



AGENDA
COUNCIL MEETING
NOVEMBER 16, 2021
LISBON TOWN OFFICE
7:00 P.M.

Town Council

Allen Ward, Chair
Don Fellows, Vice Chair
Norm Albert
Gregg Garrison
Kasie Kolbe
Fern Larochelle
Mark Lunt

1. CALL TO ORDER & PLEDGE TO FLAG
2. ROLL CALL

___ Councilor Albert	___ Councilor Fellows	___ Councilor Garrison (appointed to 12/7/21)	___ Councilor Kolbe
___ Councilor Larochelle	___ Councilor Lunt	___ Councilor Ward	

Town Clerk reading of meeting rules
3. GOOD NEWS & RECOGNITION
4. PUBLIC HEARINGS
5. AUDIENCE PARTICIPATION & RESPONSE FOR AGENDA ITEMS
6. CONSENT AGENDA
2021-229 ORDER –
 - A. Municipal Accounts Payable Warrants – \$ 924,834.29
 - B. Municipal Payroll Warrants – \$ 337,198.01
 - C. School Accounts Payable Warrants – \$ 667,469.83
 - D. School Payroll Warrants – \$ 1,227,423.94
 - E. Minutes of October 19, 2021
 - F. Set Public Hearings for December 7 for Business Licenses
 - G. MDOT Modification #2 to Three-Party Partnership Agreement
 - H. Municipal/State Agreement Proposed Improvements to Route 125
 - I. Ratify Election Results
 - J. Waiver of Foreclosure
 - K. Road Name Request – Cattail Lane off Mill Street
7. COUNCIL ORDERS, RESOLUTIONS, & ORDINANCES
2021-230 ORDER – Audit Presentation
2021-231 ORDER – Brownfields Grant
2021-232 ORDER – Employee Compensation Study
2021-233 ORDER – Turnout Gear Purchase
2021-234 ORDER – Request to Auction Old Equipment & Granite Curbing
8. OTHER BUSINESS
 - A. Council Committee Reports:
 1. School (Councilor Albert)
 2. Planning Bd (Councilor Fellows)
 3. LDC (Councilor Fellows)
 4. Conservation Commission (Councilor Ward)
 5. Recreation (Councilor Albert)
 6. County Budget (Councilor Ward)
 7. Library (Councilor Lunt)
 8. Water Commission (Councilor Fellows)
 9. Finance Committee (Councilor Albert)
 - B. Town Manager's Report
 - C. Department Head Written Reports
9. APPOINTMENTS
2021-235 ORDER – Board of Appeals — Resignation from Christopher Rugullies
2021-236 ORDER – Board of Appeals Application— Noly Lopez
2021-237 ORDER – Announce Ethics Panel Appointment by School Committee – Leonard Lednum
2021-238 ORDER – Lisbon Development Committee – Resignation from Dean Willey
2021-239 ORDER – Lisbon Development Committee Application – Jo-Jean Keller
10. COUNCIL COMMUNICATIONS
11. AUDIENCE PARTICIPATION & RESPONSE NEW ITEMS
12. EXECUTIVE SESSION
2021-240 ORDER – Per 1 M.R.S.A Section 405(6) (A) Personnel Matters
13. ADJOURNMENT
2021-241 ORDER – To Adjourn

SUMMARY OF LISBON COUNCIL MEETING RULES

This summary is provided for guidance only. The complete council working rules may be found on the town website www.lisbonme.org on the Town Officials, Town Council page.

The meeting agenda is available from the town website under Council Agendas and Minutes.

1. Please note the order that agenda items may be acted upon by the Council, however, if necessary, the Council may elect to change the order of the agenda.
2. The Council Chairman presides over the meeting. When the Chairman is not present, the Vice Chairman serves that function. The chair shall preserve decorum and decide all questions of order and procedure subject to appeal to the town council.
3. Public comment is not typically allowed during Council workshops. There may be occasions where public comment may be recruited, but normally, workshops are reserved for Council members to discuss and educate themselves on a variety of issues facing the Town. Prior to the conclusion of a workshop, if time permits, the chair may allow questions from the public.
4. During audience participation, anyone wishing to address council will wait to be recognized by the chair before beginning any remarks. Audience members will move to the lectern to address council, and shall provide name and address prior to addressing the council.
5. Note that "Consent Agenda" items (if there are any) are acted upon first, voted upon as a group, and will most often be voted on without discussion as these items often involve "housekeeping" issues (such as minor parking changes). On occasion "Consent Agenda" items are separated out as stand-alone action items by the Council to allow for more discussion.
6. Public comment on agenda items. General comments on agenda items should be made during audience participation. After introduction of an agenda item, appropriate motions, and time for explanation and council questions, the public may be allowed to comment on that agenda item at the discretion of the chair. During that period of time, the public comment shall address only the agenda item before council.
7. Action on agenda items. As each item on the agenda for any meeting is brought to the floor for discussion:
 - a. The town clerk reads the agenda item and the action being requested of council.
 - b. The sponsor of each item or, if there is no council sponsor, the town manager, or town staff, shall first be allowed to present their initial comments for consideration by the public and councilors.
 - c. Following this introduction of the issue, there will be time devoted to any questions of the sponsor or the town manager or staff regarding the agenda item which any councilor may have which would help to clarify the question presented by the agenda item. The chair may allow questions from the public during this time however; no debate or discussion of collateral issues shall be permitted.
 - d. When authorized by the chair, any additional public comment shall be no longer than two minutes per person and must be to request or furnish new or undisclosed information or viewpoints only.
 - e. Once an agenda item has been explained and clarified by any questioning, the discussion on the specific agenda item will remain with the council. Additional public comment, prior to final council vote; will only be allowed at the chairman's discretion.
8. New business is for the council to receive input on town matters not on the agenda for that meeting. It is not intended, nor shall it be construed as an opportunity for debate of previous agenda items or reinforcement of a point made by another speaker. Comments shall be to furnish new or undisclosed information or viewpoints and limited to a time period of two minutes or less and shall be directed through the chair.
9. If an "Executive Session" is conducted by the Council, State Statute prohibits public attendance for any discussion of the action to be addressed by the Council. Any action taken by the Council on any "Executive Session" matter must be acted upon in a public meeting, and may occur at the end of the "Executive Session" (which has no time element relative to the length of the discussion involved in the "session").



Town of Lisbon

Diane Barnes
Town Manager

Town Council

Allen Ward, Chairman
Norm Albert
Donald Fellows, Vice Chair
Greg Garrison
Kasie Kolbe
Fernand Larochelle, Jr.
Mark Lunt

MEMO

To: Town Council

From: Diane Barnes, Town Manager

Subject: Recommendations

Date: November 16, 2021

Consent Agenda Items Items 2021 – 229 A to K

F. Set Public Hearings for December 7 for Business Licenses: Special Entertainment Permits for Slovak Catholic Association and Coombs Mountfort Post 158, along with public hearings for Automobile Graveyard Permits for Campbells Used Auto Parts and Huston's Auto Salvage.

G. MDOT Modification #2 to Three-Party Partnership Agreement: This modification amends a Three-Party Partnership Agreement that was executed by MaineDOT on 1/5/2017 with the Androscoggin Transportation Resource Center (ATRC) and the Town of Lisbon for the Route 125 Highway Improvements (State Route 196 to Huston Street) Project. This agreement increases the estimated project amount by \$4,905,000.00 from \$750,000.00 to \$5,630,000.00. All other terms and conditions of the original Agreement shall remain in effect. Prior to award of the contract for Project construction, Lisbon will be invoiced for its share of the cost of the project as follows:

Authorizing the Town Manager to sign the Third-Party Agreement on behalf of the Town of Lisbon.

H. Municipal/State Agreement Proposed Improvements to Route 125: This Agreement is entered into between the Maine Department of Transportation and the Town of Lisbon on Proposed Improvements to Route 125. The scope of work consists of Highway Reconstruction of Route 125, beginning at Route 196 and extending 1.00 mile northeasterly to Huston Street. This agreement is intended to cover the roles and responsibilities of the Parties during the design, permitting and right-of-way phases of the Project development from Project inception through completion of the Project's Plans, Specifications and Estimates. This Agreement establishes the financial obligations of each Party, including that of full Project development through construction.

After Bid Award:

100% of local share of Preliminary Engineering and Right of Way- \$48,500

50% of the local share of the Construction and Construction Engineering based on total bid price -\$257,250

Completion of Project:

50% of the local share of the Construction and Construction Engineering based on total bid price -\$257,250

Authorizing the Town Manager to sign the Municipal/State Agreement and to authorize the use of Dingley TIF funds to pay for the Town's 10% share.

J. Waiver of Foreclosure: The Treasurer is recommending that Council waive foreclosure of the following properties to avoid acquiring property that may be burdensome, for example run-down or dilapidated. Automatic

foreclosure can be waived by a vote of the municipality's legislative body, giving the Treasurer the authority to record a waiver of foreclosure in the Registry of Deeds (36 MRS § 944). MMA tax lien.

#4518	Miller Industries, Inc.	18 Mill Street	#4521	Miller Industries, Inc.	11 Upland Rd.
#4519	Miller Industries, Inc.	19 Mill Street	#4524	Miller Realty Co.	10 Mill Street
#4520	Miller Industries, Inc.	15 Mill Street	#1424	Charles Cox	18 Lisbon Street
#2496	Roxanne Gerry	10 Congress St.	#6730	Frederick Williams	276 Ferry Road

Authorizing the Treasurer to record a waiver of foreclosure in the Registry of Deeds for properties at 18 Mill Street, 19 Mill Street, 15 Mill Street, 11 Upland Road, 10 Mill Street, and 18 Lisbon Street as requested above.

K. Road Name Request – Cattail Lane off Mill Street: Jeramiah Raitt is requesting his new road to be named “Cattail Lane.” Jeramiah currently has a small garage at R05-038A, which is located off of Mill Street, where he will be building a new house. He would like to name the road in preparation for possibly building another house in the future. The E911 Officer has discussed this name with Chief McGee and Chief LeClair, and both approve. This road name meets E-911 standards and is in compliance with the Town’s road naming ordinance.

Agenda Item 2021 – 231 Brownfields Grant

Mr. Richardson reports the Town of Lisbon is successfully closing out the town’s 2016 Brownfield Assessment Grant in partnership with the program consultant, TRC. In 2016, the Town was awarded \$200,000 from the U.S. Environmental Protection Agency (EPA). The town’s Brownfield Assessment Grant provided funding to support redevelopment of commercial properties throughout the town through a range of planning activities and site assessments conducted by TRC with EPA funding. The grant supported assessments of six properties, leading to expanded reuse options for property owners and successful redevelopment of underutilized sites in Lisbon. The grant-funded projects include:

- 6 Phase I Environmental Site Assessments (ESA) – average cost between \$3,000 and \$6,000, depending on size of parcel.
- 4 Phase II ESAs/Supplemental Phase II ESAs/HBMS’s – costs depend on scale of effort, but ranged from \$20,000 to \$45,000 each.
- 1 VRAP project – cost ~\$4,000.

