started.

These projects included new construction of sidewalk and gutter lines with total overays of streets; this much needed improvement.

- Many other small maintenance projects were done; brush cutting on country roads, potholes, sidewalk repairs on State Street, Northern Avenue, and Parington Avenue, and taking care of the daily complaints.

Sweeping of all City streets occurred. During the Spring sweep this year was no exception. On August 15th and 20th, Hurricane Bob hit. Augusta was hit with 5.5" of rain in a 12 hour period. Clean up of downed trees and limbs, and localized flooding were handled all during the night.

The Kennebec County Soil Conservation District approached the City with a request to do a soil erosion demonstration project. The Mt. Vernon Civic Club selected and an all day seminar and on-site demo was held. August 1st. Seventy five people from various State, Municipal, County and local contracting concerns attended.

Spring Road became a major problem this year. Beavers moved into Togus Stream and the Spring Road which caused flooding of the roadway. The beavers continued to cause problems in the past months, and for the Warden Service. The number of beavers was estimated to be over 100.

Major changes have occurred this year at Central Garage. Mandated by law, the first fuel tanks had to be replaced this year. Two new above ground 10,000 gallon tanks have been installed and the old ones removed. A new security system has been installed for all buildings and there is now a locked gate at the entrance of the facility. A new fuel dispensing card is installed in the station. Due to an increase in fuel prices, fuel is now sold at cost.

The Spring sweep was finished this year. The major ones were lower State street, Cony Road, Church Hill Road, and Gage street.

- The Public Works Bureau also added:
  - to the new recycling area at the Hatch Hill Landfill, installed (3) 6,000 gallon leachate tanks on Cony Street Extension.
  - to the Spring Clean Up was held.
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HATCH HILL EXPANSION APPROVED
- CONSTRUCTION BEGAN IN AUGUST

BUREAU OF SOLID WASTE

HATCH HILL OPERATIONS: In 1991, the Hatch Hill facility received about 32,000 tons of materials. Of this, approximately 9,000 tons was transferred to a waste-to-energy facility. 21,960 tons were landfilled in the Interim landfill and 2,040 tons (6% of total materials received) were recycled. The breakdown of the recyclables is broken down in the table to the right.

HATCH HILL EXPANSION II: In May, the DEP held a public hearing on the expansion of Hatch Hill - the last step in a two and half year process resulting in the issuance of a permit. A construction contract was awarded to J.H. Sargent, Inc., Inc. of Stillwater, Maine in July. This project, a state-of-the-art design, involved the construction of three landfill cells. Each cell must be made "secure" (no leakage) by laying clay, HDPE plastic liners and drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by drainage structures. As water falls on a landfill cell, it is collected as leachate and must be made "secure" (no leakage) by storage for the filled up portion of the landfill. Approval of this plan and construction of the closure is expected in spring of 1992.

A closure plan for the Interim Site was submitted to the DEP in January of 1992. This site is scheduled for closure later in the year.

Cell I of the new landfill is scheduled to start accepting in 1992. As part of the operation, the City has been required to implement a strict environmental monitoring program. This project is being financed by a 4.2 million dollar bond approved by voters in 1988. The repayment of the bond will be through revenues, such as tipping fees, paid by users of the facility.

A new landfill compactor was purchased this year. This machine runs continuously over the landfill area compacting trash and conserving space. The machine is currently operating on the Interim site and will be used on Expansion II when it begins accepting rubbish.

RECYCLING: With a 25% matching grant from the Maine Waste Management Agency, a recycling drop-off area was constructed at Hatch Hill. The new recycling area expands the recycling program at Hatch Hill to include glass, metal, food and beverage cans and improves the City's ability to handle used newspaper. This facility enabled the curbside household recycling program.

With grant funds, the Hatch Hill purchased a wood chipper for chipping brush and Christmas trees. This chipper is available for rent to contracting communities. A Christmas tree recycling drop-off program at Public Works and Hatch Hill was very successful. The trees are chipped and made available to homeowners on a first come first serve basis.

