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Fund for the Efficient Delivery of Local and Regional Services

2006 Annual Report

Presented to

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

October 2006

**Department of Administrative and Financial Services
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Acknowledgements

We would like to thank the Maine Development Foundation for their assistance in preparing this report. This report incorporates, throughout, information from MDF's interim report to the department outlining the progress and highlighting some specific projects funded through the grant pilot program.

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Introduction

This report is prepared for the Legislature's State and Local Government Committee and the Intergovernmental Advisory Commission in accordance with Title 30-A MRSA §6210.

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*. Partial funding was restored for FY 07 in the amount of \$500,000 through the Governor's Supplemental Budget codified in *Public Law 2005, c. 519, § HH* and the grant process has recently been started to distribute these funds this fall.

As reported in 2005, 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.

This report will provide an update on the status of the initial \$1 million. It will not address the \$500,000 in FY 07 as those funds have not yet been spent.

Update on FY 05-06 Pilot Program

Public Law 2003, c. 20, § W-2 established a \$1 million fund to support municipalities in developing joint ventures for delivering municipal services. These funds were appropriated prior to the establishment of *Public Law 2005, Chapter 231*, which lays out the guidelines and criteria for administering the Fund for the Efficient Delivery of Local and Regional Services. In the winter of 2005-06, the department used the \$1 million to pilot the regional efficiency grant program in anticipation of the launch of the annual, ongoing program established by the citizen's initiative.

For the pilot, the Department contracted with the Maine Development Foundation (MDF) to administer the grant program on behalf of the state of Maine. Grants were awarded for 26 projects comprising 121 municipalities and governmental entities.

Funds were awarded in March 2005 with the bulk of grant contracts executed in the summer of 2005. Many of projects are expected to be completed 18 months hence, on or about January 2007. Grant recipients are required to provide interim reports, and many of the interim and, in some cases, final reports on regionalization projects have been submitted by grantees. These reports provide insights into both the challenges and the opportunities that regionalization provides, and begin to shed light on the potential tax savings of successful efforts to increase efficiency in the delivery of government services.

Regionalization projects vary greatly in terms of cost, scope, complexity, and ease of entry into the partnership. In an effort to assess lessons learned and potential for savings, it is important to provide a sense of the types of projects undertaken in this first round of grants. The projects in this grant cycle can be divided into eight broad categories, and a few examples of each are included below:

(A complete list of grant projects is included in appendix A.)

1. Collaborative Service Delivery

- **Norway** (\$10,000) – The town of Norway and the communities in the Androscoggin Valley area propose creating a municipal services group that would provide shared municipal services at an affordable cost to participating municipalities. Services to be shared include: code enforcement, assessing, planning, engineering, and town and program management. The Androscoggin Valley Council of Governments would provide human resource administration including recruitment, payroll management, human resources management, technical assistance, and some basic supervision. This planning grant funds the planning and legal work needed to develop the joint municipal services group.
- **Lewiston – Auburn** (\$45,000) – The cities of Lewiston and Auburn used their grant to identify cooperative efforts between the two cities that would achieve efficiencies and cost savings in municipal operations and service delivery. The grant helped a joint citizen's commission to examine and determine the feasibility of a number of collaborative options. In February 2006, the citizen's commission submitted their report recommending that the cities: 1) combine code enforcement activities, city arborists, and traffic programs; 2) consolidate technology, finance, human resources, and tax assessment operations; 3) explore possibilities for consolidating police, fire, and public works; and 4) begin a public discussion about the advantages and disadvantages of merging the cities.

2. Storm Water Management

- **Veazie** (\$9,800) - In the greater-Bangor region, the Bangor Area Storm Water Group (BASWG) was formed and has used its planning grant to formalize and enhance the collaborative management of storm water among seven municipalities, two university campuses and the Maine Air National Guard. The group's goal was to tackle an environmental challenge they all share in a cheaper and more effective manner. So far, BASWG has undertaken 11 new regionalized activities and has created thousands of dollars in savings. The group has hired a full-time regional storm water educator, trained over 60 municipal staff in best practices and reached out to over 1,000 people at the Maine Folk Festival. Through collaboration, BASWG was able to develop joint regional permits which, if approved by DEP, will save each municipality thousands of dollars annually.