Mr. Richardson indicates building on this success, he and town staff are seeking Council approval to work with TRC to submit a new application to the EPA for an additional Brownfield Assessment Funding. TRC has offered to develop the proposal with minimal town staff support and the proposal is due December 1, 2021. Should EPA fund a second grant to Lisbon, the town will be required to carry out a bid process to select a consultant, even though TRC provided assistance with the proposal.

Recommendation

Authorize the Town Manager to submit an application to EPA for an additional \$200,000 in Brownfield Assessment Funding to support ongoing economic and community development in Lisbon.

Agenda Item 2021 – 232 Employee Compensation Study

The Town of Lisbon recently requested proposals from qualified professional personnel management consulting firms to conduct a Salary Market Analysis and a Classification and Compensation Study for non-union and union positions. The purpose of the project is to review the current salary market in comparison to the Town of Lisbon and to review existing classification/compensation plans and make recommendations for ensuring that these positions are internally equitable and externally competitive.

Compensation studies analyze our current practices and determine if they are competitive for our industry and geographic location. Employee satisfaction and retention is important to an organization. We want to make sure that the employees have the knowledge and skills to help them succeed. The requests for proposals went to the following:

Municipal Resources, Inc.	Plymouth, NH
HR Maine Consulting	Yarmouth, ME
Career Management Associates	Scarborough, ME

Bids were received from the following:

Municipal Resources, Inc.	\$32,100.00
Career Management Associates	\$19,355.00

Recommendation

Award the bid to Career Management Associates in an amount not to exceed \$19,355.00.

Agenda Item 2021 – 233 Turnout Gear Purchase

The Fire Chief is requesting permission to use Bergeron Protective Clothing as the sole source provider for the Fire Department turnout gear.

Bergeron Protective Clothing is the dealer of Globe Firefighting Garments for Maine and New Hampshire. The Fire Department went to Globe three years ago after reassessing our options in the market. Globe is the oldest manufacturer of firefighting garments in the country, they are located in New Hampshire, and are used by several Maine departments including Lewiston, Auburn, Portland, Bangor, Topsham, and Brunswick.

The fire service is a niche kind of market. Firefighting garments would be one of those. Once items are assessed and chosen, they only have one choice for a vendor to pick from on each brand. And as most know, not everything is created equally. Staying with one brand of garment ensures that the town has continuity in gear purchased. The State of Maine requires that all firefighting equipment meets the NFPA standards. Firefighting garments are rated and certified as an ensemble. Meaning that mixing different brands of gear places the firefighter into a non-certified ensemble. Doing so opens the town up for potential liability if a firefighter were ever injured. Structural firefighting garments are not cheap. However, they are still clothing, but specialized. These garments get damaged, wear out, and need to be replaced on a regular basis.

The current quote is 10% higher than last year. 2020 prices per set was \$2,468.92. This year its \$2,742.94 per set. This is due to an increase from the manufacturer for the flame retardant chemical that all gear manufacturers use. However, the quoted amount is still in line with what was budgeted.

Recommendation

Approve purchasing Fire Department Turnout gear from a single source, Bergeron Protective Clothing.

Agenda Item 2021 – 234
Request to Auction Old Equipment & Granite Curbing

Randy Cyr is requesting Council approve sending one vehicle from the Recreation Department, two vehicles from the Public Works Department, one large lot of granite curbing, and one generator from Police Department to Auctions International to sell. Mr. Cyr said these vehicles and generator are non-operational and deadline. The granite curbing is from jobs going back several decades that is not being used and taking up too much space in the Public Works Yard.

Recommendation

Approve sending the 2002 GMC from the Recreation Department, the 2004 Ford F250 and 1999 NAVI truck from Public Works, granite curbing, and the G100F1 generator from the Police Department to Auctions International to sell.

Agenda Date: 11-16-2021

Date	Brenda Martin	Municipal Accts Payable
10/20/2021	10132021	\$ 5,169.35
10/20/2021	10192021	\$ 300,318.93
10/20/2021	101921TP	\$ 195.00
10/20/2021	10202021	\$ 8,410.56
10/28/2021	10272021	\$ 9,356.11
11/3/2021	11022021	\$ 579,686.19
11/3/2021	11032021	\$ 13,814.53
11/15/2021	11102021	\$ 7,883.62
		\$ 924,834.29

Date	Jennifer Martin	Municipal Payroll Warrants
11/8/2021	211114	\$ 151,390.70
11/8/2021	21111w	\$ 18,348.51
11/8/2021	111104	\$ 286.27
11/16/2021	211118	\$ 150,486.95
11/16/2021	21118w	\$16,685.58
		\$ 337,198.01

Date	Louise Levesque	School Accts Payable
10/29/2021	2208	\$ 369,091.91
11/12/2021	2209	\$ 298,377.92
		\$ 667,469.83

Date	Eva Huston	School Payroll Warrants
10/26/2021	23	\$ 2,324.24
11/9/2021	26	\$ 4,182.22
10/26/2021	1050	\$ 366,898.69
10/26/2021	1051	\$ 11,729.28
11/3/2021	1052	\$ 17,050.72
11/3/2021	1053	\$ 180.54
11/3/2021	1054	\$ 3,375.01
11/9/2021	1055	\$ 382,187.62
11/9/2021	1056	\$ 11,729.28
11/16/2021	1057	\$ 146,511.31
11/16/2021	1058	\$ 263,576.16
11/16/2021	1059	\$ 17,498.33
11/16/2021	1060	\$ 180.54
		\$ 1,227,423.94



**TOWN COUNCIL
MEETING MINUTES
OCTOBER 19, 2021**

Normand Albert 2021
Kasie Kolbe 2021
Allen Ward 2021
Mark Lunt 2022
Donald Fellows 2022
Gregory Garrison (appt to 12/7/21) 2022
Fern Larochelle 2023

CALL TO ORDER. The Chairman, Allen Ward, called the meeting to order and led the pledge of allegiance to the flag at 7:00 PM.

ROLL CALL. Members present were Councilors Ward, Albert, Kolbe, Lunt, Larochelle, Garrison, and Fellows. Also present were Diane Barnes, Town Manager; Kayla Tierney, Finance Director; Nate LeClair, Fire Chief; Ryan McGee, Police Chief; James MacDonnell, Chief at Lisbon Emergency; John Cordt, Captain at Lisbon Emergency and owner of Black Bear Ladder in Lisbon; Toby Tiner of Tiner Consulting; Dan Stockford, Esquire, Town Attorney; and no other citizens in the audience.

GOOD NEWS & RECOGNITION – NONE

PUBLIC HEARINGS

**A. AMEND PART 1, CHAPTER 46. STREETS, SIDEWALKS & OTHER PUBLIC PLACES,
ARTICLE III. STREET ACCEPTANCE STANDARDS**

The Chairman opened the public hearing. There were no comments. The Chairman closed the public hearing.

**B. AMEND PART 1, CHAPTER 12. ETHICS & CONFLICT OF INTEREST,
SECTION 12-3. ETHICS PANEL**

The Chairman opened the public hearing. There were no comments. The Chairman closed the public hearing.

AUDIENCE PARTICIPATION & RESPONSE FOR AGENDA ITEMS - NONE

CONSENT AGENDA

VOTE (2021-220) Councilor Larochelle, seconded by Councilor Fellows moved to approve the following consent agenda items:

- A. Municipal Accounts Payable Warrants - \$803,211.73
- B. Municipal Payroll Warrants - \$ \$340,918.15
- C. School Accounts Payable Warrants - \$188,486.87
- D. School Payroll Warrants - \$735,458.60 and
- E. Minutes of October 5, 2021 and Public Forum Minutes of October 12, 2021 along with the
- F. 2022-2024 Durham ACO Contract, authorizing the Town Manager to negotiate and execute a 3-year ACO contract with the Town of Durham, and approve the
- G. Mutual Aid Policing Services Agreement with the Sagadahoc County Sheriff's Office, authorizing the Town Manager to sign the MOU as presented.

Order passed - Vote 7-0.

COUNCIL ORDERS, RESOLUTIONS, & ORDINANCES**ACCEPT WINE TIME CIRCLE IN KELLY PARK SUBDIVISION
AS A TOWN ROAD**

INTRODUCTION: Premier Development, LLC petitioned the inhabitants of the Town of Lisbon to accept "Wine Time Circle in Kelly Park Subdivision as a town way. A description of this proposed town way can be found in the Warranty Deed below:

WARRANTY DEED

Premier Development, LLC, a Maine Limited Liability Company with a mailing address at 19 Kelly Lane, Lisbon Falls, Maine 04252, grants to the Inhabitants of the Town of Lisbon, a body politic having its principal offices in the Town of Lisbon, County of Androscoggin and State of Maine, with a mailing address at 639 Lisbon Street, Lisbon, Maine 04252, with Warranty Covenants, the real estate designated as "Wine Time Circle" forming part of the Kelly Park Subdivision as more fully described on the Amended Subdivision Plan, Kelly Park Residential Amendment prepared for Premier Development, LLC by Sitelines, P A. dated December 23, 2016, as revised through March 6, 2017, as approved by the Town of Lisbon, Maine on March 9, 2017 recorded in the Androscoggin County Registry of Deeds at Plan Book 51, Page 177.

This conveyance is made together with all rights appurtenant thereto and any improvements situated therein or thereon relating to any and all storm water runoff systems and infrastructure, water distribution utilities, sewer utilities and related infrastructure, and all street lights and related infrastructure, including all lampposts, light bases, conduits, wiring, lights and lighting facilities (collectively the "Street Lights"). This conveyance does not include rights appurtenant thereto and improvements situated therein or thereon relating to gas or electrical infrastructure (other than Street Lights), or bollards.

For Grantor's source of title, See Quitclaim Deed with Covenant from Dragon Products Company, LLC to Premier Development, LLC dated December 6, 2010, recorded in the Androscoggin County Registry of Deeds at Book 8070, Page 203, as amended pursuant to Confirmatory Release Deed from Dragon Products Company, LLC to Premier Development, LLC dated April 27, 2011, recorded in the said Registry of Deeds at Book 8169, Page 302.

VOTE (2021-221) Councilor Fellows, seconded by Councilor Larochelle moved that the Town of Lisbon, pursuant to 23 M.R.S.A. § 3025, accept the dedication made by Premier Development, LLC of title in fee simple of "Wine Time Circle" in the Kelly Park Subdivision, and establish this road as a town way.

Order passed - Vote 7-0.