Lesley Jones, P.E., Director of Solid Waste, Hatch Hill Disposal Area. Photography by Cobbie.

John Charet, Director of Public Works and Terrence Broughton, Truck Driver at Central Garage, North Street, Augusta. Photography by Cobbie.

"He would like to express our appreciation to everyone in the Public Works Department for taking such good care of us this winter...The elements have been less than kind, and the men have risen to the challenge. Many thanks to the friendly voice at the end of the line whenever I called - she is always upbeat and pleasant. Augusta is fortunate to have such a great Public Works staff." - Elf & Margaret Williams 1/27/92

A phonebook recycling drop-off program involves collection at City Center, shredding and using the waste as animal bedding and later composting for use as a fertilizer.

The recycling program is expected to expand again in March 1992 to include HDPE plastics such as milk and water jugs.

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Hatch Hill - Expansion

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Lesley Jones, P.E., Director of Solid Waste, at Hatch Hill Disposal Area. Photography by Cobbie.

GENERAL ASSISTANCE - WHEN ALL ELSE FAILS

Each Municipality in Maine operates a General Assistance program to furnish immediate aid to eligible persons who are unable to provide basic necessities to maintain themselves or their families. The City of Augusta's Bureau of Health and Welfare provides this assistance in Augusta.

With a staff of four people, assistance is determined on a weekly basis to applicants who meet "eligibility" requirements, such as using their own income for basic needs, looking for work, seeking rehabilitation or training, and performing city workfare if able.

Each municipal GA program is subject to supervision by and approval of the Maine Department of Human Services. The state reimburses municipalities a substantial portion of the assistance money expended, according to statutory formulas.

For other data, the reader is encouraged to review the accompanying graphs.

YEAR ENDING 1991 - DECEMBER 31ST - WORKFARE SUMMARY

FOOD & BOTTLED GAS, WOOD

MATERIAL RECYCLED IN 1991:

<table>
<thead>
<tr>
<th>MATERIALS RECYCLED IN 1991</th>
<th>TONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WOOD WASTE</td>
<td>850</td>
</tr>
<tr>
<td>RECYCLED WOOD MATERIALS</td>
<td>50</td>
</tr>
<tr>
<td>FOOD</td>
<td>40</td>
</tr>
<tr>
<td>SCRAP METALS</td>
<td>500</td>
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<tr>
<td>NEWSPAPERS</td>
<td>530</td>
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<tr>
<td>CLEAR GLASS</td>
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<td>PHONE BOOKS</td>
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<tr>
<td>TRASH</td>
<td>156</td>
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<tr>
<td>VEHICLE BATTERIES</td>
<td>1</td>
</tr>
<tr>
<td>LEAVES FOR COMPOSTING</td>
<td>500</td>
</tr>
</tbody>
</table>

¢ NEW RECYCLABLE ITEMS - LESS THAN 1 FULL YEAR OF RECYCLING REFLECTED.

Lesley Jones, P.E., Director of Solid Waste, at Hatch Hill Disposal Area. Photography by Cobbie.

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For other data, the reader is encouraged to review the accompanying graphs.
The Bureau of Code Enforcement provides services to the public in five major areas: building permits, technical assistance, license inspections, variance/appeals, and complaint investigations. Codes regularly work with the public on proposed plans for the construction and renovation of both residential and commercial projects. The application of building and plumbing codes is interwoven with zoning issues, including the environmental, safety, and land use standards adhered to today. The construction is established through the policies outlined in the City's Comprehensive Plan.

Technical assistance to property owners contemplating a project provides them with the opportunity to evaluate the development potential of a particular property. Many hours are spent with home owners, contractors, architects, engineers, and other staff analyzing the details of their projects and outlining the variety of ways in which Augusta's codes can be met. This one-on-one service enables projects to be constructed in the most cost-efficient manner possible while still meeting the client's needs.

Businesses requiring licenses must undergo annual inspections to provide the public with a level of assurance that safety and health codes are being complied with. This year, the Bureau conducted 137 business inspections for relicensing by the City Council.

