Fund for the Efficient Delivery of Local and Regional Services

Final Report

Regional Transfer & Recycling Facility
Oakland/Belgrade

Joint Fire Services Study
Town of Farmington

Two Bridges Regional Jail
Lincoln/Sagadahoc

Storm Water Group
Bangor/Veazie

Submitted to the Department of Administrative and Financial Services by

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MAINE DEVELOPMENT FOUNDATION

October 2007

The Fund for the Efficient Delivery of Local and Regional Services was established in statute by the Governor and the Legislature in 2003 to encourage and support cooperation among municipalities with the goal of reducing property taxes and, ultimately, lowering Maine's tax burden. Governor John Baldacci provided $1,000,000 in his FY2005 budget to launch the first round of grants from this fund. The Maine Development Foundation, working closely with the Baldacci Administration, developed the grant process and administered this initial round of grants through the 18-month grant period. The report that follows is based on an analysis of the final reports submitted to the Foundation by the grantees.

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- **Empowers leaders** to act through Leadership Maine and Policy Leaders Academy. Leadership is the most important ingredient in the complex process of economic development.
- **Strengthens Maine communities** through the Maine Downtown Center, Capital Riverfront Improvement District, and The Fund for the Efficient Delivery of Local and Regional Services. Maine's downtown communities are vitally important economic assets.
- **Guides public policy** through the Maine Economic Growth Council, Maine Employers' Initiative, Workforce Investment System Mapping, and REALIZE!Maine. Effective decision making requires objective and reliable information.

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A. EXECUTIVE SUMMARY

Investment in collaboration is a wise investment in Maine's future. As this report details, the State's decision to invest $1, 000,000 in the creation of local and regional efficiencies in the delivery of municipal services is a worthwhile investment that is already paying dividends.

For the first time in nearly half a century, Maine State Government is actively pursuing a course of providing incentives in an effort to build a more efficient and effective delivery system for government services. If the results of this initial round of grants are any indication, regionalization holds great promise for Maine. The 26 projects that were funded are already providing benefits to communities in the form of more effective and efficient delivery of several types of municipal services. Investment in regionalization is an investment in the financial viability and sustainability of Maine's municipalities. Regionalization can work and does work – even in as independent a state as Maine.

The key findings of this report include:

The State's investment in regionalization is working and is already paying dividends: A rough calculation of the return on the State's $1 million investment shows that roughly 2/3s of the projects that were completed in this first round of grants generated efficiencies and savings that were equal to or exceeded the State's investment. Of the 24 projects that were completed, 8 generated savings that were roughly equivalent to the grant award and 7 saved amounts that were significantly in excess of the initial investment. Even the projects that did not achieve savings during the grant period have laid an important foundation of collaboration on which future savings can be built.

State incentives for municipal collaboration are critical for overcoming inertia and catalyzing relationships, efficiencies and tax savings: While some might believe that economic conditions will eventually make it imperative for towns to regionalize services just to survive and the State shouldn't have to provide incentives, the reality is that it is often easier to try to do without and chip away at costs than to reach out to other communities and try to find ways to collaborate. By providing incentive funds to catalyze the development of joint services, towns are encouraged to imagine another way and to get out of the status quo.

Setting aside some portion of the incentive funds for planning grants has proven to be a wise decision: While planning grants are much smaller in size and scope and, therefore, provide relatively small tax savings, they serve a very important purpose. Planning grants allow municipalities to form relationships with neighboring communities and lay a critical foundation of trust on which future efforts can be built. Prior experience in collaboration is one of the greatest precursors to successful implementation of larger regional efforts and higher-order, more difficult projects. When communities build relationships and experience small successes, fear and distrust dissipate and an openness to trying larger projects evolves. In addition, while planning grants were never really expected to save money in the near term, this report demonstrates that 5 of the small planning grants have actually already generated savings far in excess of the original investment. Because of this, MDF highly recommends that some portion of

future grant offerings be set aside for smaller, planning grants – creating a natural pool of applicants for subsequent collaborative services grants.

Successful collaboration and efficiencies can occur in the joint provision of virtually any government services: In this particular round of grants, the projects were primarily focused on 7 broad areas of government service delivery. Even a glance at the Return on Investment Table in the BACKGROUND AND FINDINGS section of this report highlights that real savings can occur in the delivery of a wide variety of services. From joint storm water programs and purchasing to shared financial accounting systems and the provision of fire and safety services, municipalities across the state have already implemented collaborative efforts that are saving precious property tax dollars.

Direct involvement of municipal decision-makers in the grant project greatly enhances the likelihood of full implementation of recommendations and actual savings: One of the most critical findings of this report is that the likelihood of success in any regionalization project is greatly enhanced when the municipal decision-makers are fully engaged in the process. The active participation creates trust and solidifies buy-in which is absolutely essential to both the initial success and long-term sustainability of the regionalization effort.

Flexibility and ongoing support throughout the grant period strengthen the return on the State's investment: The successful implementation of this program is due, in large part, to the fact that the State and MDF agreed from the beginning that the primary goal would be to support the regionalization grantees in every way possible to ensure success in forming new collaborative efforts. With this in mind, the State gave MDF a high level of flexibility in administering the contracts in such a way as to provide grantees the highest likelihood of success. The lessons learned to date in the contract administration and in the projects themselves serve as a wonderful guide to shaping future grant offerings.

Setbacks and, in some cases, failures happen and should not provide reason to eliminate this program: Despite serious, professional, good-faith efforts, the newly formed partnerships don't always work out. Collaboration is not for the faint of heart. It demands very hard work, an openness to change, and a commitment to making it work.

B. BACKGROUND AND FINDINGS

Background

The Fund for the Efficient Delivery of Local and Regional Services was established in state statute in 2003 for the purpose of encouraging and supporting cooperation among municipalities in an effort to create efficiencies in the delivery of local and regional government services and to, ultimately, reduce the burden of property taxes on Maine residents. As part of his FY2005 budget, Governor Baldacci provided the first $1,000,000 to activate this fund and a competitive grant process was developed and implemented.

In the fall of 2004, the Maine Development Foundation was hired to work closely with the Administration to develop the grant process and to actually administer the program through the grant cycle. Following a competitive process, 13 regional groups were selected to receive collaborative services grants (up to $120,000) and 13 regions were awarded smaller planning grants (up to $10,000). Each Grantee was required to file interim and final reports in order to receive their full allotment. 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. It is important to note that the project descriptions and tax savings estimates have been provided by the individual grantees and have not been independently verified.

While the grants were awarded in the early spring of 2005, a few of the contracts were not actually signed until the end of 2005. While each grantee was given 18 months to complete the work from the time the contract was approved by the municipal officials, some municipalities finished their projects and filed reports within the first 6-9 months; others were given extensions and filed final reports in the late spring of 2007.

Types of projects funded

Regionalization projects vary greatly in terms of cost, scope, complexity, and ease of entry into the partnership. In an effort to assess the lessons learned and the potential for savings, it is important to provide a sense of the types of projects undertaken in this first round of grants. The projects funded in this grant cycle can be divided into 7 broad categories.

A brief description of the 26 projects follows: (a fuller explanation of each project as well as contact information can be found in section C. PROJECT DESCRIPTIONS)

1. Storm Water Management

- **Veazie** ($9,800) - The Bangor Area Storm Water Group (BASWG) was formed and 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.
- **Windham** ($10,000) - The Inter-local Storm Water Working Group (ISWG), representing 13 communities, was formed 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.

2. 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 to purchase fuel, banking services, photocopiers and supplies.
- **Oakland** ($10,000) - The Kennebec Valley Council of Governments conducted 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.
- **Herman** ($110,000) – Eastern Maine Development Corporation was hired by the grantee to undertake a large research initiative across a vast geographic region to determine the opportunities for joint purchasing.

3. Joint Assessing

- **Dexter** ($10,000) - The municipalities of MSAD#46 (Dexter, Garland, Exeter, and Ripley) used grant funds to assess the current administrative procedures of the district towns, including strengths and weaknesses of the relative systems.
- **Augusta** ($10,000) - The Kennebec Valley Council of Governments investigated the idea of centralizing the delivery of municipal property assessing services among the region's municipalities and eventually Kennebec County.
- **Stetson/Calais** ($10,000) – The municipalities of Penobscot, Piscataquis and Washington Counties were surveyed to explore the level of interest in regionalizing assessing services.

4. Accounting and Financial Services

- **Mapleton** ($35,000) - The towns of Mapleton, Castle Hill, and Chapman collaborated to create a joint financing and accounting system. 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).
- **Standish** ($10,000) – Nearly 20 communities and governmental units came together to create an RFP for jointly purchasing financial accounting systems and to share training, charts of accounts, etc.

5. Joint Dispatch and Emergency Services

- **Lewiston-Auburn 9-1-1** ($100,000) - Lewiston and Auburn partnered to assess the feasibility of a regional communications system. L-A hired a consultant, who completed an Emergency Communications and Interoperability Study.

- **Waterville** ($30,500) - 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 of Farmington, Jay, Livermore, Livermore Falls, and Wilton conducted a study of the community fire departments and identified opportunities for inter-local cooperation with the goal of achieving more efficient use of joint resources.
- **Scarborough** ($10,000) - The towns of Scarborough, Cape Elizabeth and South Portland joined together to explore the consolidation of public safety dispatch services.
- **Cumberland/Yarmouth** ($100,000) - These two towns used funds to consolidate dispatch services.

6. Joint Equipment Purchases

- **Madison** ($20,000) - Madison, Skowhegan, Norridgewock and Anson have purchased a hot patcher to be shared across the communities as needed.
- **Lincoln/Sagadahoc** ($20,000) - The Lincoln and Sagadahoc Multi-county Jail Authority was formed to provide for the planning, construction, equipping, operation and maintenance of a common facility for corrections to serve primarily the two counties.
- **Pittsfield** ($75,000) - The town of Pittsfield purchased and installed a recycling baler and other recycling equipment to share with 6 other towns.
- **Oakland** ($110,000) - Oakland's grant award covered the construction of a joint waste management recycling facility.

7. Other Municipal Services

- **Pittsfield** ($4,700) – A curbside recycling study was conducted to determine how to most efficiently deliver recycling services to a four-town area.
- **North Yarmouth** ($10,000) – A study of the potential for the development of a joint sewer system for Yarmouth and North Yarmouth was conducted.
- **Lewiston-Auburn** ($45,000) – A study was conducted to identify the potential savings from the consolidation of a wide array of municipal services including code enforcement, procurement, police, fire and public works.
- **Norway** ($10,000) – AVCOG and 5 towns studied and implemented an expanded joint purchasing program. The feasibility for joint CEO services was also examined.

8. Incomplete Projects

- **Biddeford** ($120,000) - Biddeford, Saco, Old Orchard Beach, and Sanford explored the consolidation of dispatching services, but were unable to solidify commitments to move forward within the grant period.
- **Gardiner** ($110,000) – The town decided not to accept the grant monies thus the project was never undertaken.
- **Gorham – Windham** ($100,000) – As this grant period came to a close, Gorham received matching funds from the Maine Department of Corrections that will enable construction of a joint emergency vehicle repair facility to begin.

Lessons Learned from the Projects

The 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.

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 set aside some portion of the $1 million fund to finance smaller, planning grants has laid the groundwork for future collaboration on larger projects as the communities experience success on their first venture into regionalization.

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. **Decision-makers actively engaged in every part of the project –** In the grant projects where the work was either very closely monitored by or actually done by those with the authority to make decisions, trust and buy-in to the collaboration made the process was much more efficient and effective.

4. **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.

5. **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

6. **Remain flexible and 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. Whereas jointly purchasing big ticket items like fuel, salt, or equipment may offer significant savings, trying to purchase smaller office items may not be worth the investment of time. And while a four-town collaboration on purchasing may work well, perhaps only two of the partners are interested in combining recreation programs.

7. **Seek external partners** – To more effectively achieve goals, other entities may need to be brought into the collaborative efforts. For example, legal expertise may need to be brought in to aid in the drafting of joint DEP applications for handling storm water, or a marketing specialist may be needed to develop and engage citizens in education or training on a new program or system.

From those that have encountered challenges or major setbacks:

1. **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.

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. **Changing local leadership within the grant contract period can slow 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.

4. **Projects that are too broad in scope can hinder success** – Trying to engage too many partners over too big a geographic region and attempting to solve too many issues at once can create great frustration and a feeling of failure.