**AMEND PART 1 – CODE OF ORDINANCES,
CHAPTER 46. STREETS, SIDEWALKS & OTHER PUBLIC PLACES,
ARTICLE III. STREET ACCEPTANCE STANDARDS
(Second Reading)**

VOTE (2021-222) Councilor Larochelle, seconded by Councilor Fellows moved to amend Part 1 – Code of Ordinances, Chapter 46 Streets, Sidewalks and Other Public Places, Article III. Street Acceptance Standards as follows:

**PART 1 – CODE OF ORDINANCES
CHAPTER 46 STREETS, SIDEWALKS AND OTHER PUBLIC PLACES
ARTICLE III. STREET ACCEPTANCE STANDARDS**

Section 46-63. Minimum Construction Standards.

...

- (c) Form of bond. With the application for a building permit, the applicant shall tender either a certified check payable to the town or a faithful performance bond running to the town in an amount of money to be determined by the town manager to be equal to the costs of furnishing, installing, connecting and

completing all aspects of the street grading, construction, all layers of paving, storm drainage and utilities required within one year from the date of the check or bond. This bond may be renewed for one additional year at the discretion of the town manager.

(C.M. of 3-20-2018, V. 2018-57)

...

Sec. 46-65. Application process and review procedure for the dedication and acceptance of municipal roads.

...

- c. Proof that the private way has endured without damage at least one consecutive freeze/thaw cycle after construction;

Construction will be defined as the completion of all work on the project with the exception of a final surface layer of pavement;

Explanation: the purpose of the freeze-thaw waiting period is to allow for settlement and/or frost action to show itself in the soils under the pavement. Waiting to add surface pavement until after the freeze-thaw is generally considered an improvement to the final construction method as it allows corrections to any defects to be addressed in the final pavement by shimming, and should be encouraged as this provides a better final roadway structure; and

- d. An application ...

Roll Call Vote: Yeas – Albert, Lunt, Larochelle, Ward, Kolbe, Garrison and Fellows. Nays - None. Order passed – Vote 7-0.

AMEND PART 1 - CODE OF ORDINANCES,
CHAPTER 12. ETHICS & CONFLICT OF INTEREST,
SECTION 12-3. ETHICS PANEL
(Second Reading)

VOTE (2021-223) Councilor Fellows, seconded by Councilor Albert moved to Amend Part 1 – Code of Ordinances, Chapter 12. Ethics & Conflict of Interest, Section 12-3. Ethics Panel as follows:

Sec. 12-3. Ethics panel.

- (a) *Establishment of ethics panel.* There shall be established an ethics panel consisting of three regular voting members and two alternate members. Two regular voting members and one alternate member of the ethics panel shall be appointed by the town council, and one regular voting member and one alternate member of the ethics panel shall be appointed by the school committee. A regular voting member or alternate member of the ethics panel may not hold any other town or school department office or position or be a member of any board or commission for which members receive compensation for their service and to which the town council or school committee have appointing authority. If a member of the ethics panel serves on any other Town board or commission, the member shall refrain from participation in any ethics panel matter that relates to the other Town board or commission on which the member serves.
- (b) *Term.* The regular voting members of the ethics panel shall be appointed to staggered three-year terms. When the first appointments are made, one member shall be appointed by the council to a three-year term, one member shall be appointed by the school committee to a two-year term, and one member shall be appointed by the council to a one-year term. The town council chair annually shall appoint one of the regular voting members to serve as chair of the ethics panel. Alternate members shall be appointed to three-year terms.

...

Roll Call Vote: Yeas – Albert, Lunt, Larochelle, Ward, Kolbe, Garrison and Fellows. Nays - None. Order passed - Vote 7-0.

**SET NOVEMBER AND DECEMBER COUNCIL MEETING SCHEDULE
TO MEET ON NOVEMBER 16 & DECEMBER 7**

VOTE (2021-224A) Councilor Fellows, seconded by Councilor Lunt moved to set the Council Meeting Schedule for November and December to meet once on November 16 and once on December 7. **Order passed - Vote 7-0.**

OTHER BUSINESS

A. COUNCIL COMMITTEE REPORTS

1. School: Councilor Albert said he had nothing new to report.
2. Planning: Councilor Fellows said this board discussed potential zoning changes to ROSII and Village areas. They will be requesting a workshop with the Council to continue this discussion for future action. They approved a revision to reduce the size of the Solar Farm on Frost Hill Avenue.
3. LDC: Councilor Fellows said this committee will be discussing the Market Study and Traffic Study along with a remote meeting policy at their next meeting.
4. Conservation Commission: Councilor Ward said he had nothing new to report.
5. Recreation: Councilor Albert announced the Recreation Department's Scarecrow Building Contest and said they are wrapping up things at Beaver Park and expecting to finish up Graziano Park this coming spring.
6. County Budget: Councilor Ward explained the Androscoggin County Budget came in at a 5.84% increase, which was within the intended goal of no more than 6%. Mrs. Barnes said she reached out to the other communities the Council requested to let them know what was happening with the county budget.
7. Library: Councilor Lunt said he had nothing new to report.
8. Water Commission: Councilor Fellows said he had nothing new to report.
9. Finance Committee: Councilor Albert pointed out that Curtis Lunt, the Chairman for this committee, was present to present to the Council the Finance Committee's report on the Transfer Station's task next.

B. FINANCE COMMITTEE NARRATIVE FOR TRANSFER STATION DISCUSSION

Curtis Lunt thanked Mrs. Tierney for all her hard work. He indicated she did most of the work on this subject. He thanked the Public Works Department, Mr. Soucy the Public Works Administrative Assistant as well for giving them lots of information. He pointed out Councilor Albert's regular attendance at their meeting and thanked him for all the good advice.

Mr. Lunt explained the Transfer Station budget totals around \$575,000 with revenues totaling around \$178,000 or 31%. He said the state average is around 20% in other towns. He indicated the agreed upon ideal target should be around 50%.

Mr. Lunt reported this committee discussed in detail curb side pickup, scales, and pay-per-bag. However, their conclusion was not to support any of those options, although the report attached details these options and further explains their reasons for not supporting them.

Mr. Lunt said the committee focused on the fee structure, noticing that Lisbon's fees were much lower than other communities around us. He said raising fees would be the best chance for getting to the 50% goal. He said the

committee included in their narrative good fundamental information. For instance, currently Lisbon charges \$10-15 for mattresses, but his brother-in-law recently paid \$50 to get rid of a mattress. The committee recommended going from \$30 to \$60 for stickers to enter. He said perhaps increasing this fee \$10 annually until you reach \$50 or \$60 would more likely be acceptable over doubling the fees all at once. He pointed out the committee recommended commercial haulers go directly to Auburn to save on transportation costs. He suggested negotiating tipping fees to prevent those businesses from going out of business.

Mrs. Barnes said Auburn would charge us the same rate for the commercial haulers to dump. Mr. Lunt pointed out that their current commercial hauler fee of \$3,000 seemed unfair since some haulers only have 100 customers and others might have 400 customers. He said a graduated fee structure might work better.

Councilor Albert recommended the Council revisit the fee schedule. Councilor Ward asked Mr. Lunt if his committee would be interested in making recommendations for fees.

Councilor Fellows said his concern was that Lisbon continue to recycle and that the fees be equitable. Mr. Lunt reported recycling was not profitable and could cost more if required. Councilor Ward pointed out that trucks and equipment were expensive and that expense was not incorporated into their report. Mr. Lunt indicated his committee would not have all the knowledge necessary to determine all their operational costs, but that the fee schedule would be something they could handle.

Councilor Larochelle said this committee was tasked with the question of whether or not this service should be taxpayer based or fee based. The answer may be 50/50 but the town has not resolved the equitable piece yet. He recommended the Council address dumpsters with an ordinance. He pointed out the annual increase of \$10 might not keep up with inflation costs because equipment is expensive.

Councilor Albert said hats off to all of you on this committee. This report gives us lots of good information, so when we look back on this topic we may find this was our starting place. Councilor Ward said next Council will need transportation cost saving figures to move that commercial haulers go to Auburn. We would need break out amounts per household. Then we need the Finance Committee to take a stab at the other bulky waste items in the fee schedule to recommend what level those items should be. Mr. Lunt said his committee would be happy to look at the fee schedule.

C. TOWN MANAGER'S REPORT

Mrs. Barnes reported the Worumbo web page is ready. Visit the website at Worumbo.org to see details. She indicated paving on Ann Street and Route 125 was completed with left over funds.

D. LISBON EMERGENCY UPDATE AND DISCUSSION

John Cordts said you all have heard that the vaccine mandate is causing staffing issues among healthcare facilities and unfortunately this includes Lisbon Emergency. The vaccine mandate for health care facilities goes into effect the end of October and the mandated deadline for Emergency Medical Service (EMS) agencies was October 15th. Staffing in EMS was in trouble before COVID hit, he said, and they are now in a crisis, which is not a local issue, but an issue all over the State of Maine and nation. He said you can read numerous articles, which have come out in Maine papers over the last month, but the one that sticks out the most was the one by the Town of Waldoboro's Town Manager who reported to Waldoboro town officials that "We're not facing a crisis, we're in it." Some services have not lost any providers or only a very few, but the problem for EMS in Maine is that we were so short staffed before COVID that even losing a few providers is having a negative effect. Virtually all EMS services are recruiting heavily for employees with some giving large sign on bonuses of up to \$3,000. Other contributing factors to a lack of EMS personnel are non-competitive pay, long hours, physical labor, and mental health concerns.

Mr. Cordts said Lisbon Emergency lost three providers directly due to the mandate and one indirectly; three of these were Paramedics and one was a Basic EMT. If the vaccine mandate were rescinded, he said, they would gain back these providers. They held an emergency board meeting the end of September, and at that board meeting the officers recommended the following changes:

1. A \$2.00 per hour raise among all providers; this brings a basic EMTs to \$16 per hour, Advanced EMTs to \$18 per hour, and Paramedics to \$23.50 per hour. In the officers' opinion this increase in pay will help only a little with recruitment and was more about retention for current and new employees.
2. Allowing the ambulance to be staffed with a driver and one licensed provider. Since the towns of Lisbon and Bowdoin have staffed our ambulances with two licensed providers. We have in the past had one driver and one licensed provider; this is not abnormal and is a strategy used at other ambulance services. The driver must pass background checks, be CPR certified and take an Ambulance Vehicle Operators Course. The goal is to have the ambulance staffed with two licensed providers.
3. Allow the ambulance to be staffed at the basic EMT level. The goal is to always have the ambulance staffed at the Advanced Life Support level (ALS) with and Advanced EMT or Paramedic.
4. Increase the orientation budget for new providers. Basic EMT classes that were held during COVID did not allow students clinical time in the hospital or ambulance. He said they are finding that we need more time to train new EMT's since they have not had any real world experience.
5. Actively recruit new EMS providers at all levels.
6. The increase in pay and training hours raised LE's budget by \$45,000.

Mr. Cordts said all of these recommendations were approved by our Board of Directors at the emergency meeting. He reported they have had 100% coverage at the ALS level this fiscal year to date. He said they have never not had 24-hour ambulance coverage with two employees with at least one being a licensed provider. He said their October schedule is 100% filled, shifts are in 12-hour blocks, and at this time they have six shifts in November that require one provider not currently scheduled. Although this is more than normal, it is not drastic; they anticipate these being filled as they get closer to the shifts. He mentioned they currently need more EMS providers, especially at the ALS level. Again, all services are struggling at this time for providers.