The Variance and Appeal process is a necessary step in the application of any set of rules. Interpretations of the City's codes are open to review by two Boards working with the Codes Bureau. The Board of Zoning Appeals addresses zoning use related issues while the BOCA Board of Appeals deals with issues evolving from the BOCA Building Code. The Boards are made of volunteers appointed by the Mayor and confirmed by the City Council and provide monthly forums where citizens concerned about zoning and development can be heard and acted on. In 1991, there were no BOCA Code Appeals.

Bureau of Buildings & Grounds: Involves Playground Maintenance, Cemeteries, Buildings, Streets and Parks. With an annual budget of $507,517, the staff of 10 is responsible for:

1. Maintenance of all public outdoor sports facilities.
3. Maintenance of nine public buildings and custodial services for those buildings accommodating the public.
4. Response to over 100 tree inquiries each year. (This year's major storms required cutting 600-900 feet of trees.)
5. Maintenance of Augusta's four large parks and its seven mini-parks. Christmas decorations for the City are also handled by this bureau.
6. The department provides two floats and one lamp at the East Side Landfill: placing trash in public park benches, picnic tables in various places; and handles roadside mowing. Other public areas maintained by the City include various parks and spaces located city-wide, and all 8 School grounds.

The complaint investigation role is an ongoing process through which the Bureau reacts to the numerous concerns of the public.

Housing conditions, drainage, signage, zoning, environment, and health/safety issues are ever present and bring the Codes personnel in constant contact with the public. In 1991, 1,782 responses to citizen complaints were made.

The City's Code Enforcement staff is participating in the City's mandatory certification program through the Maine Office of Economic and Community Development. Training has been a significant part of staff development. To date all staff are certified Master Building Inspectors through the Maine Building Officials Association, and have been accepted and successfully completed training through the National Fire Academy.

ECONOMIC DEVELOPMENT EFFORTS SHOW GROWTH DESPITE TOUGH TIMES

The regional recession that hit the Northeast in 1990 deepened into a national recession during 1991. Despite a brief recovery in the summer of 1991, economists are currently predicting a so-called "double-dip" national recession in the months ahead. Maine has been impacted by this regional and national recession, and suffered an unemployment rate of approximately 8% for 1991. Nonetheless, the City of Augusta has maintained a relatively strong economic base through 1991, indicated by a relatively low unemployment rate (6.7% through nine months of 1991) and relatively modest declines in retail trade activity. (Augusta's unemployment rate for 1989 was 4.1% and for 1990 was 5.1%).

Recessionary conditions during 1991 posed a difficult challenge to the City's Economic Development Office as it continued its long-standing efforts to retain and expand the City's employment base, expand the City's industrial and commercial tax base, and attract new business investment to Augusta. Over the past three years, the Economic Development Office has allocated its limited staff resources into six program areas including:

- Business attraction
- Business assistance
- Infrastructure development
- Investment development
- Promotional activities
- Business climate improvement.

Despite the recession, Augusta has experienced a surprisingly significant amount of new commercial and industrial growth during 1991. Building permits for commercial and industrial projects in Augusta in 1991 totaled more than $85 million, with some of the major projects being the Wholesale Depot project, the Shop 'N Save on Whitten Road, Kenway Corporation, Augusta Board of Trade's new occupant Industrial building, Gardiner Savings Institution, and other significant improvements in existing projects and numerous smaller commercial investments.

Total new employment added in these projects in 1991 was 315 jobs in Augusta, and an additional 415 jobs were retained in Augusta as a result of new or renovation development activity which was completed in 1991.

As the gains of economic development activity accumulate over time, it can be noted that for 18 selected projects that the City has been involved with since 1989, 970 new jobs have been provided including 455 jobs created and 520 jobs retained. These 18 selected projects added $13.5 million to Augusta's tax base, and will generate approximately $315,000 in property and real taxes for the community, year after year. (Of this total development impact, some of the major projects such as Shop 'N Save, Wholesale Depot or the Kenway Corporation will add a combined $58 million in tax base, which was assessed fully for the first time on 4/3/92, and approximately $180,000 in new tax payments in FY 93 and beyond.)

