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# **Fund for the Efficient Delivery of Local and Regional Services**

## **2005 Annual Report**

**Presented to**

**the Joint Standing Committee on State and Local Government  
and  
the Intergovernmental Advisory Commission**

**October 1, 2005**

**Department of Administrative and Financial Services  
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## **Introduction**

During the last legislative session, the 122<sup>nd</sup> Maine Legislature adopted a process for distribution of grant funding through the Fund for the Efficient Delivery of Local and Regional Services. The legislation as passed (Public Law 2005, c. 266) requires a report be submitted (Title 30-A, Section 6210) to the Joint Standing Committee on State and Local Government and the Intergovernmental Advisory Commission (IAC) by October 1<sup>st</sup>.

Funding for this grant program was established as part of the School Finance Act of 2003, the citizens' initiative known as Question 1A and *Public Law 2005, c. 2*, commonly referred to as LD 1. The program was anticipated to start on November 1, 2005 with the first round of grants through this funding process awarded in early 2006. In June 2005, however, funding for the grant program was suspended for FY 06-07 as part of *Public Law 2005, c. 457*.

While there are no funds currently being distributed from LD 1, funding had previously been provided from another source to foster regionalization. Governor Baldacci included funds for regional competitive grants as part of his FY 05-06 budget as a means of exploring the joint delivery of services as one way to reduce local government spending and counteract escalating property taxes. *Public Law 2003, c. 20, § W-2 (Unified Budget Bill)* established a \$1 million fund to support municipalities in developing joint ventures for delivering municipal services. The purposes of this grant program and its goals were consistent with the purposes of the Fund for the Efficient Delivery of Local and Regional Services and served as an excellent model for developing the process for the Fund for the Efficient Delivery of Local and Regional Services. The Department used the \$1 million grant program as a pilot to prepare for the distribution of grant funds through LD 1.

Through this pilot program much has been learned about how future funds might best be distributed to achieve the Governor's and Legislature's property tax reduction goals. This report will provide an interim update on the grants issued through this pilot and on what has been learned to date.

### **Pilot Program in FY05-06**

*Public Law 2003, c. 20, § W-2* established a \$1 million fund to support municipalities in developing joint ventures for delivering municipal services. The Legislature tasked the Department of Administrative and Financial Services with distributing the funds to municipalities that had adopted practices to achieve cost savings and where these savings had been directed towards property tax relief.

#### **A. Grant Solicitation**

In November 2004, the Department solicited grant proposals from Maine's municipalities for the \$1 million pilot program. Grant application materials were mailed to every town and advertised as required by the Bureau of General Services purchasing rules. Information about the program was announced by Governor Baldacci in his state-of-the-state address and grant materials were

posted on the state's Web site. In January 2005, 41 applications, totaling requests for funding exceeding \$3 million, were received.

## **B. Grant Administration**

The Department of Administrative and Financial Services administers the grant funds. For the pilot, the Department contracted with the Maine Development Foundation (MDF) to administer the grant program on behalf of the state of Maine. MDF is the oldest and one of the most successful statewide public-private partnerships in the nation. Given the foundation's work with downtowns and community development issues, and its unique role to stimulate new ideas, develop leaders, and provide common ground for solving problems and advancing issues, it is well-positioned to help facilitate intergovernmental cooperation through this grant program.

In addition, the State Planning Office provided valuable assistance. The State Planning Office administers several municipal grant programs and has a great deal of experience with working with local officials. They helped to develop the grant materials, advised the Department on the mechanics of administering a grant program, and assisted with creating a consistent review process that complied with state purchasing rules. The Office also assisted municipal applicants by providing materials and contacts on existing regionalization efforts and names of consultants that grantees might use to facilitate regionalization processes.