- **Windham** (\$10,000) - The Inter-local Storm Water Working Group (ISWG) was formed in the Windham area for the purpose of joint development and implementation of public education programs to meet the National Pollutant Discharge Elimination System Storm Water Phase II requirements. ISWG represents 13 communities, which have effectively worked together in the initial stages of this project. ISWG has identified educational priorities for each community; researched educational strategies and developed outreach plans for the three focus areas: lawn care, pet waste and new development. In addition, it has submitted two grant proposals to offset the financial contributions required by ISWG communities for the implementation of plans.

3. Joint Purchasing

- **Wayne** (\$10,000) - Seven towns and the Maranacook School District have collaborated on a wide variety of purchasing arrangements and other cooperative ventures. Accomplishments to date include: an RFP for banking services; the creation of an Employee Benefits Fair; an RFP for heating oil and propane for all Maranacook area schools and all town facilities, leading to a contract that will save costs throughout the region; collaboration across community recreational departments resulting in coordinated programming for middle school students; the hiring of an administrative assistant to identify additional areas of regional cooperation; town office staff meeting together regularly to share information and improve communication; Anthem Rewards Program extended to all municipal employees, Boards of Selectmen, as well as all school employees and school boards; towns and schools exploring taking over a local Lions' Club building to develop into a community house; and Maranacook and two towns have replaced photocopier equipment through a joint bid process that cut service costs by as much as half and provided significant equipment savings.
- **Oakland** (\$10,000) - The Kennebec Valley Regional Purchasing Collaborative has used its initial grant funding to prepare and conduct a survey to test the premise that a larger, centrally managed joint purchasing delivery system can offer more goods and services to more participants at better prices. The results of the survey generally support the premise of more participation yielding better prices and expanded selection.

4. Joint Assessing

- **Dexter** (\$10,000) - The municipalities of MSAD #46 (Dexter, Garland, Exeter, and Ripley) have used their grant funds to assess the current administrative procedures of the district towns, including strengths and weaknesses of the relative systems. They hired a consultant to create a single property tax record card that can be used in all district towns. The towns also collaborated to research the need for property revaluation that will bring all towns to 100% of market sales and correct all existing shortcomings that Maine Revenue Services has documented for the group of towns.
- **Augusta** (\$10,000) - The Kennebec Valley Regional Property Assessing project organized to investigate, analyze and propose a means of centralizing the delivery of municipal property assessing services among themselves and eventually Kennebec

County. So far, the project has used its grant funds to research the ways that municipalities in Maine have organized inter-municipal assessing programs and to examine the effectiveness of the regional models available.

- **Stetson** (\$10,000) - A regional assessing program coordinated by the Town of Stetson for Penobscot, Piscataquis and Washington counties has yielded early progress. Stetson has created a survey that has been mailed to the municipalities within these three counties to explore the interest in this regional effort.

5. Recycling and Waste Management

- **Pittsfield** (\$4,700) - A recycling committee was formed and a recycling coordinator appointed. The committee hired a consultant to conduct a curbside recycling study.
- **Oakland** (\$110,000) - Oakland's grant award was to cover the construction of a joint waste management facility to serve several neighboring communities.

6. Accounting and Financial Services

- **Mapleton** (\$35,000) - The towns of Mapleton, Castle Hill, and Chapman collaborated to create a joint financing and accounting system. With a good deal of very hard work, the group was successful in installing new accounting software across the three towns and merging town bank accounts.
- **Fort Kent** (\$10,000) - Northern Maine Development Commission (NMDC) was employed by the Town of Fort Kent to conduct a feasibility study concerning a possible Regional Financial Accounting Center (RFAC). NMDC administered a survey of communities in northern Maine to assess their accounting procedures.