Augusta's four business parks have seen significant renovations and new construction activity over the past two years, including investments in the Augusta Business Park, the Central Maine Business Park, the Civic Center Office Park and the J & D Business Park. Economic development staff has been involved in virtually all of these continuing developments. The Augusta Business Park alone has undertaken three major renovation projects increasing the combined tax base value from $1.9 million to $3.6 million as of 4/1/91, and additional improvements on two of the properties are underway.

Office of Economic Development staff have also been involved in a wide range of development related activities of which include the following: responding to more than 100 inquiries from individuals or businesses expressing an interest in locating in Augusta, participating in four local development groups, participating in a mailing list of 2,000, including approximately 1,600 to Southern New England business firms, providing staff resources to both the City's downtown revitalization initiative and the City's economic development strategy task force, providing staff assistance relative to the development of the Edwards Dam, continuing efforts to assist the development of a major $50 million regional mall in Augusta, Convention Visitors Bureau participation, business attraction efforts including participation in a trade mission to New Brunswick, working closely with the Augusta Board of Trade, working with major existing employers such as Digital Equipment Corporation toward the retention of existing jobs in the community during hard economic times, and a host of other activities.

Focusing on just two of these activities, the redevelopment of the Edwards Dam and coordination with the Augusta Board of Trade, significant results are evident. The Augusta Board of Trade has been directly involved in projects that have established more than 2,000 jobs in Augusta (accounting for $31 million in annual payroll), and which have generated more than $31 million in local jobs over the past twenty years. The redevelopment of the Edwards Dam is an economic development project which will yield by 1998 more than $700,000 in additional revenues, above and beyond local taxes, and which will significantly impact for ongoing revenues to the City for decades after 1998.

The City of Augusta was selected as Maine's "Development Community of the Year" in early 1991, recognizing the efforts of both the City's Economic Development Office and the Augusta Board of Trade in making Augusta a good place for new investment. As we look forward to 1992, major emphasis will be upon continuing business attraction and attraction efforts, redevelopment of the Edwards Dam, finalizing the work of Task Force 2000, continuing the efforts toward downtown revitalization, and attracting the major regional mall to Augusta. More needs to be done especially in these difficult economic times. City support of a professional economic development effort continues to assure that Augusta can remain competitive and economically healthy.
REPORT OF THE SUPERINTENDENT OF SCHOOLS

The past year has been one of emerging fiscal crisis for Maine's cities and towns as tax revenues and state subsidies have been reduced. The Augusta Schools have worked hard to prepare for the reductions in funding through a number of initiatives. The Augusta Board of Education has taken positive steps to maintain quality education while showing fiscal restraint.

The budget developed for the 1991-92 fiscal year showed a total increase of 2.8%, even though inflation and previously negotiated salary settlements were much higher. This was achieved through the cutting of twenty (21) positions, an aggressive early retirement incentive program (18 retirements), the establishment of a long-term (5 year) bond contract with O'Connor Motors at a fixed cost, energy conservation projects partially funded through grants from CMP and the Federal government, and limiting fund budgets for extra-curricular activities and supplies. In both this year and the last, the State has also cut the amount of subsidy after the budget was developed, with this year Augusta losing $235,000. The schools have been able to maintain programs by freezing purchases and by proposing calendar changes which would shorten the work year.

The danger of conserved years of budget cuts is that needed improvements, both educational and physical, are put off. Buildings deteriorate, needed equipment is not purchased, textbooks become outdated, courses do not reflect societal needs, and the staff does not improve because of lack of training opportunities. The Augusta Schools have, for the current year, minimized these problems by a number of programs. The roof at Hodgkins School was replaced and paid for with funds from last year's budget. Through energy conservation grants and a lease-purchase agreement, Cony High School and Capital Area Technical Center have had all new lighting put in place and all heating systems upgraded. The potential savings over the next ten years will exceed $500,000. Grants have been actively pursued and received to work on the program at Cony High School. Business cooperation is at an all-time high with CMP, Kennebec Tool & Die, Kennebec Valley Medical Center, and others represented in discussions and in actual contributions to the schools. Students from Hall-Dale High School are taking classes at Cony as regional programs are explored. A regional emphasis on sharing programs are protected.