## **C. Review Panel**

The Department assembled a state-local review panel to evaluate and rank the grant proposals. The panel consisted of the following members:

- Domna Giatas, Deputy Commissioner, Department of Administrative and Financial Services
- Fred Landa, Land Use Planner, State Planning Office
- David Ledew, Supervisor, Municipal Services, Maine Revenue Services
- Dan Tremble, Mayor, City of Bangor
- Phil Nadeau, Assistant City Manager, City of Lewiston
- Jeff Porter, Town Councilor, Town of Cumberland

## **D. Grant Evaluation Criteria**

Given the direction provided by *Public Law 2003, c. 20, § W-2*, the Department developed criteria that would help achieve the Governor's and Legislature's goals of property tax reduction. Those criteria were:

- Extent and quality of cooperation among governmental entities
- Estimated amount of property tax savings to the region over time as a percentage of budget(s) and/or the ability for communities in other regions to duplicate such savings
- Degree/likelihood of success in implementing and sustaining a new intergovernmental arrangements

- Involvement of a regional service center such that there will be cost savings both for the service center and the surrounding communities served

## **E. Grant Awards**

The pilot program distributed funds to 26 grant proposals that involved 121 municipalities and other governmental entities for the implementation of cooperative services, as well as funds to conduct planning and feasibility studies to develop regional solutions. Some examples of the types of projects funded include:

- Expanding a regional recycling center to service additional towns
- Examining approaches to centralize municipal property assessing services among three towns, with the potential to expand countywide
- Consolidating the emergency communication services of 13 towns and the county sheriff
- Assessing the fire equipment needs of five towns to prevent duplication
- Combining the municipal accounting and finance systems of three towns
- Studying the feasibility of consolidating the fire and police services of two towns into a single, joint public safety service

(A complete list of grant awards is included in Appendix A.)

## **Itemized Disbursements**

Grants were awarded in March 2005 and, as of this date, all but four grantees have executed a contract to accept the funds. To date, \$214,335 has been distributed to the grantees from the Fund. Funds will be distributed in 3 equal installments over an 18 month period of the grant contract. In order to receive the next installment of funds, a grant recipient must provide an interim status report on the project and the final release of funds is contingent on a final report.

(A complete list of funds dispersed is included in appendix B.)

## **Effect of Regional Grants Awarded**

It is early yet to assess the effectiveness of the regional efficiency grants awarded.

### **A. Assessment of Progress**

As a requirement of the grant award, each grantee will submit an interim and final report that describes:

- the accomplishments of the grant project;
- an accounting of how much grant funding was spent and what it was spent on;

- specific actions taken as a result of the grant project that will result in cost savings; a calculation of those cost savings, and a description of how those cost savings will translate into property tax relief;
- an assessment of the likelihood of the project continuing after completion of the grant contract;
- an assessment of continued property tax savings for three years after the completion of the grant project; and
- an assessment of lessons from which other municipalities can learn

Given the timing of the awards, the grantees will begin submitting their interim reports in December 2005, and final reports, depending upon the date their contract was signed, will be due in September 2006. The Department's 2006 annual report will provide a better opportunity to assess the results of the pilot grant program, as a whole and an evaluation of the specific grant projects funded.

## **B. Projected Property Tax Savings**

As part of their application, grant applicants were asked to project the amount of property tax savings anticipated from the implementation of the efficiency projects being funded.

Two types of projects were funded from the pilot grant program: one for planning and feasibility studies and one for implementing regional delivery of services. The planning grants, naturally, do not have very specific cost saving projections because the municipalities will use the grant to examine the feasibility of proposed projects, which will include an assessment of savings and other benefits. For this analysis, only the 12 grants that were funded to actually implement a regional service delivery project were used; not the planning grants.

The 12 applicants projected an annual average savings of \$3.7 million and a total savings over three years of \$11 million. This includes the Wiscasset/Sagadahoc multi-county jail project, which estimates an annual \$1.7 million savings resulting in the avoided cost from not having to build and operate two separate jails. This is a unique project, and the savings projections tend to inflate the total project savings. Without the jail project, the projected savings are \$2 million annually and \$6 million over three years as a result of the pilot program.

The most common (and largest) savings that the grantees cited was in personnel costs, followed by lower operating and equipment expenses from shared programs. Municipalities also indicated that regionalization would help them avoid future increases in personnel and operating costs and help upgrade services. One grantee for example said that, by sharing mechanics, the towns would have an improved and more regular maintenance schedule, thus extending the life of their vehicles.