7. Joint Dispatch and Emergency Services

- **Lewiston-Auburn 9-1-1** (\$100,000) - Lewiston and Auburn came together to assess the feasibility of a regional communications system. L-A hired a consultant, who recently completed an Emergency Communications and Interoperability Study.
- **Waterville** (\$30,500) - Waterville and Winslow used their grant to explore the consolidation of public safety services. Waterville and Winslow hired a consultant, who completed an in-depth study of the towns' existing public safety services delivery systems and the potential benefits of consolidating these systems.
- **Farmington** (\$10,000) - The five-town region consisting of Farmington, Jay, Livermore, Livermore Falls, and Wilton used their grant to explore how the communities might work together to provide more efficient and cost-effective fire protection across their area. The towns hired a Fire Protection Specialist to conduct a study of the community fire departments and identify opportunities for inter-local cooperation with the goal of achieving more efficient use of joint resources. The report was completed and the boards

of selectman in each town have been given recommendations based on the report's findings.

- **Scarborough** (\$10,000) - The communities of Scarborough, Cape Elizabeth and South Portland joined together to explore the consolidation of public safety dispatch services. The first phase of the feasibility study has been completed.
- **Biddeford** (\$120,000) - Biddeford, Saco, Old Orchard Beach, and Sanford have explored the consolidation of dispatching services with their grant funding. The towns have identified a strong possibility that all dispatching services can be consolidated into one county-wide center. Implementation of a consolidation plan is underway.

8. Joint Equipment Purchases

- **Madison** (\$20,000) - Madison, Skowhegan, Norridgewock and Anson have purchased a hot patcher with their grant funds. Madison houses the machine, and it is shared with the other three communities as needed.
- **Lincoln/Sagadahoc** (\$20,000) - The Act to Establish the Lincoln and Sagadahoc Multi-county Jail Authority was enacted on May 21, 2003. Under this act, a Board of Directors was formed to provide for the planning, construction, equipping, operation and maintenance of a common facility for corrections to serve the two counties. The grant was used to assist with a small part of the costs to provide joint training for corrections officials and other administrative costs related to the jail consolidation.
- **Pittsfield** (\$75,000) - The town of Pittsfield purchased and installed a recycling baler with its grant funding.

Itemized Disbursements

To date, \$595,812 has been distributed to the grantees from the Fund. Funds are distributed in three equal installments over an 18-month period of the grant contract. Most grant recipients have received two installments pursuant to their contract. In order to receive the final installment of funds, a grant recipient must provide a final report on the project and release of final funds is contingent upon this.

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

Effect of Regional Grants Awarded

A. Assessment of Progress

In piloting the program, the State gave MDF a high level of flexibility to administer it in such a way as to provide grantees the highest likelihood of success. MDF spent considerable time with grantees helping them work through issues and obstacles. From the beginning, the primary goal has been to support the regionalization grantees in every way possible to ensure success in forming new collaborative efforts.

Based on early reports from the grantees, it appears that steady progress is being made. Of the 26 projects funded, ten have completed their efforts. A number of them report positive results:

- “The outreach and response by communities was excellent. This seems to indicate an openness to consider new or alternative approaches to municipal functions.” (Fort Kent, Northern Maine Development Corporation assessment of accounting procedures)
- “The Towns of Mapleton, Castle Hill and Chapman were able to combine municipal funds into one joint checking account in accordance to special legislature [sic] ... that became law earlier this year. ... Prior to this, every transaction actually resulted in three or more separate actions, taking more time and allowing for more mistakes. ... With our new software, we are able to process accounts payable and payroll checks from one account....” (Mapleton, Castle Hill, Chapman joint financing and accounting)

Naturally, not every effort will succeed. One applicant, reluctantly, turned down their grant award faced with a lack of local support for the project. One advantage of the pilot program is to learn what works and what doesn't. From these lessons, our future efforts will be stronger.

B. Lessons Learned

The interim project reports reveal important lessons about ingredients that make for successful regionalization, as well as the challenges faced by the grantees in undertaking these collaborative efforts. While it may still be early to assess the effectiveness of the regional efficiency grants awarded, patterns are beginning to emerge.

From those that have achieved fairly significant success:

1. **Prior experience** - Having some experience with inter-local collaboration increases the chances of success. Several of the grantees had a long history of collaboration and were able to immediately move their projects towards results. It is also important to note that the decision to finance some smaller, planning grants has laid the groundwork for future collaboration on larger projects as the communities experience success on their first venture into regionalization. Because of this, MDF highly recommends that future grant

offerings continue to be used for smaller, planning grants – creating a natural pool of applicants for subsequent collaborative services grants.