5. **Turning the project over to an outside entity limits the likelihood of success –** When an outside entity is hired to do all the research and return with a plan for the municipalities to approve, the important steps of developing trust and buy-in are skipped and the likelihood of sustainable implementation is greatly reduced.

6. **Timing of the regionalization effort can affect success** – Consolidating accounts across municipalities during the budget season, for example, can be overwhelming. (In other cases, the timing might actually increase the likelihood of success – such as a timely retirement of a dispatcher may allow for a consolidation that could not have taken place otherwise.)

Estimated Return on the State's Investment

In order to better understand the relative success of this initial round of grants and to determine if certain project focus areas demonstrate more promise for savings than others, an effort was made to estimate some form of a return on the State's investment. **To be entirely clear, the table that follows is NOT a true calculation of the Return on Investment.** The rating system developed below used the grant project savings estimated by the grantees themselves and compared those current or very near-term future savings to the amount of money that the State invested in each particular project. While this is not a perfect measure, it does provide a way to assess the relative success of these projects.

As you review the Return on Investment estimates, it is very important to understand that there were actually two distinctly different types of grants given in this initial grant offering, and the expectations around the potential "return" on the investment were also very different. Applicants to this initial grant offering were given the option of applying for either a "Planning Grant" or a "Cooperative Services Grant".

A Planning Grant was meant to enable communities to explore the possible ways that they might work together. Planning Grants were much smaller in size, with the top amount awarded being $10,000. From the beginning, these grants were truly meant to initiate a conversation among communities and to begin the critical process of building trust so that higher order projects could be undertaken jointly in the future. Under this formulation, planning grants were never expected to yield a significant payback and were likely to be given one star (*) in our ROI calculation. It is interesting to note, however, that four of the Planning Grants actually saved monies in excess of their grant award (three stars on the table that follows ***), and four were estimated to have saved an amount approximately equal to their grant award (two stars **). Five of the 13 Planning Grants received the anticipated one star (*) rating.

A Cooperative Services Grant was quite a bit larger (up to $120,000) and was meant to help communities invest in a higher level regionalization project like the joint purchase of a major piece of dispatch equipment or software and hardware that would allow them to coordinate the delivery of a particular service (like assessing, accounting, or purchasing). These grants were given to municipalities that already had some experience in working cooperatively with other municipalities and that had a definite and defined regionalization project. Based on the table below, we can see that three of the eleven Cooperative Services grants that were completed yielded more savings in the first year than the State invested in the grant, and an additional four of the eleven have already produced savings that are roughly equal to the state investment.

Overall, the table that follows highlights the following:

- Success (savings) can be demonstrated through both Planning Grants and Cooperative Services grants.
- Success (savings) can be demonstrated in big projects and small projects.
- Success (savings) can be demonstrated across a broad array of municipal services.

And, as is mentioned in the Executive Summary of this report, the key ingredient that appears to maximize the likelihood of success is when the municipal decision-makers are fully present in the planning and implementation of the project.

Estimated Return on the State's Investment

	PROJECT FOCUS	GRANTEE	GRANT AMOUNT	ROI	GRANT TYPE
1	Storm Water	Veazie	$9,800	***	P
2		Windham	$10,000	***	CS
3	Joint Purchasing	Wayne	$10,000	**	P
4		Oakland	$10,000	*	P
5		Herman	$110,000	*	CS
6	Joint Assessing	Dexter	$10,000	**	P
7		Augusta	$10,000	*	P
8		Calais/Stetson	$10,000	*	P
9	Accounting and Finance	Mapleton	$35,000	***	CS
10		Fort Kent	$10,000	*	P
11		Standish	$10,000	***	P
12	Joint Dispatch/Emergency Services	L-A 911	$100,000	*	CS
13		Waterville	$30,500	*	CS
14		Farmington	$10,000	**	P
15		Scarborough	$10,000	**	P
16		Cumberland/Yarmouth	$100,000	***	CS
17	Joint Equipment Purchasing	Madison	$20,000	**	CS
18		Lincoln-Sagadahoc	$20,000	**	CS
19		Pittsfield	$75,000	**	CS
20		Oakland	$110,000	**	CS
21	Other Municipal Services	Pittsfield	$4,700	***	P
22		North Yarmouth	$10,000	*	P
23		Lewiston-Auburn[1]	$45,000	*	CS
24		Norway	$10,000	***	P
25	Incomplete Projects	Biddeford	$120,000	NA	CS
26		Gardiner	Declined Grant	NA	CS
27		Gorham-Windham	$100,000	NA	CS

Return On Investment (ROI) Key:

* Laid groundwork for future savings (near-term savings were less than investment)
** Savings matched investment (near-term savings were nearly equal to investment)
*** Savings exceeded investment (near-term savings exceeded investment)
NA Not Applicable/Not Available

Grant Type Key:

P Planning Grant
CS Cooperative Services Grant

[1] Initially Lewiston-Auburn applied for a cooperative services grant, however, their grant award was scaled back from what was originally proposed and funds were awarded to cover only the planning elements of their project.

C. PROJECT DESCRIPTIONS

As part of the grant process, all grantees were required to file interim and final reports and to answer a standard set of questions so that the experiences and relative successes could be fairly easily compared and analyzed. Actual final reports varied in size from 2 – 20 pages and a number of the reports included attachments (some as large as 300 pages) with formal analyses undertaken by consultants that had been hired to do some portion of the work. Within the full reports submitted by the grantees and the attachments to those reports is a wealth of data and information that can be used by policy makers and government leaders going forward to shape future grant offerings and guide regionalization efforts. In addition, the full reports and their attachments include surveys, joint documents/forms, and original research on consolidation of various services that could greatly help municipalities that are interested in replicating a particular project.

Because the grantees' reports are too lengthy to include in this document, we are providing you with summary information on each project. For those who would like to examine a particular project in greater detail, the full, unabridged reports can also be accessed.

The spectrum of choices follows:

1. Brief descriptions of each project: A brief summary of each project within the 7 broad categories of grants is provided in this section (C. PROJECT DESCRIPTIONS) of the report on a summary page that starts each sub-section (for example, Storm Water Management, Joint Purchasing, etc.).

2. More detailed project information with estimated project savings results: Following each Summary page of Section C is an abbreviated report from the grantee. The information included in these mini-reports is taken directly from the final reports written by the grantees themselves that has been edited down to 1-2 pages. Each mini-report includes contact information to enable the reader to reach out to the grantees who actually did the work.

3. The full final reports submitted to MDF: The full reports written by each grantee in the standard format provided by MDF can be seen on MDF's website at www.mdf.org.

4. The full final reports with all attachments: Hard copies of the actual reports and all attachments (several hundred pages of information) can be viewed by appointment only at the Department of Financial and Administrative Services by calling 624-7800.

It is important to note that the project descriptions and savings estimates provided in this document are based on the reports submitted to MDF by the individual grantees. Thus the estimates of potential tax savings were developed by the grantees themselves and have not been independently verified.

1. STORM WATER MANAGEMENT

Summary:

There were two grants awarded to tackle regional storm water management. Both of these efforts included a large number of participants and were highly successful. The savings realized by the participants were several times higher than the State's investment. It is interesting to note that the success of these particular projects is due, in part, to the fact that each community and organization involved faced a new problem which was common to all, namely, how to fulfill an unfunded environmental mandate. All involved had a vested interest in finding a way to deal with the mandate in a cost effective manner.

Project Highlights:

- **Veazie** ($9,800) - The Bangor Area Storm Water Group (BASWG) used its planning grant to formalize and enhance the collaborative management of storm water among 7 municipalities, 2 university campuses and the Maine Air National Guard. BASWG has undertaken 11 new regionalized activities, 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 for DEP. This effort has already saved $70,000, enabled the communities to leverage additional funding, and laid the foundation for several hundred thousand dollars in future savings.

- **Windham** ($10,000) - The Inter-local Storm Water Working Group (ISWG) was formed 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. Each participant has saved roughly $20,000.

STORM WATER MANAGEMENT

Town of Veazie - Planning Grant

1. Grantee Information:

Contact: Town of Veazie - Allan Thomas, Tax Assessor/Code Enforcement Officer, 947-2781, arthomas@veazie.net
Partners to the Grant: Bangor, Brewer, Hampden, Milford, Old Town, Orono, Veazie, University of Maine, Maine Air National Guard at Bangor
Amount of Grant: $9,800

2. Brief Description of Project and Accomplishments:

The Bangor Area Storm Water Group's (BASWG) grant of $9,800 enabled the BASWG to formalize and enhance collaborative management of storm water among 7 municipalities, 2 University campuses and the Maine Air National Guard at Bangor. The goals of the regionalization grant were to formalize organization of the regional collaboration, to increase municipal efficiency and to promote fiscal responsibility in meeting the U.S. Environmental Protection Agency's storm water Phase II unfunded mandate. The BASWG has exceeded even its own expectations for moving the regional collaboration forward and working jointly to manage storm water pollution in the Bangor Urbanized Area. The group used the planning grant monies to:

A. Define the goals of the organization and establish a management structure.

- Hired a facilitator to guide preparation of a strategic plan - creating organizational vision, mission, goals and measurable objectives to clarify the work of the regionalized group.
- Filed for Incorporation, created bylaws, a mutually equitable funding formula by which expenses will be both paid and incoming funds allocated; and an accounting system for funds managed jointly by the group.
- Created an annual budget, formal accounting system, and a "dues" structure.
- Created active task forces to work on specific projects, including: 1) education and outreach, 2) GIS mapping of the storm drain system; and 3) training.
- Designated specific representatives to attend statewide meetings on behalf of the group.

B. Conduct planning meetings to identify and rank storm water projects of mutual importance.

- Developed a list of projects that the members had conducted jointly since its inception.
- Interviewed staff from each municipality to determine what their specific needs were.
- Outlined members overall vision for the work of the collaborative and determined the formal mission, outlined a set of goals to achieve and prioritized them.
- Applied for implementation grant and other external funds: The BASWG has now been awarded a $75,000 grant from the State of Maine to implement its strategic plan.

C. Establish mechanism to track compliance with environmental regulations and cost reductions.

- Engaged DEP in the Group's Work: Maine DEP staff on the regular email list receiving all formal documents and communications between the collaboration members.

D. Retain legal assistance to organize/incorporate.
- Created an incorporation task force.
- Secured legal counsel.
- Seeking 501(c)(3) status.

The group's accomplishments include:

- Sharing a full-time AmeriCorps educator for ten months to conduct storm water education programming with school-aged youth.
- Coordinating the training of more than 60 municipal staff from all 10 regulated entities in the group in storm water best management practices and printing a shared training manual.
- Coordinating the first annual Regional Stream Clean-up, with more than 300 citizens participating in cleaning areas along streams, rivers and roadways.
- Developing a joint catch basin permit which will allow for the shared cost and management of catch basin cleanings through beneficial reuse.
- Developing other shared permits and ordinances, including illicit discharge detection and elimination ordinances and post-construction site inspection protocols.
- Sharing the funding of a highly-successful storm water pollution media campaign.
- Jointly running interactive educational booths at both the Bangor Garden Show and the Maine Folk Festival in both 2005 and 2006, teaching more than 2,000 participants about storm water pollution and their role in reducing it.
- Recruiting student interns from area colleges to work with a shared AmeriCorps volunteer coordinator to conduct joint storm drain system GIS mapping.

3. Current or Anticipated Savings:

The work of the group during the planning phase has already saved tax payers well in excess of $70,000. The planning grant was also used to secure an implementation grant of $75,000 which has saved an estimated $228,148 for fiscal years 2007-2009. Direct property tax savings will derive from implementation of a shared GIS internship mapping model that utilizes student interns ($173,740), the development of coordinated municipal storm water management plans ($21,640), better understanding the barriers and needs of citizens through shared regional phone surveys and focus groups ($11,428), a statewide roundtable meeting to help identify the most feasible and cost-effective storm water management tools and technologies for small, local budgets ($9,020); development of a regional storm water web page on the ThinkBlueMaine.org website to reduce costs of individual maintenance for public outreach and education ($6,500); the sharing of costs for joint required technical trainings ($3,840); and group planning in preparation for participation in the statewide process of developing the next five-year general permit ($1,980).

Additional, less calculable cost savings will come from the ongoing benefits of joint planning, networking and facilitated work; lower costs from joint purchasing of signs, equipment, educational supplies, outreach materials, and consulting services.