Nearly all the grantees indicated that 100% of the savings realized would be applied to reduce property taxes. A few indicated that a portion of the savings would be applied to enhance services. One indicated that savings from the regional project would be applied to offset increased fuel and rock salt costs.

(A list of projected property tax savings for each grant awarded is included in Appendix C.)

## Lessons Learned

As a result of this pilot program, much was learned about the administration of the grant program and has allowed for an improved process to implement the Fund for the Efficient Delivery of Local and Regional Services. Working with the Joint Standing Committee on State and Local Government and the Maine Municipal Association, *Public Law 2005, c. 266* was adopted by the Maine Legislature that included the following refinements.

- **Achieving Property Tax Savings:** Eligibility for pilot grant funds was restricted to municipalities (*Public Law 2003, c. 20, § W-2*). However, municipalities are not the only entities that deliver local government services. Regional planning councils, county government, and legal entities created by inter-local agreement all provide local services or services that are supported by property tax revenues. Supporters argued successfully before the Legislature that these regional entities should also be eligible to apply for regional efficiency grant funds. LD 1 provides for counties and regional government subdivisions to apply for grants and the process adopted in *Public Law 2005, c. 266* reflects this change.
- **Expanding the Pool of Potential Applicants:** Eligibility for pilot grant funds was restricted to municipalities that could demonstrate that they were already participating in joint ventures (*Public Law 2003, c. 20, § W-2*). This could potentially limit future funding to a subset of municipalities and pose a barrier to the creation of new collaborative relationships. *Public Law 2005, c. 266*, which established the grant distribution process for the Fund for the Efficient Delivery of Regional and Local Services, removes this requirement.
- **Planning is a Necessary First Step:** There is much that is not known about consolidating local services. Assessments of legal implications, cost-benefit analyses, and needs assessments may be necessary to ensure that proposed joint ventures are feasible. Under the pilot program, some of the funds were dispersed in the form of planning grants. Such grants will be used to support technical assistance and facilitation needed for the development of a regionalization proposal. It is anticipated that valuable information from the planning grants will help inform future work in this area. *Public Law 2005, c. 266*, which established the grant distribution process for the Fund for the Efficient Delivery of Regional and Local Services, provides for the continuation of planning grants from the Fund.
- **Providing Capacity so that Smaller Municipalities are Competitive:** Elected selectmen, part-time municipal staff, and volunteer boards and committees deliver local services in many small towns. Often smaller municipalities do not have the capacity to write grant applications or undertake feasibility studies. It was determined that smaller towns could be encouraged to compete for grant funds through the assistance of regional planning councils. Often the regional council could develop grant proposals and help implement projects that a small group of towns could not do alone. LD 1 provides for

regional government subdivisions to apply for grants and the process adopted in *Public Law 2005, c. 266* reflects this change.

- **Using State and Local Expertise to Review Grant Proposals:** The process of reviewing and scoring grant applications requires individuals who understand municipal issues and decision-making processes. *Public Law 2003, c. 20, § W-2*, which allocated the funds for the pilot grant program, provided for the Department to determine, as measured against established criteria, whether and what amount of funds to disperse to a municipality. For the pilot funds, three municipal officials were asked to serve on the review panel that scored the grant proposals. These officials were extremely knowledgeable and did an exceptional job. It was recommended that local expertise continue to be used in helping to make future grant awards. *Public Law 2005, c. 266*, which established the grant distribution process for the Fund for the Efficient Delivery of Regional and Local Services, adopted this approach and seeks the assistance of the Maine Municipal Association in identifying these members of the review panel. It also adds a representative from the Department of Economic and Community Development to the review panel; taking advantage of that Department's knowledge of municipal granting.

It is anticipated that, once the grantees submit their progress reports, more will be discovered about how regional cooperation can best be accomplished and this information can be provided with greater detail in the Department's 2006 report.

## **Barriers or Incentives**

In the course of administering the grant program, several early issues arose that pose opportunities for fostering regionalization.