AUGUSTA HAS AWARD WINNING PLANNING PROGRAM

In June 1991, the City of Augusta was awarded the Maine Association of Planners "Planning Program of the Year" award. Augusta's program includes both the 1986 Growth Management Plan and the most recently enacted City of Augusta Land Use Ordinance. The Plan and Ordinance were cited as "good models" for growth management programs.

The Planning Bureau has been involved in several other major planning studies for the Augusta area. The Maine Department of Transportation is in its second year of planning for a Third Bridge and Highway system in Augusta. City staff and the Mayor's Third Bridge Advisory Committee have been coordinating efforts with the DOT to ensure that the City's goals are kept in the forefront. The City Council adopted a Resolution outlining in detail the City's goals for alleviating traffic congestion around the city. The Resolution was forwarded to the DOT and Augusta's Legislative Delegation.

In addition, Planning Bureau staff participated in the Airport Master Plan effort and in the New Capitol Area Master Plan. Other ongoing projects involving the Planning Bureau include the preparation of the City's Capital Improvements Plan and upkeep of the City's census and socio-economic data.

The Planning Bureau works closely with the three other City Services bureaus: code enforcement, public works and engineering. The department has developed a team approach to the review of development projects whether the issue is interpretation of the ordinance or site plan reviews of conditional uses and subdivisions. Daily calls or office visits from home owners, realtors, attorneys, technical professionals regarding the land use rules, and permitting processes are handled by the Planning Bureau.

Questions and concerns raised by neighbors to proposed projects are directed to the Planning Staff for Planning Board consideration when reviewing projects. Biweekly meetings of all development review agencies in the city are coordinated by the Planning Bureau to ensure that interagency communication is ongoing.

The Planning Bureau provides staff support to Augusta's 10 member Planning Board (eight regular members and two alternates). The Board is responsible for the development, implementation and administration of the City's Growth Management Plan and Land Use Regulations. The Board meets monthly to review applications for conditional use, subdivisions, street discontinuances and vacations, modifications to nonconforming uses and a host of other land use related requests as our-lined in the Land Use Ordinance. Special meetings are held when necessary usually the fourth Tuesday of each month. Special meetings are held when necessary usually the fourth Tuesday of each month. The Board acted on more than 40 development related requests during 1991.

The Planning Board has two full time planners and shares clerical staff with the Engineering and Code Enforcement Officers.
The farsighted men and women of the City of Augusta established 100 years ago the roots of what would become Kennebec Valley Medical Center. In this 1991 City Report, Kennebec Valley Medical Center pays tribute to its founders. They established a hospital that has not only cared for its citizens, but has contributed to the growth of the City of Augusta because they had vision, courage, and a commitment to an idea. Today, Augusta is a very different city than the one in which the dreams of its hospital took flight. And the hospital today is a modern medical center, staffed with highly trained and skilled professionals who care for and about their friends and neighbors. The professional expertise and technology that make Kennebec Valley Medical Center what it is today are well beyond our founders' dreams... but we think they'd be mighty proud of what they started.

**Working to keep the community healthy**

**Kennebec Valley Medical Center**

**Health and Wellness Programs**

All KVMC programs take place at the Augusta division unless otherwise noted.

**Living Better With Diabetes - Starting March 2**
Education and self-care classes to help diabetics manage their condition. Five two-hour classes. Physician referral preferred. Contact Health Education Services, 626-1503, to schedule pre-assessment interview.
March 2, 4, 9, 12
Gardiner division
6:30-8:30 p.m.