STORM WATER MANAGEMENT

Town of Windham – Cooperative Services Grant

1. Grantee Information:

Contact: Town of Windham - Tamara Lee Pinard, Cumberland County Soil & Water Conservation District, 892-4700 tamara@cumberlandswcd.org
Partners to the Grant: Biddeford, Cape Elizabeth, Cumberland, Falmouth, Freeport, Gorham, Portland, Saco, Scarborough, South Portland, Westbrook, Windham, Yarmouth and the Cumberland County Soil & Water Conservation District
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

The original proposal requested $199, 420 to build the capacity of the Interlocal Stormwater Working Group (ISWG) in three primary areas: coordination, facilitation and public participation. Since only $10,000 was funded, the full amount was used by the municipalities to cooperatively hire a ½ time educator to develop an educational plan to meet the public education requirement of the NPDES Storm water Phase II permit.

Towards this effort, the following accomplishments were completed:

- Pulled together information about potential partnering opportunities for the thirteen ISWG communities. Met with representatives from each of the thirteen ISWG communities to flesh out the educational priorities of each community.
- Pulled together a summary of community needs and objectives in regards to educational programming and created a preliminary priority list. Met with Maine Department of Environmental Protection (MDEP) to better clarify the ISWG Educational approach.
- Researched educational strategies for the focus areas: lawn care, pet waste, new development – what has and hasn't worked in other areas. Developed pet waste, lawn care and new development outreach plans and fleshed out budgets to carry out these initiatives.
- Completed final drafts of educational plans for each of the three focus areas.
- Fleshed out a timeline and work plan through NPDES II Permit Year Five, which ends in June of 2008. Met with MDEP to review and get sign off on the Educational Plan. MDEP approved the submitted Educational Plan.
- Submitted two grant proposals to offset the financial contributions required from ISWG communities for the implementation of the educational plan.

3. Current or Anticipated Savings:

There were significant one-time cost savings realized through this collaborative initiative, which allowed the communities to develop one quality educational plan that is now being used as by all 13 participants and has been made available to the other 15 municipalities that are regulated under the same NPDES Phase II Stormwater permit, saving approximately $20,000 per participant.

2. JOINT PURCHASING

Summary:

There were three joint purchasing projects (2 small planning grants and 1 sizable cooperative services grant). Success in this particular category was limited despite what many might view as the easiest way to create savings. Wayne's achieved the most notable results, as the small investment leveraged many, varied joint purchasing arrangements. This group made several strategic choices including: they involved many different entities, built relationships and trust first, had the decision-makers at the table throughout the work, kept bureaucracy at a minimum, and remained extremely flexible. It is instructive that the greatest success in this area occurred where the communities planned and executed the project themselves and did not hire or delegate the work to a third party. They established buy-in from the beginning and grew together in trust and action. The participants had the authority to act at every point.

Project Highlights:

- **Wayne** ($10,000) - Seven towns and the Maranacook School District have collaborated on a wide variety of purchasing arrangements including: joint purchases of photocopying equipment, an RFP for banking services; the creation of an Employee Benefits Fair, an RFP for heating oil and propane for all area schools and all town facilities, collaboration across community recreational departments, the hiring of an administrative assistant to identify additional areas of regional cooperation. Town office staff meet together regularly to share information and improve communication.

- **Oakland** ($10,000) – KVCOG was hired 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. Generally, the informality of purchasing arrangements among those surveyed was not found to be able to support the cost of professional management. The project was not fully completed and no savings were achieved to date.

- **Herman** ($110,000) – EMDC undertook a large research initiative engaging participants across a vast geographic area. The structure envisioned was found to be too bureaucratic and burdensome. Significant groundwork was accomplished in identifying areas of potential collaboration but no savings were achieved to date.

JOINT PURCHASING

Town of Wayne – Planning Grant

1. <u>Grantee Information</u>:

Contact: Greg Davis, 685-4983, townofwaynemgr@adelphia.net
Partners to the Grant: Towns of Wayne, Readfield, Manchester, Fayette, Mt. Vernon, Monmouth, Livermore Falls, Maranacook School District (Union #42/C.S.D. #10), including its interlocal agreements with Service Center Communities Hallowell and Farmingdale and the Model B Educational Consortium (which includes Winthrop, Fayette, Maranacook Schools, Monmouth and Hallowell/Farmingdale – M.S.A.D. #16)
Amount of Grant: $10,000.

2. <u>Brief Description of Project and Accomplishments</u>:

The Planning Grant has been used to build upon the success previously experienced over several preceding years in the areas of group purchasing and inter-local agreements. The grant has paid for professional consulting services, facilitation and research, supplies and publicly advertising efforts through public forums for the committee formed from the above-named governmental and school-based entities. Efforts made to prioritize an identified list of shared code enforcement services, fire/police/EMA ambulance agreements; banking/finance services; auditing services; economic development; legal services; group purchasing; human resources; plowing/ maintenance/custodial services; recreational offerings; inter-local agreements; library services; educational opportunities/shared administrative services/training; property revaluations; solid waste services; general assistance services; technical/computer support; light engineering services; property mapping services; and additional areas of joint services as identified through the collaborative process.

The most immediate benefits shown have included numerous joint purchasing initiatives:

- RFP for banking services for the C.S.D., individual elementary schools, and Town Governments (successfully negotiated with Gardiner Savings Institution to come to Readfield to build and open a new branch in 2006).
- RFP for heating oil and propane for all Maranacook Area Schools, all town facilities, and an employee discount program which offered significant savings on heating oil costs.
- Maranacook C.S.D. offered to each town the opportunity to gas up a diesel vehicle at the C.S.D.'s Bus Fuel Depot, providing significant savings on diesel fuel. Diesel was also obtained through the above mentioned bid process.
- Manchester and Readfield recreation committees teamed up with the C.S.D. to provide a summer trip recreation program for Middle School students; 30 Middle School students participated in the program; the CSD provided the school bus and driver at its cost.
- Town clerks and town treasurers meet annually with the Central Office staff of the Maranacook School District to improve communications, get to know one another better, and find ways of helping one another in their job performance.

- The Regional Planning Grant was used to hire an hourly Administrative Assistant/Consultant who is helping gather information and data about each of the 16 areas that have been identified as potential areas for collaboration.
- The Administrative Assistant has set up meetings to explore common Public Works and Human Resources work that support the Regional Planning grant.
- All area town boards of selectmen, town managers, and school committee board chairs have been invited to informational and strategy planning sessions. Over 30 individuals participated in the first planning session (October, 2005). A second such session was similarly successful in early 2006, with a third planned this fall.
- Area recreation committees were invited to an informational and strategy planning session to discuss the furthering of collaborative recreational programming.
- The school district provided free space to a local recreation commission in return for beautification of the facility and work toward the development of an inter-local agreement for recreation.
- Town/school officials participated in a joint Freedom of Information Act informational forum conducted by attorneys Drummond, Woodsum & MacMahon.
- Maranacook Schools and participating grant towns are jointly arranging engineering services through Siemens Energy Management, designed to find significant energy cost savings, to be financed in many cases by the savings generated by the energy improvements subsequently made in the buildings. Significant annual savings are anticipated with a short payback period envisioned.
- Many municipal participants have taken advantage of the opportunity to jointly purchase paper supplies through Maranacook Schools, for significant cost savings.
- 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, while providing updated machines that provide better public service.

3. <u>Current or Anticipated Savings</u>:

Cost savings identified to date are largely due to collaborative purchasing programs:

- Joint purchase agreements oil/diesel – Lowest bid for #2 oil is $5,000+ lower than next higher bidder this year, as well as significant savings experienced in the prior heating season, which equals definite tax savings; diesel payments based on bulk purchasing also reduce overall costs.
- Joint purchase of photocopiers/decreased service contract costs equals significant savings for the school participants, as well as two municipal participants, while providing better service.
- Joint purchase of paper supplies through School District equals savings for all.
- Joint engineering study will identify significant energy cost savings that will directly translate into property tax relief, either immediately or after a short-term payback period.
- The joint public works study may result in significant long-term savings among participating municipalities if acted upon. This is still a study in progress at this point that will go beyond the grant timeline, and it is fully recognized that political considerations could delay implementation of the recommendations that are expected to result from this study.

All of the joint purchasing agreements noted above are expected to continue to provide significant annual savings well beyond the above noted timeframe.

JOINT PURCHASING

Town of Oakland - Planning Grant

1. Contact Information:

Contact: Town of Oakland - Ken Young, KVCOG, 453-4258, kyoung@kvcog.org
Partners to the Grant: Augusta, Fairfield, Gardiner, Oakland, Waterville, Winslow, Winthrop, and the Gardiner, Capital Area Education Alliance (Local School Districts in Winthrop, Monmouth, Augusta, Richmond, Fayette, Erskine Academy, MSAD's 11 and 16, SU's 42, 132, 133.), The Kennebec Alliance (Local School Districts in Waterville, MSAD #47, #49, #52, and SU #52.)
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

The program goals were:

- To coordinate and integrate the existing KVCOG Joint Purchasing Program with other sub-regional purchasing cooperatives organized by groups of municipalities and school districts into a single, self-funded regional purchasing operation,
- To expand participation, products, and savings, and
- To make the purchasing system available on the Internet using a reliable web-based program for connecting buyers and vendors to place and track offers and orders.

We conducted research among the project participants and other joint purchasing program providers and surveyed providers, participants and vendors. We found that joint purchasing is an adjunct of regular programming. No provider devotes more than a part-time effort. Most connections between vendors, managers and purchasers are informal.

We also gathered information about the way the various joint purchasing system managers deliver and pay for joint purchasing programs in their areas. A variety of management systems are in place from telephone and email to simple web-based product listings coupled with manual order taking. Orders are usually placed directly with the vendors. Most programs broker transactions between buyers and sellers and assist by publishing a central list of sources and prices and do not aggregate orders but negotiate prices and let members know what is available. Most systems do not take possession of any goods nor do they charge a fee to members.

We concluded that moving to a web-based, fee supported system with essentially "professional" management will require a significant investment in time and money to purchase the order tracking and billing software, to put up and keep the web site current, to expand the supply of vendors, to budget for operations, to expand vendor connections and to market to participants.

3. Current or Anticipated Savings:

The project was not completed. No tax savings were realized. The information collected during the course of the project will be useful if the topic is taken up at a later date.

JOINT PURCHASING

Town of Hermon - Cooperative Services Grant

1. Grantee Information:

Contact: Town of Hermon - Jaci Hancock, EMDC, 942-6389, jhancock@emdc.org
Partners to the Grant: The Penobscot Valley Council of Governments and its Member Communities
Amount of Grant: $110,000.00

2. Brief Description of Project and Accomplishments:

The project was intended to accomplish establishment of a program for the joint purchase of goods and services directly related to the delivery of governmental services by exploring the possibility of expanding and sharing the cooperative purchase program of the Penobscot Valley Council of Governments (PVCOG) on a broader, regional basis. Such a program would result in direct tax savings for participating municipalities.

A substantial investment has been made in the due diligence/research and planning necessary prior to implementation of a program like the one envisioned. A series of fact finding forums were held with potential participating communities in the various purchasing districts (two in each district). In addition, contact was made with a broad range of potential vendors in a third round of fact finding.

3. Current or Anticipated Savings:

As a result of the planning process undertaken with the grant funds, we realized that the structure envisioned in the grant proposal would not provide a workable mechanism to efficiently serve the needs of potential participating communities. Perhaps the most significant barrier to long term success is presented by the layer of added bureaucracy of the "Purchasing District Boards" contemplated in the grant proposal. Although conceptually appealing, the planning/fact finding experience showed the potential for these boards to create bottlenecks or delay, rather than serve as facilitators of the process. In addition, one of the key goals of the program is to relieve the individual municipal participants of some of the administrative costs (in terms of both time and money) from the purchase of commodities under the program. The purchasing board structure is contrary to this concept. At least initially, it might be preferable to proceed with implementation using a simpler, more centralized administrative model leaving the option open for future devolution to purchasing boards once the program is up and running and municipal participants can better appreciate the empowerment inherent in the program.

Our present focus is on reevaluating the structure of the program to assure that we are able to institute a cooperative purchasing mechanism that would encourage the participation of communities and best suit their cooperative purchasing needs. It is anticipated that our present investment in continued due diligence will result in a meaningful regional cooperative purchase

program that will enable participating municipalities to achieve significant, sustained tax savings over the long term.