Lisbon Emergency's fiscal year is July 1st to June 30. He said over the past few years, he can remember only 5 primary budget revisions at the most, and that was for the 2018 budget when we went from a 50% volunteer service to a 100% paid volunteer service. He said this year they had 11 primary budget revisions. There have been numerous revisions due to the ever-changing situations due to COVID as well as unfunded mandates requiring new procedures and special equipment by Maine EMS.

Mr. Cordts said Lisbon Emergency held the line to only a \$500 increase in the required stipend from the Towns of Lisbon and Bowdoin for the fiscal year 2021-2022. He said they were able to absorb this change by using available cash that was intended to fund this year's capital improvement budget. They did not plan on a pay increase until next fiscal year, but with the steep increase in pay among other employers (especially non-EMS) and the mandate the board determined at the emergency board meeting that if we did not raise our pay immediately, they would be at critical staffing within months. He reported they used cash on hand to fund this pay increase that was going to be used to pay ahead on capital improvements. This money was supposed to be used to lower future town stipends and accelerate the replacement of ambulance 401. Lisbon Emergency is currently in a sound fiscal condition and does not anticipate any funding issues this fiscal year. In order to retain and recruit employees as well as fund our capital improvement plan, he said, they will be forced to increase their stipend for FY 22-23. He said it is unknown at this time how much, but they anticipated a minimum of \$60,000 to approximately \$80,000 from Lisbon.

Mr. Cordts explained CMMC and other hospitals are on "diversion." One of the consequences of a hospital going on diversion is that patients have to be transported by ambulance to other hospitals after they are evaluated and stabilized. Critical care diversion for CMMC started a couple weeks ago. St. Mary's has been on critical care off and on over the last month. When hospitals go on normal diversion, they still take trauma (if they are a trauma center), stroke, pediatrics, and MI's (heart attacks), but when they are on critical care diversion, they will not take any patients only stabilizing to transfer to another hospital. There is no notice when a hospital goes on diversion and there is no pattern; it can happen at any random time, which has happened over the past couple of weeks. There has been no communication from the hospitals to EMS agencies as to when diversions will happen in the future or if there will be a reduction in frequency. Hospital diversions further reduce the amount of available ambulances in our area as more ambulances are needed for inter-facility transfers and/or emergency calls that require ambulance transport to a further hospital.

Mr. Cordts said they are working with United ambulance on a trial basis to staff a second ambulance one to three times a week (if we have the staff available) to answer calls in Lewiston and perform transfers. He indicated the call volume available in Lewiston should pay for the cost of the ambulance, payroll, and supplies. If their primary ambulance is on a call, the second ambulance will stage at the Lisbon/Lewiston line. By adding this ambulance to the available calls, it should help to reduce the stress on the hospitals and EMS allowing the hospital to come off of diversion sooner, less waiting times in the ER, and have more ambulances available to answer emergency calls.

Mr. Cordts explained why they could not staff the second ambulance exclusively for Lisbon and Bowdoin. He reported the cost to run an 8 hour to 12 hour second ambulance would not be possible with the current budget or cash on hand. When the town manager and council formed the EMS committee in 2018, Rick Petrie, from Atlantic Partners EMS, stated that it takes 2,500 calls to have one ambulance be profitable. Lisbon EMS budgets 1,040 call per year. Lisbon Emergency owns two ambulances, one is a 2009 and the other is a 2012. He explained that in order to consistently run two ambulances, you really need three. Both of their units are older and all vehicles (even new ones) are prone to break down. Ambulance 401, the 2009, is scheduled for replacement in 2023-2024. He said when they replace that ambulance, they will need to make the decision on whether to keep it for a third ambulance with a second day crew or sell it and return to the status quo.

Mr. Cordts mentioned the LE officers will be presenting their budget committee and the board two future budgets, one to staff a second daytime ambulance and one to remain with the status quo. He said they plan to bring these two proposals to the towns to decide how they wish to proceed.

Mr. Cordt said EMS is a non-essential service according to the State of Maine; no town or city in Maine is under any obligation to provide EMS service to its residents. Staffing issues among EMS agencies was becoming very serious prior to COVID and it has now reached a crisis in Maine. As an "essential" non-essential service there are no plans to help from the Federal or State levels at this time; they are basically leaving it up to the towns and cities to figure this out on their own.

Mr. Cordts said prior to 2018 Lisbon Emergency was half volunteer and did not charge Lisbon or Bowdoin for EMS services. He said they reported to the towns that they could no longer be a viable service without town funding in the future. An EMS committee was established by the town manager and council and decisions that were made at that time are the only reason Lisbon Emergency is in such a financially sound position today and able to weather this storm. All areas of public safety are hurting, police departments, fire departments, and dispatching services. He pointed out that in an emergency there are no time outs or let's start over; they bring what they have: 1) their training, 2) personnel, and 3) equipment. He said with the lack of federal and state funding, the decisions made by the town(s) will directly affect the outcome on an emergency scene. He said they were grateful for the continued support from both towns and look forward to working with each in the near future.

Mr. Cordts read a letter from Sam Hurley, Director of Maine EMS to the Council.

Councilor Larochelle remarked Mr. Cordts had laid out this information pretty well. He said our residents need this service. Councilor Fellows said he has heard a lot of good things about this service. He said he appreciated this service. He said the Council needs to determine what residents really want and how much they are willing to pay. Councilor Lunt said this would be a great topic for the Finance Committee to explore and make a recommendation on. Councilor Albert said Council may have a lot of work ahead of them, but that he was confident that Council would do what is best for the town and residents in the end. Councilor Ward suggested Council and Lisbon Emergency keep an open dialogue between them and meet more often to avoid a knee-jerk reaction to one meeting and final decision.

Chief McGee said Mr. Cordts was very well spoken and that they share the same concerns. He pointed out in July they had two calls LE couldn't staff, in August they had four calls LE couldn't staff, and in September they couldn't staff 8 calls and a second ambulance for a call. He reported so far in October there have been 12 emergency calls LE has not been able to staff. These are emergency calls and we owe it to ourselves to speak up. He mentioned Lisbon officers are dealing with armed individuals, suicides, and bigger issues than we used to deal with 20 years ago. He thanked Lisbon Emergency and said Lisbon is fortunate to have an ambulance service in town. Lisbon is a growing community with more life-threatening circumstances happening that require medical emergency services.

E. DEPARTMENT HEAD WRITTEN REPORTS

(There Were No Comments)

APPOINTMENTS - NONE**COUNCILOR COMMUNICATIONS**

Councilor Fellows reported that the local news on television did a spot about Lisbon's Springworks Farm, the largest aquaponics greenhouse in New England. They even took the time to explain the difference between hydroponics and aquaponics. Mrs. Barnes said they did a segment about Flux as well.

Councilor Albert commended Chief McGee and his team at the Police Department for making his daughter's birthday special with a tour of their department and a mug shot. He said they try to do this as part of their efforts to try to interact with the community.

Chief McGee reported they will be hosting a pie eating contest at the Harvest Festival on October 30 at MTM and that he will be giving away three prizes; three rides to school with an officer. He announced the Halloween event at MTM this October 31 and encouraged those in the area to drop by for a traditional hot dog that evening. Officers will be handing out glow sticks in an effort to keeps kids safe.

AUDIENCE PARTICIPATION & RESPONSE FOR NEW ITEMS**FIREHOUSE SUBS GRANT**

Chief LeClair said he found a grant opportunity with an October 10 deadline that he would like to apply and if accepted to spend \$26,000 from Firehouse Subs for hydraulic equipment for the Fire Department.

VOTE (2021-224B) Councilor Albert, seconded by Councilor Fellows moved to authorize the Town Manager and Fire Chief permission to apply for and if approved to spend \$26,000 on hydraulic equipment for the Fire Department. **Order passed - Vote 7-0.**

VOTE (2021-225) Councilor Albert, seconded by Councilor Larochelle moved to go into Executive Session at 8:46 PM per 1 MRSA Section 405 (6) (A) Personnel Matters and 6 (E) Consultations with Legal Counsel. **Order passed – Vote 7-0.**

The Council came out of executive session at 10:05 pm and the meeting resumed.

ADJOURNMENT

VOTE (2021-226) Councilor Garrison, seconded by Councilor Fellows moved to adjourn at 10:05 PM. **Order passed - Vote 7-0.**

Twila D. Lycette, Council Secretary
Town Clerk, Lifetime CCM/MMC
Date Approved: 11-16-2021



Internal Use Only

AMS Advantage #: DOT0117-36929 LisbonDOT0117-36930 ATRCCSN#: 36929 Lisbon/36930 ATRC

**MAINE DEPARTMENT OF TRANSPORTATION
MODIFICATION # 2 TO THREE-PARTY PARTNERSHIP AGREEMENT**

Project Location: Lisbon
 State W.I.N. #: 014862.00
 Federal W.I.N. #: 1486200
 Customer ID#: LISBON
 Customer ID#: ATRC

Original Estimated Project Amount: \$725,000.00
 Current Estimated Project Amount: \$725,000.00
 Modified Estimated Project Amount: \$5,630,000.00
 Current Agreement Expiration Date: 12/31/2026
 Modified Agreement Expiration Date: _____ ☒ N/A

This Modification hereby amends a Three-Party Partnership Agreement that was executed by MaineDOT on 01/05/17, with the Androscoggin Transportation Resource Center (ATRC) and the Municipality of Municipality of Lisbon, hereinafter the "Parties" for Route 125 Highway Improvements (State Route 196 to Huston Street) (Project) as follows:

☒ **Increased Estimated Project Amount.** The maximum amount of the Agreement shall be increased by \$4,905,000.00 from \$750,000.00 to \$5,630,000.00. Reason: Updated cost estimate based on current bid prices.

The following attachments are hereby incorporated into this Modification:

☒ **Appendix A – Project Cost Section**

All other terms and conditions of the original Agreement shall remain in effect. This Modification hereby becomes part of the Agreement. The Parties, by their duly authorized representatives, have executed this modification to said original Agreement, which shall become effective on the date last signed below.

**ANDROSCOGGIN TRANSPORTATION
RESOURCE CENTER**

MAINE DEPARTMENT OF TRANSPORTATION

By: _____ *

Jennifer Williams, P.E., Director

By: _____ *

Jennifer Langland, Director
Bureau of Planning

Date

Date

MUNICIPALITY OF LISBON

By: _____ *

Diane Barnes, Town Manager

Date

*I certify that the foregoing signature is true and accurate, and if electronic, I further certify that it (a) is intended to have the same force as a manual signature, (b) is unique to myself, (c) is capable of verification, (d) is under the sole control of myself, and (e) is linked to data in such a manner that it is invalidated if the data are changed. 10 M.R.S.A. §9502, et seq.