### **A. Incentives**

- **Sharing of Information:** As part of the pilot grant application process, communities described what they are already doing by way of regional service delivery to reduce property taxes. An impressive amount of sharing and collaboration is already underway; everything from three towns sharing an administrator and town office, to a number of effective joint purchasing programs. One way to assist communities that want to collaborate is to share information with them about what other communities are doing. The State Planning Office has created a Web site where information about new and ongoing collaborative efforts can be posted at [www.maine.gov/spo](http://www.maine.gov/spo).

### **B. Barriers**

To date, grant pilot towns have reported two barriers that stand in their way of consolidating services. These might be corrected through legislation.

- **Single Checking Account:** Title 30-A, c. 223, sub III-A, the state's municipal investment laws prohibits municipalities from commingling funds, and thus, from consolidating accounting functions. Commingling of funds, provided there is adequate record-keeping to document how much of the principal and interest is attributable to each municipality, would allow municipalities to consolidate and gain efficiencies in municipal finance operations. A statutory change would be needed to facilitate these types of projects.
- **Tax-exempt status for Regional Entities Delivering Local Services:** Currently, unlike municipal offices and buildings, facilities that house regional entities created for the purpose of delivering local services are not tax exempt from property taxation. Towns are unlikely to join together to deliver services if their costs are higher. A statutory change would be needed to facilitate these types of projects.

Again, it is anticipated that once the grantees submit their progress reports, more information will be available in the 2006 report about how barriers and incentives impact regionalization.

## **Conclusion**

Although funding will not be available to solicit grant proposals in FY 2006-07, this Administration continues to encourage and support cooperation among municipalities and counties in developing joint ventures for delivering services as part of an effort to reduce property taxes and more efficiently serve the citizens of Maine. There are many creative ideas being studied and implemented by towns and cities across the state that will result in efficiencies in the way local services are delivered and every effort will be made to support these initiatives.

While the purpose of this report under Title 5, Section 6210 is to update the Joint Standing Committee on State and Local Government and the Intergovernmental Advisory Commission on the status of grants distributed under the Fund for the Efficient Delivery of Regional and Local Services, it is the Department's intention to provide both committees with reports on the status of the pilot program, as established in *Public Law 2003, c. 20, § W-2*, as well.

## Appendix A

Cooperative Services Grants			
Project Title	Participating Municipalities	Project Summary	Grant Award
<p>Androscoggin Regional Communication</p> <p>Contact: Andrew D'Eramo Director, LA 911 786-5380</p>	<p>Auburn, Durham, Greene, Leeds, Lewiston, Livermore, Livermore Falls, Lisbon, Minot, Mechanic Falls, Poland, Turner, Wales, Androscoggin County</p>	<p>To consolidate the emergency communications functions of the four agencies that provide communication services in Androscoggin County.</p>	<p>\$100,000</p>
<p>Biddeford Emergency Dispatch Consolidation</p> <p>Contact: Edward Clifford City Manager, Biddeford 284-9313</p>	<p>Biddeford, Saco, Old Orchard Beach, Sanford</p>	<p>To consolidate emergency communications services in four communities with the possible expansion to include other communities in York County.</p>	<p>\$120,000</p>
<p>Gardiner Proposal for Common Facility and Cooperative Services</p> <p>Contact: Jeffrey Kobrock City Manager, Gardiner 582-4200</p>	<p>Gardiner, Gardiner Wastewater Department, Gardiner Water District</p>	<p>To implement a "one Roof Scenario;" consolidating the operations and buildings for public works, buildings and grounds, salt/sand storage, and water district at the wastewater treatment plant in So. Gardiner.</p>	<p>\$110,000</p>
<p>Gorham-Windham Regional Emergency Vehicle Repair Center</p> <p>Contact: Robert Lefebvre Fire Chief, Gorham 839-6762</p>	<p>Gorham, Windham</p>	<p>Constructing a shared, 3-bay emergency vehicle maintenance facility with the Windham Correctional Center; sharing municipal mechanics and using inmates as part of a vocational education program.</p>	<p>\$100,000</p>