At present the program remains in the planning stages and, as such, has not been fully implemented. To date, the program has identified the products and services that potential participants are most interested in purchasing cooperatively as well as the primary vendors for the various products and services by purchasing district. The products and services with the most interest will serve as the initial commodities offered by the program. Historically, municipalities participating in the PVCOG cooperative purchase program have experienced significant savings in the purchase of commodities (road salt, culverts, fuel oil) under the program. These savings directly impact the "bottom line" of the expense side of municipal budgets and therefore directly contribute to property tax savings.

Although information based on actual experience cannot be provided until such time as the project has moved into the implementation stage, actual prior experience of representative PVCOG member communities demonstrates the potential for real future savings for municipalities that chose to participate in the program going forward. Once implemented, tax savings will continue into subsequent years and, most likely, increase over time as additional products and services are added to program and participation grows. It is contemplated that cost benchmarks will be established for each of the commodities offered under the program and that actual experience will be compared to those benchmark figures to determine savings achieved through participation.

3. JOINT ASSESSING

Summary:

Three small planning grants were awarded to examine the potential for joint assessing. Good progress was made in identifying the potential areas of collaboration and the barriers which would have to be overcome. As these reports highlight, joint assessing projects, if adequately funded to enable the purchase of necessary software and conversion of records, offer the promise of tax savings and more effective systems.

Project Highlights:

- **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. Purchase of software has led to a one-time savings of $8,400.

- **Augusta** ($10,000) – KVCOG was hired to investigate, analyze and propose a means of centralizing the delivery of municipal property assessing services among themselves and eventually Kennebec County. The project used the 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/Calais** ($10,000) - A regional assessing program coordinated by the Town of Stetson (and later transferred to Calais) for Penobscot, Piscataquis and Washington Counties has yielded early progress. A number of survey instruments were used to collect information from the 3-county area. Many of the municipalities are very small and a good deal of collaborative activity is already in place.

JOINT ASSESSING

Town of Dexter - Planning Grant

1. Grantee Information:

Contact: Town of Dexter, David Pearson, 924-5035, assessor@dextermaine.org
Partners to the Grant: Dexter, Garland, Exeter
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

The goal of this project was to examine the opportunity for the elimination of inefficiencies and duplicated efforts if the assessment of real estate could be regionalized. Grant monies were used to:

- Assess the current administrative procedures, documenting the systems' weaknesses strengths.
- Consult with TRIO and/or other computerized assessment program design companies to create a single property tax record card that can be used in all district towns.
- Research the need for a new revaluation of properties 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.
- Develop a working plan for assessing the current administrative procedures of the participating towns and documenting the weaknesses and strengths of the relative systems.
- Centralize the maintenance of the new property record cards with the key criteria in mind of improving the service for local property taxpayers and implementing savings.
- Develop a model of an inter-local agreement to be adopted by the member communities before implementation of the program developed by the above steps.

While much was accomplished, the key goals of actually having the communities adopt a working plan and go forward with the centralization of property record card and assessment services have not been achieved.

3. Current or Anticipated Savings:

There will be the actual cost savings of $8,378.94 for the three towns in the 2006 budget for the acquisition of software that will facilitate regional services, but these savings will be a one-time occurrence. Because an inter-local agreement was not signed, there will be no property tax savings beyond the completion of the grant project. As envisioned, the three towns would have committed to a regional revaluation that, upon completion, would have been turned over to a single assessor to maintain. That single assessor would have either been a municipal employee with a salary that would have likely saved the district $20,000 per year, or a contracted individual or company that may have allowed the district to save even more in labor costs.

JOINT ASSESSING

City of Augusta - Planning Grant

1. Grantee Information:

Contact: City of Augusta - Ken Young, KVCOG, 453-4258, kyoung@kvcog.org
Partners to the Grant: Augusta, KVCOG, Winthrop, Gardiner, and Kennebec County.
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

The partners to the grant investigated, analyzed, and selected a means of centralizing the delivery of municipal property assessing services among themselves and eventually Kennebec County. Centralization and, possibly, consolidation of assessing services into a single responsible operating entity could save money through economies of scale attributable to more efficient and effective use of comparatively scarce and often underutilized assessing staff, centralized record keeping and an Internet accessible database. Additional savings are likely due to the standardization and comparability of property valuations from one municipality to another.

Our research included:

- examining the ways that municipalities in Maine have organized inter-municipal assessing programs and to examine the effectiveness of the relatively few examples of municipal and or regional models available,
- examining several assessing models from other states where the service is delivered by the county,
- surveying municipal officials and assessors sending 45 questionnaires and receiving 14 replies. Six respondents were interested in some form of collaboration, 8 where not. Those interested focused almost exclusively on cost savings as the basis for their interest. Only one respondent suggested that quality improvements were an additional consideration. Those not interested preferred to retain "control" of the assessing process. Local "control" of the assessing process is inferred to be critical to "balancing" local expectations about property valuations.
- examining the data management systems that municipalities use. We assumed that for some form of collaboration to occur, the participants would need to use a common process and to use and or acquire a common computerized data management system.
- moving the two readily willing participants, Hallowell and Farmingdale, from paper files to a Trio system and assisting them in preparing a "Credit Quality Enhancement" grant application to the Maine Municipal Bond Bank as a source of financial support for the two municipalities.

3. Current or Anticipated Savings:

The project is ongoing.

Interest continues to be strong. The cost of assessing services and the demand for high quality assessing services remains high. Recent changes in state law dealing with municipal budgets and assessing practices result in an increasingly complex system. Continued progress depends in large part on receipt of the Maine Municipal Bond Bank grant. If these funds are received, KVCOG will continue to work with the participants as they move toward consolidation.

The grant was to prepare a plan. It evolved into a research, planning and technical assistance project. Any savings will depend on implementation of the various action steps outlined in the Hallowell and their joint Maine Municipal Bond Bank applications.

JOINT ASSESSING

City of Calais - Planning Grant

1. Grantee Information:

Contact: City of Calais - Lorna Thompson, 454-2521, assessor@calaismaine.org
Partners to the Grant: Calais, Brownville, and Greenbush. Additionally Penobscot and Piscataquis County and the Town of Stetson were also supporters.
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

The Town of Stetson was originally awarded a grant to study the feasibility of a regional assessing program. Due to political unrest in Stetson, the project was transferred to the City of Calais in an attempt to accomplish the scope of the project.

Activities conducted under the study included:

- Facilitating regional meetings to raise awareness,
- Determining the level of interest of a regional approach,
- Estimating the potential cost savings,
- Determining the potential for use of inter-local agreements,
- Providing technical assistance to communities who are interested in exploring consolidation,
- Fact-finding explorations of such programs in other regions/states to determine strengths and weaknesses of their programs, and
- Obtaining legal opinions regarding any necessary law changes or legal agreements.

Description of accomplishments of grant project:

The following tasks have been achieved:

- A survey was created and mailed to municipalities within Piscataquis, Penobscot and Washington counties to explore the level of need and interest in regional meetings. Some of the information requested on the survey included: current level of assessing services, cost of those services, anticipated future needs and estimate of associated costs, copies of existing agreements, suggestions for potential meeting dates and locations, suggestions for the structure that would best meet the needs of their community, and other pertinent information.
- Other recipients of the grant were contacted to determine their perspectives and potentially learn from their accomplishments.
- Partial review of Internet resources and documents regarding regional assessing services, both in and out-of-state. The review was conducted to determine if any lessons could be learned from other communities and other states.

- Washington County Council of Governments (WCCOG) was contacted to obtain information regarding the needs within their region. They have emailed their member communities to advocate participation in and response to our initiative.
- Phone surveys were completed to help determine need for assessing or other shared services.
- A meeting was held with members of WCCOG to discuss their needs and potential solutions.
- Copies of the grant summary and inter-local agreement were mailed to respondents to encourage interaction.

3. <u>Current or Anticipated Savings</u>:

This exercise did not reveal a duplication of services that could be combined to minimize expenditures. Currently many of the communities already share a contractor that provides their assessing services; although this has not been a conscious joint effort on the part of the communities. Many times this is an independent action on the part of the contractor. Our study also determined that the same conditions exist for code enforcement and in some instances, planning and land use.

In cases of larger communities that employ a full-time assessor savings maybe realized through the sharing of a licensed assessor and the use of clerical staff for more day-to-day operations. The City of Calais is a shining example where full-time clerical staff reduces the necessity for daily employment of an assessor. Currently the assessor is available one day per week to perform technical duties. This shift produced a one-time (one year) savings of 40% in the departmental budget.

At this point it does not appear that further action will be taken by any of the parties to continue this endeavor at a large scale. Although it is evident that smaller communities often develop relationships with one another and in various forms in an effort to comply with state and federal requirements/laws.

4. ACCOUNTING AND FINANCIAL SERVICES

Summary:

There were three grants awarded to explore and engage in the purchase of joint financial services. Two of the three projects have already seen benefits that exceed the State's investment.

Project Highlights:

- **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, saving significant staff time and greatly reducing errors.

- **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.

- **Standish** ($10,000) – Nearly 20 communities and governmental units came together to create an RFP for jointly purchasing financial accounting systems and to share training, charts of accounts, and other similar concepts. The Town of Standish alone saved over $22,000 by using the joint RFP process. Another 10 towns are scheduled to make similar purchases over the next 2 years.

ACCOUNTING AND FINANCIAL SERVICES

Town of Mapleton - Cooperative Services Grant

1. Grantee Information:

Contact: Town of Mapleton, Tammy Getchell, 764-3754, mchc@mfx.net
Partners to the Grant: Towns of Mapleton, Castle Hill and Chapman
Amount of Grant: $35,000

2. Brief Description of Project and Accomplishments:

Our goal in applying for this grant was to streamline the accounting work for three towns combined by improving efficiency in time and allowing less chance for error in conducting day to day business.

We were able to purchase a new software system from a company (Trio Software Inc.) that was very cooperative and enthusiastic about customizing their software for multi-town use. Our computers and printers were upgraded for this process. We were also able to bring a proposal to the State Legislature to combine the funds from our three towns into one account. Our proposal was passed and we are able to manage one convenient account rather than multiple accounts from each town.

3. Current or Anticipated Savings:

The Towns of Mapleton, Castle Hill and Chapman were able to combine municipal funds into one joint checking account in accordance to special legislation submitted by the towns that became law earlier this year. In working with TRIO Software, Inc., the towns now have a software system that separates transactions by municipality or fund, but still allowing only one transaction to take place. 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 and each town is charged exactly and directly what it should be accountable for. In addition to this smooth process for cash receipting, payables and payroll, TRIO Software provides us with other automated features that we were not expecting and have shown to be of tremendous value. The automation of the new software does not require the clerk to input account numbers or enter a separate screen for each town. This has virtually eliminated our cash receipt errors.

Measuring an exact dollar figure to represent taxpayer savings is difficult since our three towns have grown tremendously in the past three years. A true comparison to what was and the way it is now is difficult since we have had to increase our office staff due to the demand at our front counter. What we can surmise is that the yearly software renewal fees are less than half of what we were paying since we need only one "set" of modules as opposed to three. This has saved the taxpayers approximately $7,000 to $9,000 per year. In converting time savings to dollars, we

estimate an additional savings of about $10,000 to $12,000 per year. The real savings is in the efficiency of the work performed.

Due to our more than satisfactory result with the TRIO software modules that we have purchased, our towns have plans for implementing the Enhanced 911 system module and the Clerk module. These modules will provide the towns with the same advantage as the modules we now have in place. They will be able to organize data for three towns in an efficient manner. In addition to completing the installation of the modules, the towns will continue to work with legal counsel in amending the inter-local agreement for the three towns. The inter-local agreement governs how the Towns currently conduct business and formal amendments must be drafted to reflect the changes that the Towns have made.

ACCOUNTING AND FINANCIAL SERVICES

Town of Fort Kent - Planning Grant

1. Grantee Information:

Contact: Town of Fort Kent - Michael Eisensmith, NMDC, 498-8736, meisensmith@nmdc.org
Partners to the Grant: Towns of Allagash, New Canada, Frenchville, St. Agatha, Madawaska, Van Buren, Caribou, Fort Fairfield and the County of Aroostook
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

This project was designed to look at the feasibility of a Regional Financial Accounting Center that would provide services to medium and small size communities in the areas of assessing, tax billing and tax collection. All communities in the region received surveys to collect information on their current procedures and the level to which they were computerized. This information was analyzed as to the cost effectiveness of having a central facility provide services rather than having each town bear the ongoing cost of equipment and maintenance fees.