APPENDIX A

Replace Project Cost Section:

The Total Estimated Project Cost of the Project through all phases is **\$5,630,000.00** (the "Project Estimate"), and the Parties agree to share in and allocate the associated costs of each phase as outlined in this section for the total cost of the project.

Work Phase	Estimated ATRC Federal Share		Estimated ATRC State Share		Estimated Municipality's Share		Estimated Total Cost
	%	\$	%	\$	%	\$	\$
Preliminary Engineering	80%	\$ 308,000.00	10%	\$ 38,500.00	10%	\$ 38,500.00	\$ 385,000.00
Right of Way	80%	\$ 80,000.00	10%	\$ 10,000.00	10%	\$ 10,000.00	\$ 100,000.00
Construction	80%	\$ 3,840,000.00	10%	\$ 480,000.00	10%	\$ 480,000.00	\$ 4,800,000.00
Construction Engineering	80%	\$ 276,000.00	10%	\$ 34,500.00	10%	\$ 34,500.00	\$ 345,000.00
TOTALS:		\$ 4,504,000.00		\$ 563,000.00		\$ 563,000.00	\$ 5,630,000.00

1. Estimated allocations are further identified as follows:
 - a. **Federal share** (provided by MaineDOT through ATRC Federal Allocation) – 80% of eligible Project costs.
 - b. **State share** (provided by MaineDOT through ATRC State Allocation) – 10% of eligible Project costs.
 - c. **Municipal share** (provided by the Municipality through the Municipality's obligation of funds) – 10% of federally participating costs, plus 100% of all additional work requested by the Municipality.
2. With the exception of Section 1.c, the Parties shall be fully responsible for any and all Project cost exceeding **\$5,630,000.00** according to the percentages, unless otherwise agreed to in writing by the Parties through a modification to this Agreement.
3. If the actual Project cost is less than the Project Estimate the amounts owed will be adjusted according to the percentages.
4. If the Project Estimate or associated financial allocations are adjusted to reflect updated costs, MaineDOT will consult with ATRC and the Municipality before such adjustments are approved and implemented.
5. *After the PDR is completed, MaineDOT will invoice the Municipality for their share of the PE and ROW phases of the Project.*



<i>MaineDOT use only</i>	
AMS Advantage #:	_____
CSN #:	_____
PROGRAM:	Highway Program

MAINE DEPARTMENT OF TRANSPORTATION MUNICIPAL/STATE AGREEMENT

PROPOSED IMPROVEMENTS TO Route 125

(MaineDOT Use Only)

Project Location: <u>Lisbon</u> State WIN #: <u>014862.00</u> Federal Aid Project #: <u>STP-1486(200)X</u>	Estimated Municipal Share: <u>\$563,000.00</u> Vendor Customer #: <u>17A11528</u> Agreement Begin Date: _____ Agreement End Date: <u>(5 years from the date last signed below)</u>
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This Agreement is entered into between the **Maine Department of Transportation** (hereafter **MaineDOT**) and the **Municipality of Lisbon**, a municipal corporation located in the County of Androscoggin (hereafter the "Municipality") (collectively hereinafter the "Parties").

RECITALS

- A. The scope of work that is the subject of this Agreement consists of Highway Reconstruction of Route 125, Beginning at Route 196 and extending 1.00 mile northeasterly to Huston Street, in Lisbon, Maine, (hereafter the "Project").
- B. The Parties have a mutual interest in ensuring that the Project is delivered on a reasonable schedule and within the programmed budget, using a process that maximizes communication and cooperation between the Parties.
- C. This Agreement is intended to cover the roles and responsibilities of the Parties during the design, permitting and right-of-way phases of Project development from Project inception through completion of the Project's Plans, Specifications and Estimate (PS&E). This Agreement is further intended to establish the financial obligations of each Party, including that of full Project development through construction.

AGREEMENT

NOW, THEREFORE, in accordance with the foregoing, the Parties agree as follows:

- D. The following checked appendices are hereby incorporated into this Agreement by reference, and any perpetual maintenance appendices shall survive the expiration of this Agreement:

- ☒ Appendix A – Project scope, cost sharing, and payment schedule *(not required for non-monetary agreements.)*
- ☐ Appendix B – Perpetual Bicycle/Pedestrian Facility Maintenance
- ☐ Appendix B – Perpetual Drainage Maintenance
- ☐ Appendix B – Perpetual Landscape Maintenance
- ☐ Appendix B – Perpetual Operation and Maintenance of Lighting/Flashing Beacon and/or signage with associated light(s)
- ☐ Appendix B – Perpetual Traffic Signal Operation and Maintenance
- ☐ Appendix B – Perpetual Traffic Signal Operation and Shared Maintenance

- ☐ Appendix B – Perpetual Bridge Lighting/Approach Lighting Maintenance & Snow Plowing
- ☒ Appendix C – Additional work requested by Municipality

E. Agreement Administration:

1. MaineDOT agrees to procure and administer a contract to construct the Project in accordance with the plans and specifications developed by MaineDOT. This would include any additional plans, specifications and estimates furnished by the Municipality and approved by MaineDOT. When applicable, refer to Appendix A of this Agreement for the outline of the scope, limits of work and cost sharing.
2. MaineDOT shall be the sole administrator of the contract to construct the Project. MaineDOT will pay all Project costs, subject to cost sharing by the Municipality, when applicable, as specified in this Agreement. Neither MaineDOT nor its contractors will be required to pay for inspections and permits from the Municipality.
3. The Municipality agrees that MaineDOT and its contractors are exempt from all local ordinances, including but not limited to the Municipality Noise Ordinance.
4. Upon acceptance of plans, specifications and estimates (PS&E), MaineDOT shall solicit competitive bids for the Project. Upon acceptance of the lowest acceptable responsive, responsible bid to construct the Project and fulfillment of all terms set forth herein, MaineDOT will submit the information to the Municipality, who will have up to five (5) business days to review the information and notify MaineDOT of any questions or concerns. If MaineDOT is not presented with any questions or concerns in the time allotted all decisions pertaining to the acceptance of the bids, the award and administration of the contract and all payments thereunder shall be the sole discretion of MaineDOT.

F. Changes to Project Scope:

5. The Municipality, at its election, may request that changes be made or work added to the Project during the period of construction, provided the Municipality agrees in writing to pay any additional cost plus an amount not to exceed ten (10%) percent of such construction cost to cover all necessary engineering, inspection and administrative costs associated therewith, unless specified otherwise. All such requests shall be subject to MaineDOT approval. In the event that the cost of these changes or work are approved for federal participation, the Municipality's additional cost may be reduced by the amount of the federal contribution.

G. Traffic Control:

6. The Municipality agrees to allow MaineDOT's contractor to control all traffic through the work areas in accordance with the Traffic Control Plan approved by MaineDOT. The development of the Traffic Control Plan will follow the process outlined below:
 - i. MaineDOT's Project Manager (PM) will, when possible, submit the Project for Traffic Analysis and Movement Evaluation (TAME), approximately one year prior to advertisement. Once the results are received, the PM/Regional Traffic Engineer will discuss the proposed Project with the Municipality (scope, limits, day or night work, work window, etc).

- ii. The Municipality will comment on their concerns/issues related to the Traffic Control Plan within two (2) weeks of receipt.
- iii. MaineDOT's PM & Designer will incorporate these comments where practical based on engineering judgment.
- iv. If the Municipality desires, a meeting will be held prior to PS&E to review the Project design, Special Provision 105 – Limitations of Operations, Special Provision 107 - Time, etc.

H. Utilities:

- 7. The Municipality will, at no cost to MaineDOT, assure proper adjustment, relocation, or repair of any portion of a utility service, whether above or below ground, that is located within the limits of the highway right-of-way and connected to any municipal utility, which might become necessary to permit construction of the Project. The Municipality agrees to hold MaineDOT harmless from any claims for damages occurring as a result thereof.
- 8. The Municipality agrees that during and after construction it will apply the requirements of the most recent version of MaineDOT's "Utility Accommodation Rules" as the minimum guidelines not withstanding any municipal rules that are more lenient.
- 9. To the extent that it is statutorily responsible therefore, the Municipality agrees to provide utilities, and to maintain all improvements and fixtures constructed, installed or furnished as a part of the Project in such a manner as necessary to preserve the use and function thereof for the expected period of their normal useful life as determined by accepted engineering and/or industry standards. To the extent any warranty exists for said improvements or fixtures, said warranty shall be first relied on by MaineDOT to address maintenance and/or repairs described in this paragraph.

I. Governing Law:

- 10. The Municipality agrees that except for an emergency, or as allowed in 23 M.R.S.A. § 3351-A, it will prohibit the excavation of the highway within the limits of the Project for a period of at least five (5) years after completion of the Project, and agrees to make all necessary notifications to abutters and occupants of the highway as otherwise required of any municipal government under the provisions of 23 M.R.S.A. § 3351. Thereafter, all future excavations within the right-of-way of the Project shall be regulated and controlled in the manner specified by MaineDOT in its most recent "Utility Accommodation Rules", which is incorporated herein and made a part hereof by reference.
- 11. The Parties agree to: comply with and abide by all applicable State and Federal laws, statutes, rules, regulations, standards and guidelines, including the MUTCD and OSHA standards, and Agreement provisions; avoid hindering each other's performance; fulfill all obligations diligently; and cooperate in achievement of the intent of this Agreement.

J. Municipality's Responsibility:

- 12. When applicable, if the Municipality withdraws its financial support for the Project, leading MaineDOT to terminate the Project, the Municipality shall reimburse MaineDOT fully for all

Project costs incurred in reliance on the Municipality's financial obligations outlined herein, including, but not limited to, reimbursement of all federal and state funds expended up to the time of such termination. If the Municipality fails to reimburse MaineDOT for such costs incurred, after receiving an invoice seeking such reimbursement, MaineDOT may exercise its rights of set-off to recover the requested amount.

13. The Municipality agrees to alter, move, relocate or remove, or cause to be, at no cost to the Project, any municipal property, including all fixtures, facilities or monuments, located on, under or above the ground, as necessary to permit construction of the Project, which has not otherwise been provided for during the development of the Project. Any work necessary to do so during the period of construction shall be coordinated with the contractor for the Project.
14. The Municipality will be responsible to keep new or replaced/rehabilitated pedestrian facilities in usable condition including snow and ice control.
15. The Municipality agrees to keep the right-of-way of the Project inviolate from all encroachments and agrees to remove, or cause to be removed, anything that may encroach thereon.
16. When applicable, the Municipality agrees to regulate all entrances to the highway within the limits of the Project in accordance with the provisions of 23 M.R.S.A. § 704.
17. When applicable, the Municipality agrees to limit all on-street parking to the parking spaces as designed and constructed under the Project.