2. **Limited scope or focus on generic services** - New collaborative efforts that either start small or focus on a municipal service that is not easily identified as a source of community pride and identity seem to have a higher chance of success. Efforts such as storm water management or joint purchasing of fuel and supplies do not threaten the loss of community control or identity and serve as a great starting point for collaboration.
3. **Resolves an immediate need or challenge** - Taking on a collaborative project around a challenge that both partners share enhances the opportunities for success – with the shortages of assessors, municipalities are motivated to solve the problem of finding and adequately paying an assessor.
4. **Clear communications** - Developing clear expectations and lines of communications is central to success. Some examples include:
 - a. Hiring a neutral facilitator – so all partners can fully and fairly participate
 - b. Creating bylaws – to set a structure for the relationship
 - c. Publishing meeting minutes – to clarify and communicate each group decision
 - d. Celebrating successes – to publicly acknowledge progress and commitment
5. **Recognize limits of collaboration** – Some services are more conducive to collaboration than others and, within a particular regionalization effort, not every piece may need to be done collaboratively.
6. **Seek external partners** – To more effectively achieve goals, other entities may need to be brought into the collaborative efforts.

From those that have encountered challenges or major setbacks:

1. **Setbacks and, in some cases failure, happen** - Despite serious, professional, good-faith efforts, the newly formed partnerships don't always work out.
2. **Inability to see immediate savings can stymie a consolidation project** – Despite outside, professional estimates of significant, long-term savings, the lack of immediate savings can sometimes lead one of the partners to question if the change is truly worthwhile.
3. **When people's jobs are changed or threatened, collaboration is much more difficult** - Consolidating labor services across municipal entities can be extremely challenging given differing pay scales, benefits, seniority, and pension programs.
4. **Timing of the regionalization effort can affect success** – Consolidating accounts across municipalities during the budget season, for example, can be overwhelming.

5. **Changing local leadership within the grant contract period can slow or halt the collaborative process** – In one case, a change in local leadership of the lead municipality required that a new contract lead be designated and a new contract signed.

C. Projected Property Tax Savings

The grantees were not required to discuss savings or tax impact in their interim reports. These estimates will be part of the grantee's final reports. In many cases, it is simply too early to assess the likely savings. Some reports, however, alluded to savings or actually provided estimates of the dollars saved. Following are some excerpts from the reports received to date:

- “The savings to the taxpayer are primarily in what we are doing already - providing services jointly.” (Mapleton, Castle Hill, Chapman joint financing and accounting)
- “The joint purchasing agreements are expected to provide significant annual savings. We fully expect to continue to find and experience ways to achieve efficiencies that permanently lower costs while providing better services to the public.” (Wayne project)
- “The savings for the towns of Madison and Skowhegan are estimated to be a few thousand dollars this year. Norridgewock's savings were slightly less. We would expect these savings to continue for a long time to come.” (Madison, Skowhegan, Anson, Norridgewock hot-patcher project)
- “For the Town of Standish, exclusive of additional savings in areas of shared training and waved travel expense, this represented \$22,364, or about 18% savings. The Town of Gardiner, who also conducted similar comparisons... placed their savings closer to 25%.” (Standish joint services project)
- \$5,200/year (Pittsfield Recycling project)
- \$138,000 in combined savings (Yarmouth/Cumberland dispatch project)

Barriers or Incentives

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

Lack of standardized data: Lack of standardized data prevents governmental units from sharing services, participating in inter-local agreements and engaging in a variety of activities where working together can create more efficient services and better fiscal management.

For example, when examining the cost of local road maintenance, some towns code their expenditures to a budget or account code named “public works” and some break it down into “summer” or “winter road maintenance.” If the service is contracted out, it might be coded as “contract services.” It is difficult to understand the costs of a given service because different governments use different account coding systems.

Last session, the Intergovernmental Advisory Commission proposed legislation that recognized the need for a standard chart of accounts for voluntary use by municipalities and counties. The Legislature adopted *Resolves 2005, Chapter 136*, which directs the Maine Department of Audit to lead a working group, comprised of state and local financial officials and public and private CPAs, to develop an accounting code.