- A survey instrument was created and distributed to 71 communities in the region and just over 50% sent back the surveys with the information. A follow-up was done with those responding to get more additional information about their staff time and expense on tax billing and collection processes.
- A computer systems and software specialist was hired to review and rate municipal software systems both in-state and out of state. A report was completed on software cost and effectiveness, which included costs for initial connection by municipalities to a centralized processing center.
- NMDC staff took the survey information and computer software information and created a cost benefit analysis for each of the communities surveyed.
- A report on the Feasibility of a Regional Financial Accounting Center was generated and distributed to all of the supporting communities. The report indicated that there was possible feasibility of such a facility if certain municipalities purchased services – primarily the larger service-center communities.

3. Current or Anticipated Savings:

There have been no savings to date. Municipalities will be approached about their willingness to participate in service provision as described in the report.

Initial response for consolidating financial services has been tepid. However, the conversations that have taken place seem to indicate that there would be much more support for the provision of assessment and valuation services.

ACCOUNTING AND FINANCIAL SERVICES

Town of Standish - Planning Grant

1. Grantee Information:

Contact: Town of Standish, Gordon Billington, 642-3461, gbillington@standish.org
Partners to the Grant: Standish, Gorham, Falmouth, Freeport, Gray, Greater Portland Council of Governments
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

Twenty organizations, including municipalities, counties and school systems, came together to form the Municipal Regional Financial Services Group (MRFSG) in order to jointly purchase accounting and financial software. An outside consultant and CPA familiar with drafting of technical requests for proposals was hired to assist the group. The thrust of the consolidation was to develop a comprehensive needs analysis for each participant, to consolidate the responses into one consolidating format which would allow prospective financial accounting software providers to bid for the overall needs of the participants. There was a sense that there would be economies developed for all participants at each of the following points:

- Detailed needs analysis. Some member participants had contracted for such services in the past and were able to share that these costs can vary anywhere from $5,000 to $10,000 or more depending upon the size of the municipality or entity.

- Development of a formal request for proposal. Many participants within the MRFSG (Maine Regional Financial Services Group) had experience with the drafting of RFPs for legal, banking, audit services, and financial accounting systems. The development of a detailed financial accounting systems RFP is detailed, lengthy, and in many cases, beyond the scope of "in house staff" due to the highly technical nature of application software, operating systems software, networking environments, and hardware requirements. The RFP, however, is a critical element in accommodating the need for multiple competitive bids.

- Analysis of Vendor Proposals. Once RFP's have been published and advertised, the vendor proposals need to be carefully evaluated against some formal award criteria usually disclosed as part of the RFP. In the case of the MRFSG, the award criteria involved a subset group who would participate in a vote to recommend to the entire group. The participants in this group consisted of a representative of GPCOG, an independent consultant retained by MRFSG to draft the original RFP and to help facilitate processes, and any member of MRFSG who would commit to attending all vendor product demonstrations as well as planning meetings from that date forward. The group would also solicit vendor references from installed users as well as travel to installed sites to see the products in action. The ultimate analysis of vendor proposals would be a score of a maximum of 100 points with each member of the group casting their votes for each of the vendor participants. This vote would establish a "non-binding" recommendation to the larger group.

- Shared services. The MRFSG was sensitive, from the outset, to economies of scale associated with group training, shared chart of accounts, and other similar concepts. As implementation schedules among the first set of municipalities proceed (Standish, Cumberland, Yarmouth and Freeport), shared implementation meetings and training may cut cost anywhere from 50% to 75% depending upon the number of communities participating.

The process which started in January 2005 and completed August 31, 2005 with MRFSG recommending MUNIS from Tyler Technologies, Inc., out of Falmouth, ME with a total score of 88 out of a possible 100. The results were:

- A cooperative process that allowed for the creation of a detailed needs analysis developed by many of the state's top financial professionals (municipal finance directors and educational business managers).
- A formal consolidated RFP was developed that allowed for all participants to have specific quoted system prices unique to their organization.
- The quoted system prices would be held firm for a period of 3 years; to December 31, 2008.
- The quoted system price allowed for savings associated with shared implementation planning sessions and shared training sessions.
- The quoted system price included travel charges (normal installations are charged for travel and lodging).
- The process was open, conducted in a highly professional fashion, and satisfied the competitive bid process essential to all member communities' councils or boards.

In fact, it is likely that the projects will be implemented as follows:

- Fiscal 2007; Towns of Bar Harbor, Cumberland, Gardiner, Freeport, Standish and Yarmouth.
- Fiscal 2008; Towns of Raymond and/or Windham
- Fiscal 2009; Towns of Brunswick, Gorham, and/or Gray.

3. Current or Anticipated Savings:

Although these estimates take a simplistic approach, the savings are real if the participants move ahead with procurement within the 3-year timeframe. Cost savings associated with vendor competition were calculated based on comparisons of a MUNIS quote to the Town of Standish before its participation with MRFSG and specific to additional 25% off of license costs in first year, 25% off the first year annual maintenance and 30% off conversion which had not been offered in original quote. 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 based on having a MUNIS quote in advance of the costs from the collaboration placed their savings closer to 25%. Of course, some organizations may choose to defer simply based on quoted costs that may not be funded as part of their budgetary deliberations.

5. JOINT DISPATCH AND EMERGENCY SERVICES

Summary:

There were 5 grants given to encourage collaboration and consolidation of emergency services. This is one of the more difficult areas to achieve success in as communities take tremendous pride in their fire departments. There was demonstrated success, however, as the savings from one of the projects has already exceeded the State's investment and 2 projects have experienced savings equivalent to the grant levels.

Project Highlights:

- **Lewiston-Auburn 9-1-1** ($100,000) - Lewiston and Auburn came together to assess the feasibility of a regional communications system. An Emergency Communications and Interoperability Study was completed and significant saving identified. Actual savings will not accrue, however, unless the consolidation recommendations are implemented.

- **Waterville** ($30,500) - The towns of Waterville and Winslow used their grant to explore the consolidation of public safety services. An in-depth study of the towns' existing public safety services delivery systems and the potential benefits of consolidating these systems was completed. Although significant savings potential was identified, Winslow voted not to consolidate fire departments.

- **Farmington** ($10,000) – The grant was used to explore how 5 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 Fire Chiefs have been working closely together on training, developing procedures, and purchasing joint equipment.

- **Scarborough** ($10,000) - The towns of Scarborough, Cape Elizabeth and South Portland joined together to explore the consolidation of public safety dispatch services. Consolidation talks have expanded to other towns and the first step of consolidating dispatch is nearly complete.

- **Cumberland and Yarmouth** ($100,000) – These communities were highly successful in using their grant monies to consolidate emergency dispatch services. Total savings have already exceeded the State's investment.

JOINT DISPATCH AND EMERGENCY SERVICES

Lewiston-Auburn 911 - Cooperative Services Grant

1. Grantee Information:

Contact: Cities of Auburn and Lewiston, Andrew D'Eramo, 786-5380, aderamo@ci.auburn.me.us
Partners to the Grant: Auburn, Lewiston
Amount of Grant: $100,000

2. Brief Description of Project and Accomplishments:

Currently, four agencies provide communication services in Androscoggin County. One of the purposes of the project was to determine if consolidating services would result in (sustained) cost savings as well as increased efficiency and improved delivery of service. A goal in working towards property tax relief is determining the feasibility of a regional communications center and potential cost savings.

Two studies were obtained to evaluate the radio communications system and to recommend technically sound and fiscally responsible solutions for potential consolidation and interoperability requirements of the county's radio system. One of the goals in working towards a regional communication center is to deliver communication services effectively and efficiently to render maximum value and safety. Application testing software and working towards obtaining nationally accredited standard operating procedures are means towards achieving standardized procedures of one regional communication center.

3. Current or Anticipated Savings:

The report from the cities' consultant identified current operating costs of communication services in Androscoggin County ($2,631,607.00) against potential consolidated costs ($2,432,267.24). Based on these figures there is an estimated cost savings of $67,504.88 annually. By looking to become nationally accredited, there is a potential cost savings ($500-$1000) in liability insurance premiums annually.

The report(s) were presented at meetings of invited members of all effected municipalities, town, and county officials. The meeting(s) were to discuss the findings of the report(s) and options available. Future meetings are being planned to discuss the next step towards consolidation.

The initial cost to build and equip a Countywide PSAP Dispatch facility are ($3,539,882.70). Once the initial costs are completed, the operating costs based on the consultant's report determined a Countywide savings of $199,339.76 annually. By looking to become nationally accredited, there is a potential cost savings ($500-$1,000) in liability insurance premiums annually.

JOINT DISPATCH AND EMERGENCY SERVICES

City of Waterville - Cooperative Services Grant

1. Grantee Information:

Contact: City of Waterville, Michael Roy, 873-7131, MRoy@waterville-me.gov
Partners to the Grant: Waterville, Winslow
Amount of Grant: $30,500

2. Brief Description of Project and Accomplishments:

State of Maine grant funds enabled the City of Waterville and Town of Winslow to hire Planning Decisions, Inc. and KVCOG to do an in-depth study of their existing public safety services delivery system and to examine and analyze the potential short and long-term benefits of consolidating these services.

The City of Waterville passed a resolution on June 6, 2006 to continue working with Winslow toward consolidating the two municipal fire departments with a completion date of July 1, 2007. The Town of Winslow considered the same resolution at their June 12, 2006 meeting. The resolution was not adopted. The predominant opinion of a majority of the Winslow councilors was that there were not enough significant cost savings in the short term to justify giving up control of their own department.

The decision of the Winslow Town Council not to proceed toward consolidation effectively terminated discussions between the municipalities regarding consolidation of police and fire departments. Waterville and Winslow are likely to pursue cost savings through joint purchasing, shared training, and other cooperative efforts.

3. Current or Anticipated Savings:

As shown in the information following this report, the consulting team projected that consolidation would have provided the following annual cost savings over the current combined fire department budgets:

Fiscal Year	Savings (% of combined existing)
2007/2008	$90,000 (5%)
2008/2009	$150,000 (8%)
2009/2010	$150,000 (8%)
2010/2011	$240,000 (12%)
2011/2012	$250,000 (12%)

Since the municipalities did not agree to pursue a consolidation of their fire and or police departments, property tax relief will not be delivered through this project.

JOINT DISPATCH AND EMERGENCY SERVICES

Town of Farmington - Planning Grant

1. Grantee Information:

Contact: Town of Farmington, Richard P. Davis, 778-6538, rdavis@farmington-maine.org
Partners to the Grant: Towns of Farmington, Jay, Livermore, Livermore Falls, and Wilton
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

The purposes of the regional fire study were to explore ways in which to collaborate in purchasing and maintaining fire equipment, initiating joint training, and determining the feasibility of establishing a regional *Rapid Intervention Team*.

We established ongoing communications among all the area fire chiefs, including some who were not part of the original study group. The chiefs have initiated a website for information sharing. We now have a haz-mat trailer, equipment, and team made up of members from area departments. We acquired, through a grant from the Maine Outdoor Heritage Fund, a Zodiac 380 FB Rescue Boat that will be used anywhere it is needed in Farmington, Jay, Leeds, Livermore, Livermore Falls, Turner, and Wilton. We have identified regional dispatch service as a priority, and have begun to pursue this through another planning grant.

3. Current or Anticipated Savings:

The chiefs established an information sharing website and have implemented or will implement a Tanker Task Force, Standard Operating Guidelines, regional group training, regional firefighter positions, and combined special response teams. Cost savings will be achieved by eliminating duplication of effort among the communities. The resulting savings will be passed on to residents in the form of reduced property taxes.

Despite the completion of the original study, the group has continued to meet and explore collaborative efforts. These efforts will continue and intensify as significant savings are achieved. Building on the original study, Franklin County has been awarded a $5,500 planning grant to conduct feasibility studies for the development of a regional dispatch facility. A recent survey of Jay citizens indicated widespread support for relocating that community's municipally operated dispatch service to such a regional facility.