K. Termination:

18. MaineDOT reserves the right to terminate the Project for any reason prior to the award of a contract to construct the Project. MaineDOT also reserves the right to terminate all provisions pertaining to work requested by the Municipality at any time prior to the award of a contract to construct the Project due to failure by the Municipality to comply with any of the conditions and stipulations set forth in this Agreement.
19. MaineDOT may postpone, suspend, abandon or otherwise terminate this Agreement upon thirty (30) days written notice to the Municipality and in no event shall any such action be deemed a breach of contract. Postponement, suspension, abandonment or termination may be taken for any reason by MaineDOT or specifically as the result of any failure by the Municipality to perform any of the services required under this Agreement to MaineDOT's satisfaction.

In the event of Project termination, all provisions of this Agreement shall become null and void except for the financial obligations set forth herein, as well as those *provisions that by their very nature are intended to survive*.

L. Miscellaneous Provisions:

20. **Debarment.** The Municipality certifies, by signing this Agreement, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal department or agency. If the Municipality is unable to certify to this statement, it shall attach an explanation to this Agreement. The Municipality shall promptly notify MaineDOT if it or its principals becomes

debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

21. All provisions of this Agreement, *except those that by their very nature are intended to survive*, shall expire at Project final voucher, or upon final payment by the Municipality of any Project costs as hereinbefore provided, whichever occurs later.
22. **State of Maine's Rights of Set-Off.** MaineDOT shall have all of its common law, equitable and statutory rights of set-off. These rights shall include, but not be limited to, the State of Maine's option to withhold for the purposes of set-off monies due the Municipality under a specific project contract up to any amounts due and owed to MaineDOT with regard to this Agreement, and any other agreement/contract with any State of Maine department or agency, including any agreement/contract for a term commencing prior to the term of this Agreement, plus any amounts due and owed to the State of Maine for any reason including without limitation, tax delinquencies, fee delinquencies or monetary penalties relative thereto. MaineDOT shall exercise its set-off rights in accordance with normal State practices including, in cases of set-off pursuant to an audit, the finalization of such audit by MaineDOT, its representatives, or the State Controller. When applicable, MaineDOT reserves the right to withhold or reduce future Local Road Assistance payments to the Municipality for purposes of set-off to recover the amount owed.
23. **Non-Appropriation.** Anything herein to the contrary notwithstanding, the Municipality acknowledges and agrees that although the execution of this agreement by MaineDOT manifests its intent to honor its terms and to seek funding to fulfill any obligations arising hereunder, by law any such obligations are subject to available budgetary appropriations by the Maine Legislature and, therefore, this agreement does not create any obligation on behalf of MaineDOT in excess of such appropriations.
24. **Assignment.** No assignment of this agreement is contemplated, and in no event shall any assignment be made without the express written permission of MaineDOT.
25. **Notice.** Any communications, requests or notices required or appropriate to be given under this Agreement shall be in writing and may be sent via email which shall satisfy the delivery requirements of this section through express acknowledgement of receipt by the receiving party. Alternatively, communications can be mailed via U.S. Mail, Certified or Registered, Return Receipt Requested or sent via a recognized commercial carrier such as, but not limited to Federal Express, that requires a return receipt delivered to the sending party. Said communications, requests or notices shall be sent to the other party as follows:

MaineDOT: Maine Department of Transportation
 24 Child Street
 16 State House Station
 Augusta, ME 04333-0016
 Attn.: Ernie Martin
 Email: Ernest.Martin@maine.gov

Municipality: Town of Lisbon
300 Lisbon Street
Lisbon, ME 04250
Attn.: Diane Barnes
Email: DBarnes@lisbonme.org

IN WITNESS WHEREOF, the Parties hereto have executed this AGREEMENT effective on the day and date last signed below.

MUNICIPALITY OF LISBON

MAINE DEPARTMENT OF TRANSPORTATION

By: _____
Diane Barnes, Town Manager

By: _____
Richard J. Crawford, P.E., Director
Bureau of Project Development

(Date Signed)

(Date Signed)

I certify that the signature above is true and accurate. I further certify that the signature, if electronic: (a) is intended to have the same force as a manual signature; (b) is unique to myself; (c) is capable of verification; and (d) is under the sole control of myself.

DRAFT

APPENDIX A

**PROJECT SCOPE AND COST SHARING
MAINE DEPARTMENT OF TRANSPORTATION
MUNICIPAL/STATE AGREEMENT
Transportation Improvement Project**

MUNICIPALITY OF LISBON**PROPOSED IMPROVEMENTS TO ROUTE 125**

**FEDERAL AID PROJECT NO. STP-1486(200)X
STATE PROJECT IDENTIFICATION NUMBER (WIN) 014862.00**

Project Scope:

Highway Reconstruction of Route 125, Beginning at Route 196 and extending 1.00 mile northeasterly to Huston Street.

Funding Outline:

The Total Project Estimated Cost is \$ 5,630,000.00 , and the Parties agree to share costs through all stages of the Project under the terms outlined below.

Work Element	Municipal Share		Project Share				Total Cost
			Federal	Portion	State Portion		
	%	\$	%	\$	%	\$	\$
Preliminary Engineering	10.0%	\$ 38,500.00	80.0%	\$ 308,000.00	10.0%	\$ 38,500.00	\$ 385,000.00
Right of Way	10.0%	\$ 10,000.00	80.0%	\$ 80,000.00	10.0%	\$ 10,000.00	\$ 100,000.00
Construction	10.0%	\$ 480,000.00	80.0%	\$ 3,840,000.00	10.0%	\$ 480,000.00	\$ 4,800,000.00
Construction Engineering	10.0%	\$ 34,500.00	80.0%	\$ 276,000.00	10.0%	\$ 34,500.00	\$ 345,000.00
PROJECT SHARES		\$ 563,000.00		\$ 4,504,000.00		\$ 563,000.00	\$ 5,630,000.00
Total Cost of Additional Work Requested by Municipality (Below)	100.0%	\$ -					
TOTAL ESTIMATED MUNICIPAL SHARE (Receivable Amount)		\$ 563,000.00					

Page 1 of 2

Rev. 12/7/18

(Check if applicable)

☐ Additional Work as outlined in Appendix C to this Agreement.

Funding Outline: The Municipality agrees to pay 100% of the costs for the work outlined below.

Additional Work		Cost: 100% Municipal Share	
TYPE OF WORK		\$	-
TYPE OF WORK		\$	-
TYPE OF WORK		\$	-
TOTAL COST OF ADDITIONAL WORK REQUESTED BY MUNICIPALITY		\$	-

Payment:

The Municipality shall submit payment to MaineDOT within 30 days from the invoice date.

1. Prior to award of the contract for Project construction, the Municipality will be invoiced a portion of its share of the cost of the Project. Invoicing will include the following:

- a. 100% of the local share of the Preliminary Engineering and Right of Way costs; plus
- b. Fifty percent (50%) of the local share of the Construction and Construction Engineering cost based on the total bid price of the Project; plus
- c. 100% of all additional work requested by the Municipality.

2. **Final Voucher Payment to the Contractor.** A final bill will be created following MaineDOT's final voucher payment to the Contractor, after all quantities are verified, and any required adjustments have been made. The cost of the work for which MaineDOT will bill the Municipality shall be determined by the contract prices and the completed quantities of the work items or, in the event of termination, the local share of Project development cost to the point of termination as stipulated above. The final invoice will include the Municipality's share of any remaining costs.

Invoicing Schedule: The Municipal Payment Schedule shown below includes estimated invoicing dates based upon the estimated schedule and estimated cost of the Project:

Municipality Name	Receivable Amount	Estimated Invoice Date
Town of Lisbon	\$305,750.00	1/7/2022
Town of Lisbon	\$257,250.00	12/15/2023
Total Receivable Amount:	\$563,000.00	

**Town of Lisbon
Results of Balloting
November 2, 2021**

BOX 1 BOX 2 AUX TOTAL

State Referendum Election Results

QUESTION 1: Citizens Initiative - Ban high impact transmission lines in Upper Kennebec Region ...

YES	782	731	2	1515
NO	523	562	1	1086
Blanks	12	15		27

QUESTION 2: Bond - \$100,000,000 Build or Improve Roads, Bridges...

YES	881	818	2	1701
NO	430	482	1	913
Blanks	6	8		14

QUESTION 3: Constitutional Amendment Right to grow, raise, harvest, produce, and consume the food...

YES	826	831	3	1660
NO	480	465		945
Blanks	11	12		23

Total State Ballots Cast: **1317 1308 2625**

Municipal Candidate & Referendum Election Results

For Council Member - 3 Yr Term

Jo-Jean Keller

Heather Ann Curtis

Clifford Miller

Harry Moore, Jr.

Raymond Robishaw

Lorelei Hilliker

Write-ins / Blanks

Totals

319	425		744
350	410		760
372	458	1	831
535	580		1115
425	505		930
226	293		519
1400	1556		2956

For Council Member - 1 Yr Term

Jason Smith

Declared: Gregg Garrison

Write-ins / Blanks

Totals

777	958	1	1736
9	12		21
423	439		862

For School Committee - 3 Yr Term

Kimberly Labbe-Poisson

Leonard Lednum

Margaret Courtney

Write-ins / Blanks

Totals

537	651	1	1189
428	517		945
464	571		1035
989	1079		2068

**Town of Lisbon
Results of Balloting
November 2, 2021**

For Water Commission - 3 Year Term

Marie Hale
Miriam Morgan-Alexander
Write-ins / Blanks

Totals			
665	762	1	1428
228	323		551
316	324		640

QUESTION 1: \$2,800,000 Ferry Road Reconstruction & Improvements

YES	728	905	1	1634
NO	464	496		960
Blanks	18	15		33

Total Municipal Ballots Cast: ***1209*** ***1410*** ***2619***

17%

Total Registered Voters: ***7,135***

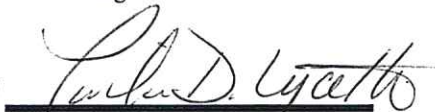
Warden: Debbie Hill

Deputy Warden: Lisa B. Smith

Registrar of Voters: Gwen Michel

Election Clerks: Mel Cloutier
Margaret Ganong
Eric Metivier
Dan Michel
Karen Hanlon
Lisa Ward
Bernadette Ray
Andrea Tapley
Linda Douglass

Attest:



Twila D. Lycette, CCM/CMC/MMC

Lisbon Town Clerk

MEMO TOWN OF LISBON

TO: LISBON TOWN COUNCIL
FROM: AMY WIERS, ADDRESSING OFFICER
DATE: NOVEMBER 5, 2021
RE: NEW ROAD NAME

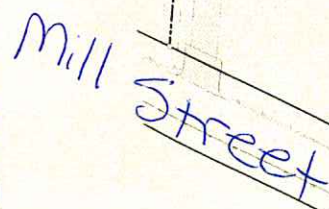
Jeramiah Raitt is requesting his new road to be named "Cattail Lane".

Jeramiah currently has a small garage at R05-038-A, which is located off of Mill Street, where he will be building a new house. He would like to name the road in preparation for possibly building another house in the future.