The intent is to develop a chart of accounts that both larger cities and smaller towns can adopt and use and to have sufficient flexibility so that users can modify it to suit their needs while staying within the model. The working group has met five times and will meet one more time in October 2006, to finalize a standardized chart of accounts for revenues, expenditures, and balance sheet accounts. Their report is due to the Intergovernmental Advisory Commission on November 1, 2006.

Joint municipal filings: Another initiative of the Intergovernmental Advisory Commission helps municipalities with filing state reports. For example, the towns of Mapleton, Castle Hill, and Chapman – three towns that share municipal services – reported to the Intergovernmental Advisory Commission that they are required to submit to the state three separate audits, three town reports, and three monthly general assistance reports, among others. *Resolves 2005, Chapter 130*, enacted by the Legislature, directs state agencies to establish processes whereby municipalities can file required state reports jointly when they are involved in a regional effort.

State agencies are to report to the State Planning Office on their progress and status of changing reporting requirements by November 30, 2006. The State Planning Office is to provide recommendations to the Legislature's State and Local Government Committee by January 15, 2007.

Conclusion

The development and implementation of this pilot, \$1 million regionalization grant program has gone very well. While only half-way through the grant cycle, early results show that the 26 projects funded are already providing benefits to communities in the form of more effective and efficient delivery of municipal services.

FY 07 Grant Program

A. Grant Solicitation

In August 2006, the Department solicited grant proposals from Maine's municipalities, counties and regional government subdivisions for the \$500,000 restored to the Fund for the Efficient Delivery of Local and Regional Services included in *Public Law 2005, c.519, § HH (Governor's Supplemental Budget Bill)*. In response to this request for proposals, 25 applications, totaling over \$1.5 million in requests for funding were received.

B. Grant Administration

The Department of Administrative and Financial Services administers the grant funds in cooperation with the State Planning Office. The State Planning Office helped to refine the grant materials consistent with the requirements of MRSA Title 30-A, Section 6201, et seq. and further incorporated the suggestions of the Review Panel. The Office also assisted applicants by providing materials and contacts on existing regionalization efforts that grantees might use to facilitate regionalization processes.

C. Review Panel

Pursuant to statute, a state-local review panel was appointed by the Governor to evaluate and rank the grant proposals. The panel consists of the following members:

- Jack Cashman, Commissioner, Department of Economic and Community Development
- Domna Giatas, Deputy Commissioner, Department of Administrative and Financial Services
- John DelVecchio, Legislative Liaison, State Planning Office
- Ken Young, Executive Director, Kennebec Valley Council of Governments
- Janet White, Chair, Board of Selectmen, Town of New Portland
- Susan Lessard, Town Manager, Town of Hampden
- Mike Byron, City Councilor, City of Augusta

D. Grant Evaluation Criteria

With input from the Review Panel, the following criteria were established:

- 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 arrangement,
- Extent to which the project can be replicated by other regions in future cooperative endeavors, and
- Extent to which the project incorporates innovative and unique solutions or ideas.

E. Grant Awards

The grant applications were under review at the time this report was produced. Awards are anticipated to be made before the close of October 2006. Additional information on these grant awards will be included in the next report.

Appendix A

Cooperative Services Grants – FY 05-06 Pilot Program			
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 & Community Development, Lewiston 784-2951</p>	Lewiston, Auburn	To systematically evaluate department by department opportunities for consolidation between the cities of Lewiston and Auburn.	\$45,000
<p>Madison 4-ton RMV Hot Patcher</p> <p>Contact: Glen Mantor Road Commissioner, Madison 696-5620</p>	Madison, Skowhegan, Norridgewock, Anson	The purchase of a shared 4-ton asphalt reclaimer to for hot patch repair of roads.	\$20,000
<p>Mapleton Joint Municipal Accounting and Finance Program</p> <p>Contact: John Edgecomb Town Manager 764-3754</p>	Mapleton, Castle Hill, Chapman	To implement a joint municipal accounting and finance program.	\$35,000
<p>Oakland Regional Transfer and Recycling Facility</p> <p>Contact: Steven Dyer Town Manager, Oakland 465-7357</p>	Oakland, Belgrade, Waterville, Winslow	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).	\$110,000
<p>Pittsfield Regional Recycling Center Enhancements</p> <p>Contact: Donald Chute Recycling Coordinator, Pittsfield</p>	Pittsfield, Canaan, Detroit, Hartland, Palmyra, Plymouth, Solon	To purchase new recycling equipment and expand storage capacity to meet growing needs.	\$75,000