Tax savings will increase as avoided costs continue to grow. The Town of Jay, in particular, will save an estimated $155,000 annually if it transfers its dispatch operations to the proposed regional dispatch center. We view savings for any of our members as savings for the entire group.

JOINT DISPATCH AND EMERGENCY SERVICES

Town of Scarborough - Planning Grant

1. Grantee Information:

Contact: Town of Scarborough, Ronald W. Owens, 730-4031, rowens@ci.scarborough.me.us
Partners to the Grant: Towns of Scarborough and Cape Elizabeth, and City of South Portland
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

The initial goal was to work towards consolidating the public safety dispatch of the three communities in potentially two phases—the first being consolidation of the PSAP (Public Safety Answering Point or 911) to comply with PUC requirements, the second being the actual consolidation of dispatch in one of the three communities. The study's task was to guide the communities in the location of the central dispatch.

A study analyzing the dispatch function of the three communities was completed, the conclusion and recommendations indicated that there were pluses/minuses for either South Portland or Scarborough to be host communities with a decision to be negotiated between the communities. The communities did agree to pursue a two prong strategy with respect to the PSAP before the PUC – a PSAP for Cape Elizabeth and South Portland and a PSAP for Scarborough and Old Orchard. The PUC did concur with the request and granted two PSAPs with the condition that the two PSAPs would be consolidated in one at the end of five years. Footnote: Old Orchard did join the three communities when Scarborough and Old Orchard began discussing consolidation of dispatch for the two communities. Ultimately the PUC allowed a PSAP for Scarborough that would handle calls from Old Orchard, Buxton and Hollis. Scarborough is currently receiving 911 calls originating in Buxton and Hollis, the partnership with Old Orchard is on hold. South Portland and Cape Elizabeth are pursuing a potential public safety dispatch consolidation with Portland.

3. Current or Anticipated Savings:

As result of the project, South Portland, Cape Elizabeth and Portland are in the final stages of negotiating an agreement where pubic safety dispatch will be consolidated. The major benefactor will be Cape Elizabeth because they will no longer be operating a 24 hour dispatch center for a very low call volume and it is expected that the cooperation will result in future consolidation of other public safety services.

Scarborough and Old Orchard are continuing discussions. Old Orchard would save approximately $150,000 annually in addition to the savings from not having to upgrade its communication equipment (potentially a $500,000 savings) and Scarborough would not need to supplement its dispatch unit to accommodate the communities growth beyond the additional personnel hired to dispatch for Old Orchard.

Even though no definite results have been produced other than Scarborough answering 911 calls for Buxton and Hollis at $1.00 per capita, the study provided the fuel for all of these discussion and set in motion a dynamic that will ultimately produce partnerships and a sharing of cost. All communities involved are now committed to pursuing the goals of the study.

There are ongoing discussions between four communities and the issue of consolidating two PSAPs into one must still be accomplished within a five year period. Scarborough is currently converting its record keeping system to be consistent with Old Orchard so we can share the same software platform making any consolidation virtually seamless and one that can be accomplished in a very short timeframe.

Tax savings will result and increase over time. Initially some investment is required but long term the sharing of personnel and capital costs and the investment required to stay current with technology will significantly reduce the cost to the individual communities involved in these two proposed partnerships.

JOINT DISPATCH AND EMERGENCY SERVICES

Cumberland & Yarmouth Regional Dispatch - Cooperative Services Grant

1. Grantee Information:

Contact: Town of Yarmouth, Nathaniel J. Tupper, 846-2403, ntupper@yarmouth.me.us
Partners to the Grant: Towns of Yarmouth and Cumberland
Amount of Grant: $100,000

2. Brief Description of Project and Accomplishments:

The process of combining the dispatching services of Cumberland and Yarmouth was one of extensive community cooperation. The execution involved employees at various levels of municipal government. The planning procedure, which started approximately twelve months before the actual inception, involved weekly meetings of the public safety chiefs from Cumberland, Yarmouth and North Yarmouth (who already contracts with Yarmouth for its Fire/EMS dispatching requirements). Tasks were delegated to each chief who then was responsible first for insuring that each component of this process would work, and second that it would be cost effective. Once the planning stage was completed, a realistic implementation schedule was developed to allow adequate time for equipment delivery and installation, hiring and training of employees, and a testing period. Because the dispatching center would be located within the current Yarmouth Communications Center, most of the equipment, such as radios, recording equipment, telephones etc., was already in place, only upgrading and testing were needed to determine compatibility with the Cumberland system.

The schedule was followed allowing four months for the transition to occur. This time frame would later serve as one of the most important factors in combining services. By designating what was believed to be an adequate amount of time, we were able to meet our goals and not open the regional communications center prematurely. In hindsight, the transition would have greatly benefited from additional cross-training of dispatch personnel. During this phase, we continued to hold meetings to resolve issues that had either arisen during the process or ones not previously considered. Cumberland Police, Fire and EMS Departments developed a plan for notifying the public of the change and the manner in which issues would now be addressed and resolved by the new regional center.

Relatively early in the process, the radio, computer and software installations took place. Upgrades to telephone systems in both Yarmouth and Cumberland were completed. The job description for a communications director was formulated, and the hiring process began.

Sharing the same computer-aided dispatch and records management system was one of the many benefits of the merger. This single step not only facilitated the sharing of information but also eliminated a great deal of redundancy. Additionally, the expensive burden of each community having to purchase and install equipment and software separately was largely alleviated, if not eliminated entirely. The state of the art software newly utilized by both communications centers is the same software now used by over two dozen fire and police departments in the state. By

using in-house personnel for tech support and training, efficiency, accuracy and readily available instruction have greatly increased the productivity of the dispatch staff.

Mid-way through the grant cycle (July 2005), a full-time Cumberland dispatcher resigned. Because most of the ground work had already been laid for the Regional Center, Yarmouth was able to step in and assist the Town of Cumberland much sooner than anticipated by accepting the transfer of 9-1-1 calls and the duties of dispatching the late shift, 12:00 AM to 8:00 AM. This eliminated the need for Cumberland to recruit a temporary dispatcher, in turn eliminating the cumbersome burden of covering vacant shifts with overtime by limited personnel. It also furnished Yarmouth with the opportunity to test its equipment and the process for receiving all duties in August.

Also in July, the Town of Yarmouth hired two of the civilian Cumberland dispatchers as full-time Yarmouth employees. Interviews and background checks were completed with an eye toward the lateral movement of these two employees. Although by virtue of this merger, we have been very fortunate in the caliber and level of expertise of the personnel who came on board, my recommendation would be to incorporate a completely unbiased hiring process involving psychological and polygraph examinations with very limited, minimal consideration given to any one candidate.

On August 1st, 2005, Cumberland closed its dispatch center and Yarmouth Communications Center assumed total dispatching responsibilities for that town. During the first month, problems surfaced with transferring telephone calls to the Cumberland Police Department. After reprogramming the telephone and voice mail systems, those problems were eventually eliminated.

Quarterly meetings are still held with the public safety chiefs and the communications director. During these meetings the chiefs are updated on any changes being made; any complaints and concerns are noted and addressed by the communications director. These meetings have proven to be very valuable in keeping the lines of communication open between the two communities.

3. Current or Anticipated Savings:

Readily apparent at this one year juncture is that the venture is an unqualified success. Although actual cash savings for each community have not been exceedingly substantial, $138,000 in combined savings, the services provided to the communities have been greatly increased and improved, and can be directly attributed to this accomplishment. Neither Cumberland nor Yarmouth, would have been able to continue operating a stand-alone dispatch center. The escalating costs of operating these centers combined with the difficulty in hiring both full-time and part-time employees to man these centers were already developing issues for the public safety chiefs. With the merger, these predicaments improved significantly. Having two dispatchers on-duty during the peak hours of the day and night affords ever-present back up on priority calls and promotes a greater focus on calls - something that was difficult to achieve prior to the consolidation. Additional consolidation of services with other towns and departments is the next logical step in the Town of Yarmouth's progression.

6. JOINT EQUIPMENT/FACILITIES PURCHASES

Summary:

There were 4 grants awarded to allow grantees to jointly purchase specific pieces of equipment or to invest in a facility to be shared among the partners. While these projects varied widely in both price and scope, all four projects realized savings in the relatively short term that roughly equaled the State investment.

Project Highlights:

- **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 across the other 3 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 primarily the two counties.

- **Pittsfield** ($75,000) - The town of Pittsfield and its 6 partners used grant monies to purchase and install much more efficient recycling equipment (horizontal baler, open-top waste containers, and steel dump containers) and to expand storage capacity. Sizable savings are already accruing to the partners.

- **Oakland** ($110,000) - Oakland's grant award was to cover the construction of a joint waste management recycling facility.

JOINT EQUIPMENT/FACILITIES PURCHASES

Town of Madison - Cooperative Services Grant

1. Grantee Information:

Contact: Town of Madison, Gregory A. Dore, 474-6911, skowpwd@skowhegan.org
Partners to the Grant: Town of Madison, Town of Skowhegan, Town of Norridgewock and Town of Anson
Amount of Grant: $20,000

2. Brief Description of Project and Accomplishments:

We jointly purchased a hot patch machine to share the use and maintenance of this machine. The machine itself will help reduce cost and labor by reusing old asphalt and saving on the cost of cold patch. The patch lasts longer therefore saving on time and equipment by not having to return to the repair as often.

We have been able to share the hot patch machine without any issues and the machine has produced a savings in tax dollars.

3. Current or Anticipated Savings:

The joint purchase of the hot patch machine allowed each town to have the opportunity to jointly-own a machine that could not have been justified for one town alone. The machine recycles old asphalt to provide a hot patching material year round to fill pot-holes. These hot patch repairs last longer than cold patch and therefore save time and equipment by not having to return to the patch as often.

The project will continue probably for the life of the machine.

JOINT EQUIPMENT/FACILITIES PURCHASES

Lincoln-Sagadahoc - Cooperative Services Grant

1. Grantee Information:

Contact: Town of Wiscasset , Mary Sue Weeks, 882-4268, msweeks@tbrj.org
Partners to the Grant: Town of Wiscasset/Lincoln and Sagadahoc Multicounty Jail Authority
Amount of Grant: $20,000

2. Brief Description of Project and Accomplishments:

The goal of this project was to construct and operate a regional jail for Lincoln and Sagadahoc Counties which will result in efficient operations and tax savings.

3. Current or Anticipated Savings:

The total architectural fees for this project are budgeted at $1,308,802.00. The $20,000 grant reduces these fees to $1,288,802.00; the savings can be used toward debt reduction, which in turn reduces the amount of tax levied by the counties to each town. The Jail Authority remains dedicated that any bond money not expended to complete the final construction shall be returned to the counties to provide tax relief to the municipalities.

It is estimated that it will be 30% cheaper to build a regional jail and 37% cheaper to operate instead of two smaller ones by not duplicating materials, staff and support spaces. Additionally, medical and dental care will be available to inmates on-site, and the two counties will collaborate in transporting inmates, resulting in further savings. Law enforcement and corrections officials in both counties strongly believe that the new facility will allow them to spend more time on correcting inmate behavior versus warehousing inmates, which should lead to fewer repeat offenders and crime victims.

In order to realize the savings, both Lincoln County and Sagadahoc County have to finance a $12.3 million bond with interest. It is estimated that by year two of operating the regional jail, Lincoln County's savings will surpass the yearly cost of the bond, and by year seven, Sagadahoc County's savings will surpass the yearly cost of the bond. At the end of the 20 year bond, it is projected that Lincoln County will have saved approximately $19,147,000 and Sagadahoc County will have saved approximately $15,036,000 in operating and capital expenses. All of these savings will be passed on to the tax payer in the form of property tax relief.

JOINT EQUIPMENT/FACILITIES PURCHASES

Pittsfield Regional Recycling Center - Cooperative Services Grant

1. Grantee Information:

Contact: Town of Pittsfield, Kathryn Ruth, 487-3136, townmanager@pittsfield.org
Partners to the Grant: Towns of Canaan, Detroit, Hartland, Palmyra, Plymouth and Solon
Amount of Grant: $75,000

2. Brief Description of Project and Accomplishments:

The proposed project was to enhance the Pittsfield Regional Recycling Center with the purchase of new equipment and storage expansion to adapt to growing needs. The expansion of recyclable storage has allowed increased efficiencies to be recognized in the processing cost of the materials. The baler has allowed the recycling processing time to be cut by over 50%. This in turn allows for more recyclables to be processed at the same cost to all of the partner towns using the facility.