I have discussed this name with Ryan McGee, Police Chief and Nate LeClair, Fire Chief, which they have approved.

This road name meets E-911 standards and is in compliance with the Town's road naming ordinance Sec. 46-93.

Amy Wiers, Addressing Officer
Town of Lisbon
Awiers@lisbonme.org



Current Charge

RAZ 7 SITE

$$1'' = 30'$$

N 76° 33' 40" W 1378.8 m

RAITT, JERAMIAH J. & KATE Y. 76 SUMMER STREET LOT 12 LISBON FALLS ME 04252 B9323P324		Property Data Neighborhood 37 UPLAND RD Tree Growth Year 0 TG MGT PLAN DATE 0 BLDG PERMIT YEAR 0 Zone/Land Use 3 RURAL RESIDENTIAL Secondary Zone Topography 1 Level 1. Level 4. Below St 7. Steep 2. Rolling 5. Low 8. 3. Above St 6. Wet 9. Utilities 1. Public 4. Dr Well 7. WELL & SEP 2. Water 5. Oth Priv Wa 8. Holding Tan 3. Sewer 6. Septic 9. P WTR/SEPT Street 1 Public Paved 1. Pub Paved 4. Priv Grav 7. No Road 2. Priv Pavd 5. R/W 8. No Legal 3. Pub Gravl 6. Long R/W 9. Landlkd Interior Inspection 0 CHANGE YR 16 Sale Data Sale Date 3/14/2016 Price 35,000 Sale Type 1 Land Only 1. Land 4. MOH/Old 7. 2. L & B 5. MOH/Old 8. 3. Building 6. 9. Distress Financing 9 Unknown 1. Convent 4. Seller 7. 2. FHA/VA 5. Private 8. 3. Assumed 6. Cash 9. Unknown Validity 1. Valid 4. Split 7. Changes 2. Related 5. Partial 8. Other 3. Distress 6. Exempt 9. ABUTTER Verified 1. Buyer 4. Agent 7. Family 2. Seller 5. Pub Rec 8. Other 3. Lender 6. MLS 9.		Assessment Record Year Land Buildings Exempt Total 2016 34,000 0 0 34,000 2017 34,000 0 0 34,000 2018 34,000 0 0 34,000 2019 39,100 0 0 39,100 2020 39,100 0 0 39,100 2021 39,100 17,300 0 56,400	
Inspection Witnessed By:		Land Data Front Foot 11. Primary Lot 12. Additional I 13. Additional II 14. Additional III 15. Additional IV Square Foot 16. Primary Lot 17. Additional I 18. Additional II 19. Additional III 20. Additional IV Fract. Acre 21. HOMESITE 22. COMMERCIAL SIT 23. INDUSTRIAL SIT Acres 27. REAR 1-5 28. REAR 6-10 29. REAR 11-20 30. REAR 21 + 34. Farmland SW 35. Farmland MW		Effective Depth Factor Code 1. VACANCY 2. Excess Frtg 3. Topography 4. Size/Shape 5. Access 6. Restriction 7. Access/Topo 8. ENV-OPEN SPACE 9. External Influ Acres 36. Farmland HW 37. T G Softwood 38. T G Mixed Woo 39. T G Hardwood 40. Gravel Pit 41. RP/Wetland/Was 42. Leased or MH S 43. Condo Site 44. SITE IMPROVEME 46. Waste 47. Common Land 48. PRIME COMM LOT 49. SECONDARY COMM 50. MARGINAL COMM 51. UTILITY ROW 52. TOWER SITE 53. PASTURE	
X		Total Acreage 8.43			
Notes: 2021-GARAGE 90% good siding & roof shingles					

LISBON



MEMORANDUM

TO: Diane Barnes, Town Manager
 FROM: Brett Richardson, Economic & Community Development Director (ECD)
 SUBJECT: EPA Brownfields Assessment Grant Close-Out and Application for New Funds
 DATE: November 16, 2021

The Town of Lisbon is successfully closing out the Town's 2016 Brownfield Assessment grant in partnership with the program consultant, TRC. In 2016, the Town was awarded \$200,000 from U.S. Environmental Protection Agency (EPA). The Town's brownfield assessment grant provided funding to support redevelopment of commercial properties throughout Town through a range of planning activities and site assessments conducted by TRC with EPA funding.

The grant supported assessments of six properties, leading to expanded reuse options for property owners and successful redevelopment of underutilized sites in Lisbon. The grant-funded projects include:

- 6 Phase I Environmental Site Assessments (ESA) – average costs between \$3,000-\$6,000 depending on size parcel
- 4 Phase II ESAs/Supplemental Phase II ESAs/HBMS's – costs depend on scale of effort, but ranged ~\$20,000-\$45,000 each
- 1 VRAP project – cost ~\$4,000

Building on this success, ECD and Town staff seek Council approval to work with TRC to submit a new application to EPA for additional brownfield assessment funding. TRC has offered to develop the proposal with minimal Town staff support. The proposal is due on December 1st, 2021.

Along with Town programs like the revolving loan fund and façade grants, brownfield assessment funding is an important tool for local economic and community development. Should EPA fund a second grant to the Town, the Town will be required to carry out a bid process to select a consultant, even though TRC provided assistance with the proposal.

Therefore, we respectfully request that Council authorize the Town Manager to submit an application to EPA for an additional \$200,000 in brownfield assessment funding to support ongoing economic and community development in Lisbon.

TOWN OF LISBON, MAINE



**Diane Barnes
Town Manager**

**Town of Lisbon
Request of Proposals
Employee Compensation and Classification Study Project Specifications**

The Town of Lisbon is the third largest of fourteen communities in Androscoggin County, and is centrally located within a 20-mile radius of more than 100,000 people. According to the 2020 census, Lisbon's population is close to 10,000. State Route 196 passes through the entire length of Lisbon connecting Lisbon to the Lewiston/Auburn area and interstate 95 and/or to the Topsham/Brunswick area and I-295. The Town of Lisbon has 150 full-time and part-time employees

The Town of Lisbon seeks proposals from qualified professional personnel management consulting firms to conduct a Salary Market Analysis and a Classification and Compensation Study for non-union and union positions. The purpose of the project is to review the current salary market in comparison to the Town of Lisbon and to review existing classification/compensation plans and make recommendations for ensuring that these positions are internally equitable and externally competitive.

Timeline: The firm/consultant awarded the project should be prepared to begin the project within four (4) weeks of signing a contract and commit to completing the work within three (3) months of starting the work.

A. Compensation Market Analysis:

Conduct a salary survey of comparable municipalities and relevant organizations in the region, to provide data for comparison to current Town wages to assess the level of market competitiveness. The proposal

should outline methodology to be used and recommended comparable communities, entities, or private-sector equivalent with rationale.

Development of a detailed market analysis for all positions requested in the study, which will include an external equity market comparison of the Town of Lisbon salaries and pay rates and a total compensation market study to include a salary and benefits market analysis. When analyzing the market data, the Consultant will consider job titles, duties, span of control, educational/licensing requirements, experience required, and responsibilities.

B. Job Description Review

The Town is seeking a cost estimate for a review of our current job descriptions. This includes updating, modifying, and in some cases, creating job descriptions for all union and non-union positions to be compliant with applicable state and federal statutes. Ensure essential functions are accurate and documented, that FLSA status is defensible, and job descriptions are in a standardized format. Review of current personnel structure.

C. Updated Classification System

The consultant will rate and rank positions based on specific criteria, and then recommend how positions should be placed into a grade or classification system that ensures internal equity and fairness. The classification structure will include the recommended assignment of each position within the classification structure utilizing a standardized rating system that analyzes each position against multiple evaluation criteria.

Allow for an appeal process for individuals who may require additional information regarding the proposed classification for their position. Meet with supervisors and management to introduce the classification structure and respond to questions and concerns. Develop a position evaluation system for the Human Resources Department to administer when new positions are introduced or when significant changes to a position are made. The manual shall describe the methodology used by the consultant to undertake the study and how it can be maintained and utilized by the Town in the future, including the detailed rating structure and evaluation criteria.

D. Compensation Plan

In collaboration with the Town's project oversight team (Town Manager, Finance Director, and Human Resources Director), develop a statement of compensation philosophy for the Town. Using information from the salary survey, recommend salary structures and a compensation plan aligned with the Town's compensation philosophy. Develop a system to integrate positions and employees into the plan and manage the plan going forward, including how to stay current with the market. This system will include costing out the recommended approach and may include how the new plan can be phased in over time if full deployment exceeds available resources. Provide employee education on how the new plan works.

An analysis of the financial impact of implementation of the recommendations must be provided. The analysis will include a narrative explanation identifying all assumptions used for computing the costs of implementing the proposed classification and compensation plans. The Consultant will submit an excel

spreadsheet showing all calculations. The precise nature of the financial impact analysis will be based upon various compensation policies and decisions made by the Town, which will be provided. A strong communication strategy for implementation must be included.

E. Performance Evaluation

Review the Town's current performance evaluation forms to ensure they align with the recommended compensation plan. Suggest improvements to the evaluation forms as needed. Provide supervisory training on using the final evaluation form to align and support the compensation plan.

Town of Lisbon
Employee Compensation and Classification Study
RFP Response Form & Proposal Requirements

Please complete the following response form. Amounts are to be shown in both words and figures. In the case of a discrepancy, the written word shall apply.

Please include a breakdown for the cost of each of the following items as an addendum: Compensation Market Analysis, Job Description Review, Classification System and Compensation Plan, and Performance Evaluation Recommendation.

On this form, please include the total cost to complete the desired project.

Total Contract Sum:

\$ _____

Total Contract Sum (in words):

_____ Dollars

Signed: _____

(Corporation, Firm, or Company)

By: _____

(Authorized Signer or Owner, Title)

This proposed fee includes all costs, expenses, overhead and profit (fixed fees).

Note: Proposals must bear the handwritten signature of a duly authorized member or employee of the organization responding the RFP.

Quotes shall be honored for ninety (90) days.



Maine Office:

51 US Route 1, Suite Q1
Scarborough ME 04074
PH: 207.780.1125

New Hampshire Office:

264 South River Rd, Suite 546
Bedford, NH 03110
PH: 603.232.8245

www.CMAcareer.com

SERVICE PROPOSAL

EMPLOYEE

COMPENSATION AND CLASSIFICATION STUDY

TOWN OF LISBON

MAINE

RFP-Compensation and Classification Study

Prepared:

November 10, 2021

Proposal Valid for 90 days

Delivering

**BUSINESS
RESULTS**

Through

HR SOLUTIONS





November 10, 2021

Diane Barnes
Town Manager
Town of Lisbon
300 Lisbon Street
Lisbon, ME 04250

Dear Diane:

We appreciate the opportunity to submit the enclosed proposal for partnering with the *Town of Lisbon, Maine* to conduct an *Employee Compensation and Classification Study*. We fully understand the scope of work requested and are pleased to confirm our commitment to successfully accomplishing the project.