<p>Lewiston-Auburn Efficient Delivery of Local Services</p> <p>Contact: James Andrews Director of Economic &amp; Community Development, Lewiston 784-2951</p>	<p>Lewiston, Auburn</p>	<p>To systematically evaluate department by department opportunities for consolidation between the cities of Lewiston and Auburn.</p>	<p>\$45,000</p>
<p>Madison 4-ton RMV Hot Patcher</p> <p>Contact: Glen Mantor Road Commissioner, Madison 696-5620</p>	<p>Madison, Skowhegan, Norridgewock, Anson</p>	<p>The purchase of a shared 4-ton asphalt reclaimer to for hot patch repair of roads.</p>	<p>\$20,000</p>
<p>Mapleton Joint Municipal Accounting and Finance Program</p> <p>Contact: John Edgecomb Town Manager 764-3754</p>	<p>Mapleton, Castle Hill, Chapman</p>	<p>To implement a joint municipal accounting and finance program.</p>	<p>\$35,000</p>
<p>Oakland Regional Transfer and Recycling Facility</p> <p>Contact: Steven Dyer Town Manager, Oakland 465-7357</p>	<p>Oakland, Belgrade, Waterville, Winslow</p>	<p>To convert the Oakland Transfer Station into a regional solid waste and recycling facility by accepting waste and recyclables from Belgrade and moving Belgrade's recycling equipment to Oakland. Potential for additional other communities to join. (Waterville-Winslow already tips their MSW at Belgrade).</p>	<p>\$110,000</p>
<p>Pittsfield Regional Recycling Center Enhancements</p> <p>Contact: Donald Chute Recycling Coordinator, Pittsfield</p>	<p>Pittsfield, Canaan, Detroit, Hartland, Palmyra, Plymouth, Solon</p>	<p>To purchase new recycling equipment and expand storage capacity to meet growing needs.</p>	<p>\$75,000</p>

487-3136			
Waterville-Winslow Public Safety Services Consolidation Project  Contact: Michael Roy City Administrator, Waterville 873-7131	Waterville, Winslow	To consolidate the fire and police services into a single, joint public safety service.  Est. Annual Savings: \$385,210	\$30,500
Wiscasset Multi-county Jail Project  Contact: Wayne Applebee Chief Deputy, Lincoln County 882-6576	Wiscasset, County of Lincoln and Sagadahoc, Lincoln-Sagadahoc Multi-county Jail Authority	To help transition to a regional jail to serve two counties.  Est. Annual Savings: \$1.7 million	\$20,000
Yarmouth Regional Dispatch Center  Contact: Nat Tupper Town Manager, Yarmouth 846-9036	Yarmouth, Cumberland, North Yarmouth	To consolidate two community dispatch centers into one facility. Potential to include additional communities.  Est. Annual Savings: \$30,000	\$100,000
<b>Totals</b>			<b>\$865,500</b>

<b>Planning Grants</b>			
<b>Project Title</b>	<b>Participating Municipalities</b>	<b>Project Summary</b>	<b>Grant Awards</b>
<p>Aroostook Regional Financial Accounting Center</p> <p>Contact: Donald Guimond Town Manager, Fort Kent 834-2090</p>	<p>Fort Kent, Allagash, St. Agatha, Madawaska, Frenchville, New Canada, Van Buren, Fort Fairfield, Caribou, Aroostook County</p>	<p>To study the feasibility of consolidating municipal tax assessment and billing services in order to automate the services and create efficiencies.</p>	<p>\$10,000</p>
<p>AVCOG Establishing a Municipal Services Group</p> <p>Contact: David Holt Town Manager, Norway 743-6651</p>	<p>Norway, Lewiston, Poland, Farmington, Wales</p>	<p>To complete the necessary planning and legal work to develop a municipal services group within AVCOG to provide shared staff among the municipalities, including: code enforcement, assessing, planning, engineering, and purchasing. Potential to expand to shared public works equipment.</p>	<p>\$10,000</p>
<p>Bangor Area Storm Water Working Group</p> <p>Contact: Allan Thomas Assessor/CEO, Veazie 947-2781</p>	<p>Veazie, Bangor, Brewer, Hamden, Milford, Old Town, Orono, University of Maine, Maine Air National Guard</p>	<p>To hire professional assistance to develop a legal entity and conduct joint planning meetings in order to address new storm water regulations.</p>	<p>\$9,800</p>
<p>Dexter Regionalization of Assessment Services</p> <p>Contact: David Pearson Assessor, Dexter 924-3241</p>	<p>Dexter, Garland, Exeter, Ripley</p>	<p>To study the feasibility of consolidating municipal property tax assessment services.</p>	<p>\$10,000</p>