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
Totals			\$865,500

Planning Grants – FY 05-06 Pilot Program			
Project Title	Participating Municipalities	Project Summary	Grant Awards
Aroostook Regional Financial Accounting Center Contact: Donald Guimond Town Manager, Fort Kent 834-2090	Fort Kent, Allagash, St. Agatha, Madawaska, Frenchville, New Canada, Van Buren, Fort Fairfield, Caribou, Aroostook County	To study the feasibility of consolidating municipal tax assessment and billing services in order to automate the services and create efficiencies.	\$10,000
AVCOG Establishing a Municipal Services Group Contact: David Holt Town Manager, Norway 743-6651	Norway, Lewiston, Poland, Farmington, Wales	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.	\$10,000
Bangor Area Storm Water Working Group Contact: Allan Thomas Assessor/CEO, Veazie 947-2781	Veazie, Bangor, Brewer, Hamden, Milford, Old Town, Orono, University of Maine, Maine Air National Guard	To hire professional assistance to develop a legal entity and conduct joint planning meetings in order to address new storm water regulations.	\$9,800
Dexter Regionalization of Assessment Services Contact: David Pearson Assessor, Dexter 924-3241	Dexter, Garland, Exeter, Ripley	To study the feasibility of consolidating municipal property tax assessment services.	\$10,000

<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
Totals			\$134,500

Appendix B

Dispersed Funds FY 05-06 Pilot Program (As of September 25, 2006)

PROJECT NAME	LEAD APPLICANT	AMOUNT AWARDED	FIRST PAYMENT	DATE PAID	SECOND PAYMENT	DATE PAID	THIRD PAYMENT	DATE PAID	Total Payments
COOPERATIVE SERVICES									
Emergency Dispatch Consolidation	City of Biddeford - Edward R. Clifford	\$120,000.00	\$39,600.00	7/19/2005					\$39,600.00
Waterville, Winslow Public Safety Services Consolidation Project	Waterville - Michael Roy, City of Waterville FINAL	\$30,500.00	\$10,065.00	10/7/2005	\$20,435.00	8/3/2006			\$30,500.00
Proposal for Common Facility & Cooperative Services	City of Gardiner - Jeffrey D. Kobrock	\$0.00	DECLINED						\$0.00
Lincoln-Sagadahoc MultiCounty Jail Project - Two Bridges Regional Jail	Town of Wiscasset - Wayne R. Applebee	\$20,000.00	\$6,600.00	5/10/2005	\$6,600.00	2/21/2006			\$13,200.00
Oakland/Belgrade Regional Transfer & Recycling Facility	Town of Oakland - Steven A. Dyer	\$110,000.00	\$36,300.00	3/8/2006					\$36,300.00
Joint Municipal Accounting and Finance Program	Mapleton - John Edgecomb - FINAL	\$35,000.00	\$11,550.00	5/2/2005	\$11,550.00	4/13/2006	\$11,900.00	9/25/2006	\$35,000.00