Grant monies were used as follows:

- A new state of the art horizontal baler was purchased. This purchase replaced two 20+ year old vertical balers. The upgrade from the obsolete balers to a horizontal baler resulted in (1) a more cost effective and less labor intensive process and (2) a safer work environment that will reflect less work-related injury claims.

- Two open-top waste containers were purchased. This purchase replaced a time-consuming collection and sorting system. Now, the materials are collected in the waste containers until sufficient quantities are available to make a bale. The Town-owned solid waste transporter then picks up the container and almost directly dumps the materials into the feed opening of the baler. This eliminates hours of cleaning up and handling these recyclables.

- Three 2½ cubic yard steel dump containers that fit on the front of the forklifts to dump bulk recyclables directly from pickup trucks and other vehicles were purchased. Dumping certain loads directly into the baler rather than stockpiling the materials into the larger containers has been found to be more efficient.

Additional benefits include:

- The Towns are working together more cohesively with brainstorming and sharing of resources. The resources will not be focused solely on solid waste issues but rather will involve all areas of municipal public works.

- Solon decided to piggyback on the pricing received by the Town for waste containers. In the past, this purchase was beyond the means of the community. With the low pricing from this cooperative bid, Solon is able to further enhance its recycling program.

- Pittsfield is now able to utilize staff time saved from having a more efficient process to pursue more effectiveness such as searching for new markets, increasing environmental compliance, and implementing further recycling enhancements. All of these items lend themselves to an enhanced recycling program.

3. Current or Anticipated Savings:

A new baler and storage containers have resulted in cost savings through the use of less labor including overtime and the ability to re-direct staffing time to environmental work and other duties at the facility. The new baler has been in operation for most of 2006. The user fees for all 7 communities for 2006 totaled $18,853. In 2005, the user fees for all 7 communities was $29,126. This has resulted in a savings from the net operational costs of running the facility of $10,273 or 35.3%.

The other actions taken as a result of the grant project that resulted in cost savings are as follows:

- The project assisted in encouraging the Towns to work more closely together.

- The Town of Pittsfield has worked with several of the participating communities to provide technical assistance. Projects have revolved around how towns can modify their existing recycling programs to improve their communities' recycling rates, increase their avoided costs of disposal and involve more citizens in their programs.

The likelihood of the Pittsfield Regional Recycling Center continuing is excellent. The cooperative services grant provided the seven communities with the opportunity for more efficiency and effectiveness in operating and running a regional facility. From 2002 – 2005, the Towns had diligently worked together to reduce the costs of skyrocketing solid waste by continuing to increase and enhance opportunities to recycle. The communities' efforts had assisted in increasing both revenue from the sale of recyclables and the avoided cost of throwing materials away. These efforts had achieved savings in the Towns' solid waste operating budgets. In some cases, those savings resulted in lower budgets while in other communities, increases were less than would have taken place without the program.

At the current time we have decreased the labor-intensive process of baling all of our recyclables by over 50%. For example, it used to take two employees two hours to process a bale of cardboard in the old vertical baler and now one employee can do the same task in 40 minutes. If the time and benefits are figured on an hourly basis the saving being recognized is $14.99 per hour. This savings will allow employees to process more recyclables leading to more revenues. The savings will also allow the Town to aggressively recruit more municipalities to enter into the regional recycling facility program. This should bring in more revenues and lower each individual town's operating costs creating more efficiencies. It is obvious that all involved will save money and time as the future of this project continues.

JOINT EQUIPMENT/FACILITIES PURCHASES

Oakland Recycling Center - Cooperative Services Grant

1. Grantee Information:

Contact: Town of Oakland, Steven A. Dyer, 465-7357, sdyer@oaklandmaine.com
Partners to the Grant: Town of Vassalboro, Town of China, Town of Belgrade, Town of Fairfield
Amount of Grant: $ 110,000

2. Brief Description of Project and Accomplishments:

The Town of Oakland originally planned to work with the Town of Belgrade on a regional transfer station project. The Town of Oakland has capacity for increased municipal solid waste disposal, but limited capacity for processing and storage of recyclable materials. Oakland felt that by combining forces with Belgrade and their extensive recycling effort, the two communities could save approximately $ 100,000 per year. Negotiations fell apart in the Spring of 2005 and Oakland went searching for other communities to work with.

Oakland contacted Vassalboro and China to discuss a regional recycling program. The three communities are taking their recyclables to Skills, Inc. in Waterville, and feel they are in a fairly oppressive situation. As an example, OCC (cardboard) is drawing about $ 140/ton on the open market. Skills, Inc. assesses the towns a $ 30/ton processing fee off the top and splits the gross revenue with the towns. So, for a $ 140/ton cardboard, Oakland, Vassalboro and China are only receiving $ 40/ton. The three communities have agreed to house a regional facility in Oakland, and process and store 6 recyclable products. They are: OCC (cardboard), newspaper, mixed paper, high-grade paper, and # 1 and # 2 plastic. Oakland and Vassalboro are still working to get China on board.

Oakland will act as host community and cover its cost for processing and each community will receive the full value of the revenue when the recyclables are marketed. Oakland will broker the material when enough has been stored to market (a full truckload is approximately 44,000 pounds).

The grant funding has allowed the two communities to construct a 40’ X 80’ building that will be used for processing and storage of recyclables. Additionally, the building will be outfitted with two down stroke balers, and a propane powered forklift. The delivery and processing area will be heated, and the storage area will be out of the weather cold storage.

3. Current or Anticipated Savings:

Oakland currently has storage capacity for about 800 pounds of cardboard and newspaper, and must deliver a truck load to Waterville each day. Vassalboro has a similar situation that requires trucking their material to Skills, Inc., waiting in line to dump their material, etc. Oakland will save at least two hours of staff time each day and vehicle costs for a 14 mile round trip to

Waterville each day. Vassalboro will save staff time of approximately 2 hours per week by delivering material to Oakland without having to wait in line to drop their material.

Depending on how aggressive the attendants are at pulling recyclables from the tipping floor of the transfer station, Oakland will have avoided cost of 2 or more tons of waste per week. This translates into an avoided cost and subsequent savings of approximately $ 6,600 per year. Vassalboro anticipates an increase of 10% in recyclable material due to the regional facility and an avoided cost of about $ 2,000 per year.

Additionally, the two communities will greatly benefit from the increased revenue from the material (for Oakland that amounts to about $ 14,000 per year and for Vassalboro the number is also about $ 14,000).

Both Oakland and Vassalboro are committed to use the avoided costs and increased revenue to lessen the tax burden to operate their transfer stations, which is direct property tax relief. It is anticipated that the property tax savings will increase over time as the both the market price for the materials and population of the communities increase. Both Oakland and Vassalboro are projecting increases in population over the next decade. The increase in population will increase the volume of recyclables, resulting in an arithmetic increase in savings directly proportional to the growth in population. The savings will continue to grow with the growth of the community.

7. OTHER MUNICIPAL SERVICES

Summary:

There were four highly diverse projects in this miscellaneous category ranging in amount from $4,700 to $45,000 and in topic area and complexity from curbside recycling and joint purchasing to joint sewer infrastructure and shared CEO staffing.

Project Highlights:

- **Pittsfield** ($4,700) - A recycling committee was formed and a recycling coordinator appointed. The committee hired a consultant to conduct a curbside recycling study. Full implementation would only be possible with an implementation grant (or other funding) that would allow the purchase of a recycling truck. The partnership did, however, lead to savings that exceeded the state's investment.

- **Yarmouth** ($10,000) – The planning grant was used to prepare a long-term study of the feasibility of joint sewer infrastructure in developing areas of Yarmouth and North-Yarmouth.

- **Lewiston-Auburn** ($45,000) – A consultant was hired to examine the opportunities for and the potential tax savings from a wide variety of services including code enforcement, procurement, police, fire, and public works. The study found that if the two cities had been collaborating more closely over the past 5 years, $2 million would have been saved. True savings will come about when and if this plan is fully implemented.

- **Norway** ($10,000) – AVCOG and 5 towns studied and implemented an expanded joint purchasing program which has already created savings in excess of State investment. Their research into joint CEO staffing has not yet shown significant enough savings potential to lead to implementation.

OTHER MUNICIPAL SERVICES

Pittsfield Curbside Recycling - Planning Grant

1. Grantee Information:

Contact: Town of Pittsfield, Kathryn Ruth, 487-3136, townmanager@pittsfield.org
Partners to the Grant: Towns of Palmyra, Detroit and Canaan
Amount of Grant: $4,700

2. Brief Description of Project and Accomplishments:

The proposed project was to determine the feasibility of a multi-town curbside recycling program involving the Towns of Canaan, Detroit, Palmyra and Pittsfield.

- The planning study was completed. The results favored a cooperative regional recycling program for the four participating communities.
- Pittsfield and Palmyra have signed a contract for Palmyra to provide curbside pickup to Pittsfield at the budgeted line item Pittsfield has available through 03/31/2007.
- Canaan has purchased a container to enhance its recycling program and build its program in preparation for offering curbside pickup.

3. Current or Anticipated Savings:

The Town had applied for a planning study which would be built upon by a future implementation grant. There were actions taken as a result of the planning grant project, however, which resulted in cost savings: The Town of Pittsfield's budget for curbside recycling pickup for a calendar year is $15,600. (This involves collection of all recyclables on all town maintained roads every two weeks.) The Town of Palmyra agreed to provide the services to the Town of Pittsfield for the same pricing. With a shortage of recycling contractors and the costs quoted from the private sector, it is estimated that the Town of Pittsfield will save $400 per month over the 15 month period or $6,000 in taxpayer dollars. The Town was quoted $200 more per recycling week. With 26 recycling weeks per year, the Town's budget would have been overdrawn by $5,200 for a 12 month period without the cooperative relationship established between the two communities.

The Town of Pittsfield worked with the Town of Palmyra to provide technical assistance in the purchase of a used recycling vehicle which will provide several years of life to the communities. The Town of Palmyra is provided with operating income that it would otherwise not have received from the recycling contract in the amount of $15,600 to assist its taxpayers with tax relief (revenue amount quoted, not actual profit). This allows the Town to provide recycling services to its own community and not rely on the private sector.

OTHER MUNICIPAL SERVICES

Town of North Yarmouth - Planning Grant

1. Grantee Information:

Contact: Town of Yarmouth, Dan Jellis, 846-4971, djellis@yarmouth.me.us
Partners to the Grant: Town of Yarmouth, Town of North Yarmouth
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

The goal was to determine the structural capacity and economic feasibility of a Yarmouth-North Yarmouth joint venture for sewer services to both towns and grant monies were used to prepare a planning level report.

The results of the report were presented to the respective elected officials by their manager. North Yarmouth and Yarmouth both made the report available to their respective Comprehensive Planning Committees.

Sewering significant areas in North Yarmouth are likely to be limited due to high cost for infrastructure. However, it is feasible that areas along the common Yarmouth – No. Yarmouth may be possible. The study will provide sufficient information to evaluate the efficiency and tax savings potential as land developments are proposed.

In the long-term, it is very likely that areas of study in North Yarmouth will be developed. The report from this project will provide valuable planning level information for 10, possibly 20 or more, years about the infrastructure required and relative costs for sewer service in those areas as incremental development occurs.

3. Current or Anticipated Savings:

Tax savings may be realized in long-term greater than 3 years.
Report value as planning tool will continue for 10-20+ years.

OTHER MUNICIPAL SERVICES

Lewiston-Auburn - Cooperative Services Grant

1. Grantee Information:

Contact: City of Lewiston, James Andrews, 784-2951, jandrews@ci.lewiston.me.us
Partners to the Grant: Cities of Lewiston and Auburn
Amount of Grant: $45,000

2. Brief Description of Project and Accomplishments:

Planning Decisions, Inc was hired to explore ways to jointly deliver services to Lewiston and Auburn with the goal of tax relief for the citizens of both communities.

The consultant's "Final Report" identifies services that would be easy to bring together for visible and immediate results.

- The first priority includes common code enforcement policies and procedures between the two cities and certain public works services (arborist and traffic programs) that could be completed within 1 year if set as a priority by both councils.

- The second priority is the procurement and consolidation of certain "back office " functions such as purchasing the technology and train staff with similar functions in the areas of accounting, information systems, human resources policies, tax assessment and communication systems. This could occur over a period of 3 years.