<p>Eastern Maine Regional Assessing Program</p> <p>Contact: Donald Carroll Selectman, Stetson 296-3232</p>	<p>Stetson, Brownville, Greenbush, Calais, Piscataquis County, Penobscot Valley Council of Governments, Washington County of Governments</p>	<p>To study the feasibility of a regional assessing program.</p>	<p>\$10,000</p>
<p>Farmington Joint Fire Service Study</p> <p>Contact: Richard Davis Town Manager, Farmington 778-6538</p>	<p>Farmington, Jay, Livermore, Livermore Falls, Wilton</p>	<p>To assess the towns' fire equipment needs to avoid duplication in purchases of equipment. To study the feasibility of developing a regional fire training facility. To examine the potential for sharing a fire equipment mechanic. Possible expansion to include a shared building inspector.</p>	<p>\$10,000</p>
<p>GPCOG Study of Collaborative Options for Municipal Financial and Administrative Services</p> <p>Contact: Gordon Billington Town Manager, Standish 642-3466</p>	<p>Standish, Gorham, Falmouth, Freeport, Gray, Greater Portland Council of Governments</p>	<p>To study models of collaboration in the delivery of financial and administrative services including: assessing, human resources, finances, code enforcement, and purchasing.</p>	<p>\$10,000</p>
<p>Kennebec Valley Assessing Project</p> <p>William Bridgeo City Manager, Augusta 626-2300</p>	<p>Augusta, Gardiner, Winthrop, Kennebec Valley Council of Governments, Kennebec County</p>	<p>To study the centralization of the delivery of municipal property tax assessing services with the potential to expand to all of Kennebec County.</p>	<p>\$10,000</p>
<p>Kennebec Valley Regional Purchasing Collaborative</p> <p>Contact: Steven Dyer Town Manager, Oakland 465-7357</p>	<p>Oakland, Kennebec Valley Council of Governments, Augusta, Fairfield, Gardiner, Waterville, Winslow, Winthrop, Local School Districts in Winthrop, Monmouth, Augusta, Richmond,</p>	<p>To plan a program to: consolidate several sub-regional purchasing cooperatives into one; 2) to expand participation and products, 3) to make the purchasing system web-based.</p>	<p>\$10,000</p>

	Fayette, and Waterville, Erskine Academy, MSAD 11, MSAD 16, MSAD 47, MSAD 49, MSAD 53, SU 42, SU 132, SU 133, SU 52		
Pittsfield Multi-town Curbside Recycling Project  Contact: Donald Chute Recycling Coordinator, Pittsfield 487-3136	Pittsfield, Canaan, Detroit, Palmyra	To study the feasibility and operational needs of a multi-town curbside recycling program.	\$4,700
Scarborough Tri-Community Regional Dispatch  Ronald Owens Town Manager, Scarborough 730-4031	Scarborough, South Portland, Cape Elizabeth	To study the feasibility of consolidating the public safety dispatch services into one.	\$10,000
Wayne Lakes Region Planning Grant  Greg Davis Town Manager, Wayne 685-4983	Wayne, Manchester, Readfield, Fayette, Mt Vernon, Monmouth, Livermore Falls, Maranacook School District	To facilitate a Lakes Regional planning committee to consider and prioritize services to be consolidated including, among others: code enforcement, fire and police, finances, legal, library, general assistance, plowing, recreation, etc.	\$10,000
Windham Interlocal Stormwater Working Group  Anthony Plante Town Manager, Windham 892-1907	Windham, Biddeford, Cape Elizabeth, Cumberland, Falmouth, Freeport, Gorham, Old Orchard Beach, Portland, Saco, Scarborough, South Portland, Westbrook, Yarmouth, Cumberland County Soil and Water Conservation District	To explore the technical and political feasibility of additional collaborative efforts.	\$10,000