**Prenatal Classes - Starting March 4**
A free community service, the perinatal program is presented by the Maternity Unit nurses. Topics covered include pregnancy, birth, the newborn, bottle/breast-feeding, and a hospital tour of the Maternity and Newborn Care Unit. Pre-registration not required. For more information, call Maternity and Newborn Care, 626-1435.
March 4, 11, 18, 25
May 6, 13, 20, 27
Conference Rm. B
7-9:30 p.m.

**STEP (Ages 5-12) - Beginning March 24**
A process that encourages mutual respect between parent and child, cooperation, responsibility, and self-reliance. Textbook and refreshments are included in cost. Pre-registration required. Call Health Education Services, 626-1503.
March 24, 31; April 7, 14, 21, 28
7-9 p.m.
$30 a person; $40 a couple
Rm. C

**Breast Cancer Support**
For breast cancer patients only. Meets the third Tuesday of the month. Participants share personal experiences and discuss issues surrounding treatment and recovery. No fee. New participants please call Health Education Services, 626-1503.
1:30-3 p.m.
2nd Floor Group Room

**Cancer Support**
Meets the second and fourth Tuesday of the month to share thoughts and discuss issues surrounding cancer and the needs of the group. No fee. New participants please call Health Education Services, 626-1503.
6:30-8:30 p.m.
Conference Rm. B

**Cardiac Support**
Meets the last Thursday of the month. Oriented toward those with cardiovascular disease and their families. Format includes lectures as well as group discussion. No fee. New participants please call Health Education Services, 626-1503.
6:30-8:30 p.m.

**Caregivers Support**
Meets the second and fourth Tuesday of the month. Designed to meet the emotional needs of caregivers of the elderly and to reduce stress. Supportive forums allow sharing of ideas and educational information. No fee. New participants please call Health Education Services, 626-1503.
3:30-5 p.m.
2nd Floor Group Rm.

**Chronic Lung Disease Support**
Meets first and third Tuesday of the month. For COPD patients and support people. Includes discussion according to the needs of the group, as well as guest speakers. No fee. New participants please call Health Education Services, 626-1503.
1:30-3 p.m.
Conference Rm. B

**Multiple Sclerosis Support**
Meets the first and third Thursday of the month. Participants share feelings and experiences and explore ways to reduce stress. Speaker occasionally scheduled. No fee. New participants please call Health Education Services, 626-1503.
5:30-7 p.m.
2nd Floor Group Rm.

**Ostomy Support**
Meets the fourth Monday of the month. For ostomy patients and support people. Includes discussion according to the needs of the group, as well as guest speakers. No fee. For more information, call Health Education Services, 626-1503.
6:30-8:30 p.m.
Conference Rm. D

**Pediatric Preoperative Program**
A free program offered one Saturday each month to familiarize you and your child with the environment and events involved with surgery. Slide show, tour with pediatric nurse, question-and-answer session with pediatric nurses, refreshments. Call Health Education Services, 626-1503, for information and next program date. Pre-registration required.

**Sibling Class**
To help brothers- and sisters-to-be prepare for the new arrival, KVMC's Maternity and Newborn Care Unit offers a class for siblings that meets every four to six weeks. A physician and nurse discuss different topics with the children, including how to help Mom and Dad with the baby, diapering, and how to hold the baby. No fee. Pre-registration required. Call Maternity and Newborn Care, 626-1435.

**Smiley Program**
A special program for second graders in Augusta and neighboring areas. Designed to alleviate fears and acquaint children with the hospital. Includes a group discussion, hospital tour, and refreshments. Offered free each Tuesday and Thursday morning during the school year by KVMC's Volunteer Services, 626-1503.

**Smoking Cessation**
KVMC's Health Education Services department offers a comprehensive smoking cessation program that includes seven sessions. For more information, call Health Education Services, 626-1503.

**Stroke Support**
Meets the first and third Thursday of the month. For stroke patients, their families, and friends. Guest speakers scheduled as well as discussion according to the needs of the group. No fee. For more information, call Health Education Services, 626-1503.
3-4:30 p.m.
Conference Rm. B