Pittsfield Regional Recycling Center Enhancements	Pittsfield - Donald Chute	\$75,000.00	\$24,750.00	5/2/2005	\$24,750.00	12/28/2005			\$49,500.00
Interlocal Stormwater Working Group	Windham - Anthony T. Plante	\$10,000.00	\$3,300.00	5/2/2005	\$3,300.00	2/21/2006			\$6,600.00
4 Ton RMV "Hot Patcher"	Madison - Glen Mantor FINAL	\$20,000.00	\$6,600.00	5/2/2005	\$6,600.00	2/21/2006	\$6,800.00	8/31/2006	\$20,000.00
Regional Emergency Vehicle Repair Center	Gorham - Chief Robert S. Lefebvre - Project On Hold	\$100,000.00	\$33,000.00	10/19/2005	-\$33,000.00	7/18/2006			\$0.00
City of Lewiston & Auburn Efficient Delivery of Local Svcs	Lewiston - James E. Andrews - FINAL	\$45,000.00	\$14,850.00	5/25/2005	\$30,150.00	3/8/2006			\$45,000.00
Androscoggin Regional Communication	Lewiston/Auburn 911 - Andrew D'Eramo FINAL	\$100,000.00	\$33,000.00	5/10/2005	\$33,000.00	2/21/2006	\$34,000.00	7/7/2006	\$100,000.00
Cumberland & Yarmouth Regional Dispatch Center	Yarmouth - Nathaniel J. Tupper FINAL EXP \$97,187.56	\$100,000.00	\$33,000.00	5/2/2005	\$33,000.00	2/21/2006	\$31,187.56	8/3/2006	\$97,187.56
Service Center District Cooperative Purchasing	Hermon - Clint Deschene	\$110,000.00	\$36,300.00	11/22/2005					\$36,300.00
Subtotal		\$875,500.00	\$288,915.00		\$136,385.00		\$83,887.56		\$509,187.56
PLANNING GRANTS									
Kennebec Valley Assessing Project	Augusta - William Bridgeo	\$10,000.00	\$3,300.00	5/2/2005					\$3,300.00
Joint Fire Service Study	Farmington - Richard Davis	\$10,000.00	\$3,300.00	5/2/2005	\$3,300.00	3/8/2006			\$6,600.00
Tri-Community Regional Dispatch	Scarborough - Ronald Owens	\$10,000.00	\$3,300.00	5/2/2005	\$3,300.00	2/21/2006			\$6,600.00

Regionalization of Assessment Services for the Municipalities of School Administrative District #46	Dexter - David Pearson	\$10,000.00	\$3,300.00	5/2/2005	\$3,300.00	1/25/2006			\$6,600.00
Aroostook Regional Financial Accounting Center	Fort Kent - Donald Guimond - Final	\$10,000.00	\$3,300.00	5/10/2005	\$3,300.00	2/21/2006	\$3,400.00	9/25/2006	\$10,000.00
Kennebec Valley Purchasing Collaborative	Oakland - Steven Dyer	\$10,000.00	\$3,300.00	5/24/2005	\$3,300.00	8/15/2006			\$6,600.00
Regional Assessing Program (Includes areas within Penobscot, Piscataquis and Washington County)	Stetson - Donald Carroll	\$10,000.00	\$3,300.00	6/7/2005	\$3,300.00	2/21/2006			\$6,600.00
Multi-Town Curbside Recycling Project	Pittsfield - Donald Chute FINAL EXP \$3,956.45	\$4,700.00	\$1,551.00	5/2/2005	\$1,551.00	12/28/2005	\$854.45	8/3/2006	\$3,956.45
Establishing a Municipal Services Group at AVCOG	Norway - David Holt	\$10,000.00	\$3,300.00	7/21/2005					\$3,300.00
Yarmouth-North Yarmouth Regional Sewer Services - Capacity Feasibility Report	Yarmouth - Dan Jellis	\$10,000.00	\$3,300.00	5/2/2005	\$3,300.00	2/21/2006			\$6,600.00
Study of Collaborative Options for Municipal Financial and Administrative Services	Standish - Gordon Billington FINAL	\$10,000.00	\$3,300.00	4/14/2005	\$6,700.00	1/25/2006			\$10,000.00

Lakes Region Planning Grant Application	Wayne - Greg Davis FINAL	\$10,000.00	\$3,300.00	5/2/2005	\$3,300.00	12/28/2005	\$3,400.00	8/3/2006	\$10,000.00
Bangor Area Storm Water Group	Veazie - Allan Thomas	\$9,800.00	\$3,234.00	5/24/2005	\$3,234.00	3/8/2006			\$6,468.00
Subtotal		\$124,500.00	\$41,085.00		\$37,885.00		\$7,654.45		\$86,624.45
Total		\$1,000,000.00	\$330,000.00		\$174,270.00		\$91,542.01		\$595,812.01
Total Paid to Date	\$595,812.01								