Yarmouth-North Yarmouth Regional Sewer Services  Contact: Nat Tupper Town Manager, Yarmouth 846-9036	Yarmouth, North Yarmouth	To study the feasibility of providing a regionalized system of sewer and wastewater treatment services.	\$10,000
<b>Totals</b>			<b>\$134,500</b>

## Appendix B

### Disbursed Funds (as of September 20, 2005)

LEAD APPLICANT	PROJECT NAME	AMOUNT AWARDED	FIRST PAYMENT	DATE PAID
	<b>COOPERATIVE SERVICES</b>			
Auburn/Lewiston 911 - Andrew D'Eramo	<b>Androscoggin Regional Communication</b>	\$100,000	\$33,000	5/10/2005
Biddeford - Edward R. Clifford	<b>Emergency Dispatch Consolidation</b>	\$120,000	\$39,600	7/19/2005
Gardiner - Jeffrey D. Kobrock	<b>Proposal for Common Facility &amp; Cooperative Services</b>	\$110,000		
Gorham - Chief Robert S. Lefebvre	<b>Regional Emergency Vehicle Repair Center</b>	\$100,000		
Lewiston - James E. Andrews	<b>City of Lewiston &amp; Auburn Efficient Delivery of Local Services</b>	\$45,000	\$14,850	5/25/2005
Madison - Glen Mantor	<b>4 Ton RMV "Hot Patcher"</b>	\$20,000	\$6,600	5/2/2005
Mapleton - John Edgecomb	<b>Joint Municipal Accounting and Finance Program</b>	\$35,000	\$11,550	5/2/2005
Michael Roy, City of Waterville	<b>Waterville, Winslow Public Safety Services Consolidation Project</b>	\$30,500		
Oakland - Steven A. Dyer	<b>Oakland/Belgrade Regional Transfer &amp; Recycling Facility</b>	\$110,000		
Pittsfield - Donald Chute	<b>Pittsfield Regional Recycling Center Enhancements</b>	\$75,000	\$24,750	5/2/2005
Wiscasset - Wayne R. Applebee	<b>Lincoln-Sagadahoc MultiCounty Jail Project - Two Bridges Regional Jail</b>	\$20,000	\$6,600	5/10/2005
Yarmouth - Nathaniel J. Tupper	<b>Cumberland &amp; Yarmouth Regional Dispatch Center</b>	\$100,000	\$33,000	5/2/2005
	<b>Subtotal</b>	<b>\$865,500</b>	<b>\$169,950</b>	
	<b>PLANNING GRANTS</b>			
Augusta - William Bridgeo	<b>Kennebec Valley Assessing Project</b>	\$10,000	\$3,300	5/2/2005
Dexter - David Pearson	<b>Regionalization of Assessment Services for the Municipalities of School Administrative District #46</b>	\$10,000	\$3,300	5/2/2005
Farmington - Richard Davis	<b>Joint Fire Service Study</b>	\$10,000	\$3,300	5/2/2005