- The third priority includes consolidation of certain police, fire and public works functions, sharing facilities, policies, staff development which would have an effect on providing for increased capacity in areas that are emerging fields such as homeland security, hazardous materials, etc. This is expected to take place after the first and second priorities are completed within the 3-5 year time frame.

To begin work in these areas, the Joint Commission recommended the following actions:

1. The adoption of a joint resolution by both city councils with specific objectives for consolidation and a specific timetable.

2. The creation of public accountability for progress.

3. The designation of a coordinator of joint services with the responsibility for furthering cooperation.

It is recommended that a Citizens Commission on Lewiston-Auburn Cooperation be created to support the activities of the recommendations listed above. It was further recommended that the Commission be housed at and staffed by the Lewiston-Auburn Economic Growth Council.

Action Taken: On, February 13, 2006, both councils met to discuss the "Final Report". Each council acted, in a separate motion, to accept one of the recommendations that is, to identify and designate a joint services coordinator. This position of joint services coordinator will only be created if there are grant funds available through State of Maine sources.

3. Current or Anticipated Savings:

The purpose of the grant and the council's charge to the Joint Commission was to identify areas of "municipal service delivery and operations where new or enhanced cooperative or collaborative efforts will provide improved services, reduced costs, productivity efficiencies and effectiveness." The Commission identified the three sets of priorities listed in the first section above. They also provided working papers and implementation guidance for staff whose responsibility it will be to coordinate the effort.

It is estimated, in the consultant's "Final Report", that had the cities coordinated code enforcement, assessment, financial services, technology, public safety, public works and land use planning five years ago, today's cost of providing those services would have saved an estimated $2M annually. Additionally, it is believed that other benefits to coordination in areas described as e-government technology would help both cities compete in the global economy. Just in the areas of technology alone, citizens would be able to pay their taxes, register their cars, participate in city council meetings, view property assessment, etc.; businesses would be able to learn about or apply for loans, job training, small business counseling, find out about vacant building or land availability, engage in two way conversations with city officials and city workers could access up to date records and information in both cities, spend less time doing repetitive tasks, work with citizens on problem solving.

The consolidation and coordination of services will have tremendous tax benefit and that tax benefit will continue. We know that in other consolidation/coordination attempts nationwide (Example City/County consolidation in Louisville, KY) indicates that once the difficult decision is made to coordinate and consolidate; the citizens, city leaders and staff do not want to return to a non-coordinated process. The citizen survey contained in the "Final Report" indicates very strong citizen support. It was estimated that potential savings in consolidation for "back office" functions has the highest amount in a 26% savings, followed by Technology (20%) Codes (15%) Public works (10%) and Public Safety (3%).

OTHER MUNICIPAL SERVICES

Town of Norway - Planning Grant

1. Grantee Information:

Contact: Town of Norway, Fergus P. Lea, Jr., AVCOG, 783-9186, flea@avcog.org
Partners to the Grant: Androscoggin Valley Council of Governments, Wales, Poland, Lewiston, and Farmington.
Amount of Grant: $10,000

2. Brief Description of Project and Accomplishments:

Most towns in the region covered by Androscoggin Valley Council of Governments are members of AVCOG. Several towns and AVCOG were interested in expanding AVCOG regional service programs, and therefore, applied for the grant to provide funding for the evaluation. The specific purposes of the grant were:

- To evaluate the potential to expand the regional cooperative purchasing program conducted by AVCOG, and
- To develop a system that could provide staff, especially a Code Enforcement Officer, to towns on a shared basis.

AVCOG supplemented its planning committee with other municipal officials to evaluate the two objectives of the grant. Having the expanded committee provided important input concerning municipal needs and also provided a support group with a thorough understanding of the issues, the members of which became advocates for the AVCOG programs, especially joint purchasing.

As a result of the work, the cooperative purchasing program was expanded to cover several new items and will be further expanded in the upcoming year. The following purchases were selected as priorities.

- road salt – continue
- liquid calcium chloride – continue
- culvert pipe – implemented as result of grant in 2006 and will continue
- police cruisers – fall purchase implemented in 2006; will organize both fall and spring purchases due to town meeting timing
- road signs for traffic control – starting spring 2007
- road name signs – possible start up spring 2007
- SUVs and pick-ups – start up spring 2007

The Committee was also intrigued by several additional items but determined that they needed more study prior to implementation. They included cell phones and computer software and hardware. A cooperative purchase of GIS software was expanded during the program year. It was also determined that purchasing heating oil and diesel fuel through local school district programs was the best way to accomplish those purchases. The size of many school districts

combined with their member municipalities match fuel suppliers logistics reasonably well. An effort is needed to facilitate cooperation between districts where appropriate – especially to encourage small districts to join with larger neighboring districts. An effort is also needed to encourage towns to participate with their school districts.

The evaluation of the shared staffing program focused primarily on Code Enforcement Officers but found that towns may be interested in other staff including animal control officers, planners, and engineers.

The evaluation allowed AVCOG to analyze several alternatives for sharing staff and to calculate the costs and qualifications for a shared CEO if one were to be hired by AVCOG. The evaluation also found that the most difficult aspect of sharing staff, especially a CEO or Animal Control Officer that are positions required by the State, was having a sufficient number of towns at the same point in the hiring process.

3. Current or Anticipated Savings:

As a result of the grant, AVCOG expanded the cooperative purchasing program and will continue to expand it in the future. Through the advocacy of the expanded Planning Committee, several towns were added to the road salt purchase program and the liquid calcium chloride purchasing program. Approximately $4,000 was saved by the new towns in the road salt purchase and a similar amount was saved by new towns in the calcium chloride purchase. Savings on the culvert purchase are estimated at approximately $7,500 for the participating towns collectively. Unfortunately, this year there were no additional savings on the police cruiser purchase.

No action occurred on the shared staffing program. The cost analysis showed that the shared staffing on the CEO or animal control officer would not directly save towns money because of the administrative and overhead costs associated with both formal arrangements to share directly and arrangements through AVCOG. The long term benefit would be improved service and efficiency and greater local knowledge. It would be hoped that the improved service and local knowledge would result in savings in the form of towns having to answer complaints, hire lawyers to address enforcement issues after the fact, etc.

The savings on cooperative purchasing are significant. The program will continue to operate and be expanded. While the Committee could not come to an agreement on how to fund the program in the future, the town dues paid to AVCOG are adequate to fund the priority purchases outlined above. An alternative funding mechanism would help the program to expand more rapidly.

Prior to funding a shared CEO position, a source of funding to bridge the gap between the amount that the staff would have to be paid and amount contributed by the first town to participate will need to be found.

The property tax savings will continue since AVCOG intends to continue the cooperative purchasing program. The savings should grow as the program expands to more items.

8. INCOMPLETE PROJECTS

Summary:

There were three major ($100,000 - $120,000) projects that were not completed within this grant cycle. The focus area and ultimate result of each were distinctly different. One city, for example, could not muster enough votes to accept the grant monies in the first place. A second grantee accepted the first payment, but work among the four communities involved faltered and the project was not completed. The remaining funds were never paid out. The third project required additional funding to complete the capital construction project. As this grant period drew to a close, this grantee was able to find the needed funds so the project is back on track. The project will be completed after the publication of this report.

Project Highlights:

- **Biddeford** ($120,000) – Biddeford was originally awarded $120,000 to work with 3 other communities to create a joint E-911 system. An initial payment of $40,000 was made at the time the contract was signed and was, ultimately, used to prepare a feasibility study. Following many attempts to move forward on the consolidation of emergency dispatch services, the partners involved dropped out and the project never moved forward. The remaining 2/3's of the grant were not paid out.

- **Gardiner** ($110,000) – The City of Gardiner was originally awarded $110,000 to construct a new public works facility that would be jointly used by neighboring towns. After several months of deliberations, the City Council voted to NOT accept the grant funding. Because the grant was declined by Gardiner at the beginning of the process, the full amount was awarded to Herman (which had scored the next highest in the grant selection process) for their joint purchasing project.

- **Gorham-Windham** ($100,000) – Gorham was originally awarded $100,000 to build a joint emergency vehicle repair center at the Windham Correctional Facility. Because the facility actually would cost $200,000 to construct, they turned back their initial payment to MDF, explaining that they simply could not go forward. As this grant period came to a close, however, the additional $100,000 which they needed was found, and the grant amount was paid in full to enable the facility to be built. Under the circumstances, the project will not be completed until after the publication of this report.

D. GRANT FUND DISTRIBUTION SUMMARY

PROJECT NAME	LEAD APPLICANT	AMOUNT AWARDED	TOTAL PAYMENTS
COOPERATIVE SERVICES GRANTS			
Emergency Dispatch Consolidation	Biddeford, City of - Edward R. Clifford	$120,000.00	$39,600.00
Regional Emergency Vehicle Repair Center	Gorham, Town of - Chief Robert S. Lefebvre	$100,000.00	$100,000.00
Service Center District Cooperative Purchasing	Hermon, Town of - Clint Deschene	$110,000.00	$110,000.00
City of Lewiston & Auburn Efficient Delivery of Local Services	Lewiston, City of - James E. Andrews	$45,000.00	$45,000.00
Androscoggin Regional Communication	Lewiston/Auburn 911 - Andrew D'Eramo	$100,000.00	$100,000.00
4 Ton RMV "Hot Patcher"	Madison, Town of - Glen Mantor	$20,000.00	$20,000.00
Joint Municipal Accounting and Finance Program	Mapleton, Town of - John Edgecomb	$35,000.00	$35,000.00
Oakland/Belgrade Regional Transfer & Recycling Facility	Oakland, Town of - Steven A. Dyer	$110,000.00	$110,000.00
Pittsfield Regional Recycling Center Enhancements	Pittsfield, Town of - Donald Chute	$75,000.00	$75,000.00
Waterville, Winslow Public Safety Services Consolidation Project	Waterville, City of - Michael Roy	$30,500.00	$30,500.00
Interlocal Stormwater Working Group	Windham, Town of - Anthony T. Plante	$10,000.00	$10,000.00
Lincoln-Sagadahoc MultiCounty Jail Project - Two Bridges Regional Jail	Wiscasset, Town of - Wayne R. Applebee	$20,000.00	$20,000.00
Cumberland & Yarmouth Regional Dispatch Center	Yarmouth, Town of - Nathaniel J. Tupper	$100,000.00	$97,187.56
Subtotal		**$875,500.00**	**$792,287.56**

PROJECT NAME	LEAD APPLICANT	AMOUNT AWARDED	TOTAL PAYMENTS
PLANNING GRANTS			
Kennebec Valley Assessing Project	Augusta, City of - William Bridgeo	$10,000.00	$6,245.70
Regional Assessing Program (Includes areas within Penobscot, Piscataquis and Washington County)	Calais, City of - Lorna Thompson (originally Town of Stetson)	$10,000.00	$6,344.50
Regionalization of Assessment Services for the Municipalities of School Administrative District #46	Dexter, Town of - David Pearson	$10,000.00	$10,000.00
Joint Fire Service Study	Farmington, Town of - Richard Davis	$10,000.00	$10,000.00
Aroostook Regional Financial Accounting Center	Fort Kent, Town of - Donald Guimond	$10,000.00	$10,000.00
Establishing a Municipal Services Group at AVCOG	Norway, Town of - David Holt	$10,000.00	$10,000.00
Kennebec Valley Purchasing Collaborative	Oakland, Town of - Steven Dyer	$10,000.00	$3,323.75
Multi-Town Curbside Recycling Project	Pittsfield, Town of - Donald Chute	$4,700.00	$3,956.45
Tri-Community Regional Dispatch	Scarborough, Town of - Ronald Owens	$10,000.00	$10,000.00
Study of Collaborative Options for Municipal Financial and Administrative Services	Standish, Town of - Gordon Billington	$10,000.00	$10,000.00
Bangor Area Storm Water Group	Veazie, Town of - Allan Thomas	$9,800.00	$9,800.00
Lakes Region Planning Grant Application	Wayne, Town of - Greg Davis	$10,000.00	$10,000.00
Yarmouth-North Yarmouth Regional Sewer Services - Capacity Feasibility Report	Yarmouth,Town of - Dan Jellis	$10,000.00	$10,000.00
Subtotal		**$124,500.00**	**$109,670.40**
Total		**$1,000,000.00**	**$901,957.96**

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