Fort Kent - Donald Guimond	<b>Aroostook Regional Financial Accounting Center</b>	\$10,000	\$3,300	5/10/2005
Norway - David Holt	<b>Establishing a Municipal Services Group at AVCOG</b>	\$10,000	\$3,300	7/21/2005
Oakland - Steven Dyer	<b>Kennebec Valley Purchasing Collaborative</b>	\$10,000	\$3,300	5/24/2005
Pittsfield - Donald Chute	<b>Multi-Town Curbside Recycling Project</b>	\$4,700	\$1,551	5/2/2005
Scarborough - Ronald Owens	<b>Tri-Community Regional Dispatch</b>	\$10,000	\$3,300	5/2/2005
Standish - Gordon Billington	<b>Study of Collaborative Options for Municipal Financial and Administrative Services</b>	\$10,000	\$3,300	4/14/2005
Stetson - Donald Carroll	<b>Regional Assessing Program (Includes areas within Penobscot, Piscataquis and Washington County)</b>	\$10,000	\$3,300	6/7/2005
Veazie - Allan Thomas	<b>Bangor Area Storm Water Group</b>	\$9,800	\$3,234	5/24/2005
Wayne - Greg Davis	<b>Lakes Region Planning Grant Application</b>	\$10,000	\$3,300	5/2/2005
Windham - Anthony T. Plante	<b>Interlocal Stormwater Working Group</b>	\$10,000	\$3,300	5/2/2005
Yarmouth - Dan Jellis	<b>Yarmouth-North Yarmouth Regional Sewer Services - Capacity Feasibility Report</b>	\$10,000	\$3,300	5/2/2005
	<b>Subtotal</b>	<b>\$134,500</b>	<b>\$44,385</b>	
<b>Grand Total</b>		<b>\$1,000,000</b>	<b>\$214,335</b>	

## Appendix C

Regional Efficiency Grants - Cooperative Services - Property Tax Savings Projections								
Project	Grant Award	Description of Savings	Projected Savings			3-yr total	3-yr Annual Avg.	% Applied to Reduce Property Taxes
			Year 1	Year 2	Year 3			
Androscoggin Regional Communication	\$100,000	staff reductions	\$143,658	\$147,968	\$152,407	\$444,033	\$148,011	100%
Biddeford Emergency Dispatch Consolidation	\$120,000	staff reductions, shared equipment costs, shared operations cost, improved services through upgrades	\$910,000	\$962,000	\$962,000	\$2,834,000	\$944,667	75%
Gardiner, Randolph, Farmingdale Wastewater Treatment Plant	\$110,000	operational efficiencies	\$38,000	\$38,000	\$38,000	\$3,278,033	\$1,092,678	100%
Gorham-Windham Emergency Vehicle Repair Center	\$100,000	avoided staff increses, joint purchasing, improved maintenance of vehicles extending their life	\$132,000	\$198,000	\$264,000	\$594,000	\$198,000	100%
Lewiston-Auburn Efficient Delivery of Services	\$45,000	operational efficiencies	\$95,000	\$155,000	\$200,000	\$450,000	\$150,000	85%
Madison Hot Patcher	\$20,000	reduced operational costs; apply savings to cover increases in fuel and road salt	\$32,228	\$32,228	\$32,228	\$96,684	\$32,228	0%

Mapleton Joint Municipal Accounting and Finance Program	\$35,000	reduced computer licensing fees; operational efficiencies, avoided staff increases in future	\$8,300	\$8,300	\$8,300	\$24,900	\$8,300	100%
Oakland Regional Transfer and Recycling Facility	\$110,000	reduce labor cost, reduced disposal costs from increased recycling	\$121,500	\$125,145	\$128,900	\$375,545	\$125,182	100%
Pittsfield Regional Recycling Center Enhancements	\$75,000	improved efficiencies from less labor intensive handling and processing greater volumes of recyclables	\$16,000	\$22,000	\$28,000	\$66,000	\$22,000	100%
Waterville-Winslow Public Safety Consolidation	\$30,500	labor savings	\$165,090	\$330,180	\$660,360	\$1,155,630	\$385,210	100%
Wiscasset Multi-county Jail	\$20,000	reduced cost of having to build and operate two separate jails	\$1,700,000	\$1,700,000	\$1,700,000	\$5,100,000	\$1,700,000	100%
Yarmouth Regional Dispatch Center	\$100,000	reduced personnel; avoided future increases in personnel	\$30,000	\$30,000	\$30,000	\$90,000	\$30,000	100%
<b>Total</b>	<b>\$865,500</b>		<b>\$3,391,776</b>	<b>\$3,748,821</b>	<b>\$4,204,195</b>	<b>\$11,344,792</b>	<b>\$3,781,597</b>	