Career Management Associates, Inc. (CMA) is a full-service management consultancy offering focused expertise in conducting compensation and benefit surveys, pay analyses, compensation plan development and audits. With corporate offices in Scarborough, Maine, and Bedford, New Hampshire, the firm delivers comprehensive human resource management solutions and services nationwide - all benchmarked with professional best practices, enabling our clients to become higher performing organizations.

Our clients range from small employers with a single location to large multi-state and international corporations with many thousands of employees, including for-profit corporations, non-profit organizations, state and local governmental agencies and public utilities, among others. With a national reach and a local touch, we partner with leading organizations to deliver cost-effective and innovative human resource management solutions—ranging from organizational development, workforce development and change management; compensation plan development and administration; strategic planning; executive coaching; recruiting and talent acquisition; compliance and risk management; HR technology and paperless workflow automation; outplacement and career transition programs, among others—that contribute meaningful business results for the organization and its valued employees.

We excel at providing our clients with unbiased and independent assessments and recommendations aimed at helping them become more efficient and competitive. In our proposal that follows, we demonstrate why we are well equipped and best suited for becoming your competitive choice for accomplishing this work. We look forward to earning the privilege of partnering with you and your team on these important strategic initiatives.

Sincerely,

David Ciullo
President





SERVICE PROPOSAL

Employee Compensation And Classification Study Town of Lisbon

I. Introduction

Career Management Associates, Inc. (CMA) is pleased to offer the *Town of Lisbon, Maine* the following service proposal for conducting an *Employee and Classification Study*. In the outlines and narratives that follow, we describe our general philosophies and approaches to work of this nature, along with the specific project scope, processes, timelines and investment considerations necessary for delivery successful results.

II. Project Scope

The overall scope of this project will include conducting a market compensation and classification study covering approximately 150 employees in approximately 49 non-union and 12 union positions for the Town of Lisbon. Specific elements of the project will include the following:

1. **Job Description Review:** Conduct a review of current job descriptions, including updating, modifying, and in some cases, creating new job descriptions for all union and non-union positions. Goals include ensuring compliance with applicable state and federal statutes, accurately defining essential functions, validating proper FLSA status, and standardizing job description formatting.
2. **Salary Survey:** Conduct a salary survey of comparable municipalities and other relevant organizations in the reasonable recruitment area in order to determine market value estimates for each benchmark position, and to assess the level of market competitiveness of current pay rates and practices.
3. **Market Analysis:** Develop a detailed market analysis of all positions requested in the study, which will include an external equity market comparison of the Town's wages. This analysis will consider job titles, duties, span of control, education, licensing requirements, experience preferred, and essential responsibilities.
4. **Classification System:** Evaluate positions on specific criteria and recommend the placement of positions into a grade or classification system that ensures internal equity and fairness. The classification structure will include the recommended assignment of each position within the classification structure utilizing a standardized rating system that analyzes each position against multiple evaluation criteria.

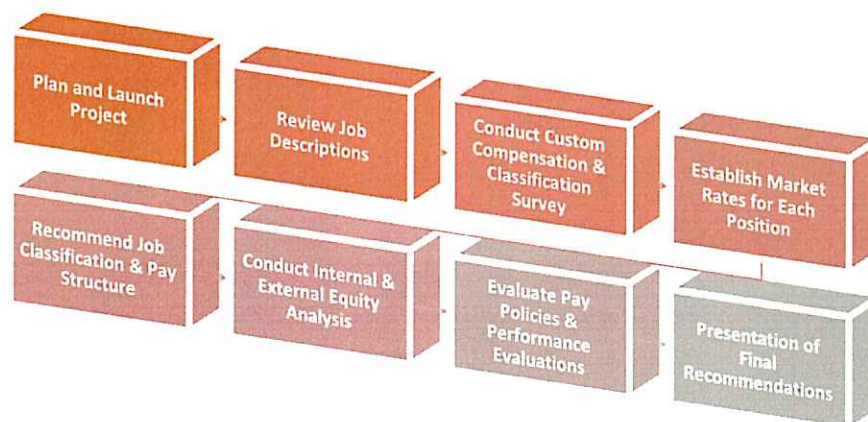


5. **Compensation Plan:** In collaboration with the Town's Project Oversight Team, develop, (a) a statement of compensation philosophy for the Town. Based on current information, this philosophy will likely include a desire to pay employees at an appropriate market value; (b) a system to integrate positions and employees into the plan and manage the plan going forward, including how to stay current with the market. This system will include costing out the recommended approach and may include how the new plan can be phased in over time if full deployment exceeds available resources; (c) an analysis of the financial impact of implementation of the recommendations. The analysis will include a narrative explanation identifying all assumptions used for computing the costs of implementing the proposed compensation and classification plan; and (d) an Excel spreadsheet showing all calculations. This spreadsheet shall be submitted to the Town's Project Oversight Team. The precise nature of the financial impact analysis will be based upon various compensation policies and decisions by the Town, which will be provided.
6. **Performance Evaluations:** Review the Town's current performance evaluation forms to ensure they align with the recommended compensation plan. Suggest improvements to the evaluation forms as needed. Provide supervisory training on using the final evaluation form to align and support the compensation plan.

An overview of the project management plan is provided in the following narratives.

III. Project Management Plan

We anticipate accomplishing this project using the following eight (8) phases of activities. Work activities between phases may overlap and be performed concurrently as deemed appropriate to maximize efficiencies and expedite project completion.



An explanation of each project phase is provided in the narratives that follow.



Phase #1: Plan and Launch Project

Summary: during this phase we anticipate facilitating project planning discussions, launching the project, accumulating and reviewing pertinent data, and developing required tools and templates to begin project work.

The following initial activities and deliverables will be used to launch this project:

1. Facilitate a Project Planning and Launch Session

We will launch this project by facilitating an initial planning discussion with the Project Oversight Team to reach consensus on the overall project goals and objectives, project scope, deliverables, overall timeline, phase target dates, quality control tracking, reporting schedule, feedback procedures, points of contact, individual accountabilities, among other important issues. The session will also produce a clear communication plan to engage and keep all stakeholders in the loop.

2. Accumulate and review pertinent background data and resources.

During the project planning phase, we will develop and submit a listing of the pertinent organizational data and resources needed to ensure successful performance. This will typically include the following:

- Organizational charts for each department
- Current job descriptions
- Current pay grade and range structure
- Current job classification system
- Employee roster data
- Sources of market pay data historically used for benchmarking
- Policies, procedures and plan documents related to compensation administration, among other documents.

3. Develop and confirm project tools and templates to be used.

Prior to commencing our work in each phase, we will develop and provide draft versions of certain project tools for review and confirmation as deemed appropriate.

Phase #2: Review Job Descriptions

Summary: during this phase we anticipate reviewing job descriptions for approximately 62 positions to determine any updates needed.

During this process, we anticipate reviewing current job descriptions, including updating, modifying, and in some cases, creating new job descriptions for all union and non-union positions. Goals include ensuring compliance with applicable state and federal statutes, accurately defining essential functions, validating proper FLSA status, and standardizing job description formatting. This phase of work will assist the CMA project team in developing a full understanding of the essential duties, minimum requirements, and reasonable recruitment areas for each benchmark position to support the market compensation study phases of the project.



Phase #3: Develop and Conduct Custom Market Compensation Survey

Summary: *during this phase we anticipate developing and facilitating a customized compensation and classification survey to solicit wage rates and pay practices information from public and private employers within the Town's reasonable recruitment areas.*

Customized market surveys are extremely valuable for offering insight into the specific pay practices of the Town's identified peer group and labor market competitors, and to identify the *market rates* paid by such organizations for similar work in the external marketplace. The process utilized for developing and conducting the customized compensation survey will include the following steps:

Determine the benchmark jobs to include. The jobs on which pay and job responsibilities data are sought must be selected. These will be the benchmark jobs that represent common positions employed by similar organizations and for which market pay data is readily available. Using the criteria for benchmark jobs, the project committee will select the jobs to be surveyed. *We anticipate the 2021 survey will include up to 61 benchmark positions.*

Determine the other organizations/communities to survey. Given the geographic area of the survey, the next step will be to select the particular organizations to be surveyed. The specific target organizations will be selected by the Town based on such factors as geographic proximity, organization size, and scope of services, etc. *We anticipate targeting at least 15 comparable organizations to participate in the survey as approved by the Town.*

Determine the information to be obtained. This determination is driven by the purpose of the survey. Based upon the parameters outlined in the strategy and launch meeting, we will prepare a draft survey instrument for review, edit and approval by the Town's project team prior to launching the survey. *We anticipate the survey will solicit data regarding base pay, annual incentives/bonuses, FLSA exemption status, number of incumbents in the job, degree of confidence in job match, lowest actual rate paid, highest actual rate paid, average rate paid, formal pay range, among other data elements.*

Develop the survey templates. After it has been decided what information to seek, the next step will be developing the templates and tools to be used in collecting the data. These are designed to permit recording the data as conveniently as possible and to permit rapid tabulation and analysis. Normally two schedules are prepared: one for profile information about the participating organization, and another for recording compensation data, along with summaries of each position title being surveyed.

Conduct the Survey. Initial contact is made by telephone and email with each target organization to extend a personal invitation to participate in the survey. This process usually involves providing information on, (1) the purpose of the survey, (2) the jobs covered, (3) the information being sought, (4) the survey method, and (5) the report of the results. Confidentiality of the data is assured to prospective participants. A complimentary copy of the executive summary report is typically offered to encourage participation. Participants are generally provided up to 14 days to respond to the survey request. Follow-up is conducted periodically to assess the status of data submissions.



Tabulate, Analyze and Present Results. When the data from all participating organizations has been received, it is tabulated, summarized, and presented in the form of results. All information is edited for comparable terminology and units before tabulation. Consolidating the data involves separate tabulations for organization demographics, compensation data, and pay practices.

Phase #4: Establish Consensus Market Rates for Benchmark Positions

Summary: during this phase we anticipate discussing the Town's compensation philosophy and compiling market compensation data to determine "consensus" market compensation rates for benchmark position titles.

1. Determine Pay Philosophy.

We anticipate facilitating discussions with the Town's leadership regarding its compensation philosophy, which may be different for particular job titles or job families (based on such elements as whether the position is difficult to recruit for, has high turnover, employs key employees of importance, etc.).

An organization's pay practices should reflect its pay philosophy – whether it wants to “meet” market (pay the average rate), “lag” market (pay less than the average rate), or “lead” market (pay more than the average rate). The pay philosophy provides needed guidance in establishing starting and target rates for base pay and total annual compensation and provides guidance when determining pay increases and other pay-related decisions. The pay philosophy also helps answer questions such as why people are compensated differently and how seniority, education and performance (among other factors) affect pay.

2. Survey of Published Market Pay Data Sources.

Market pricing for each benchmark position will be accomplished for this project by collecting and analyzing data from the customized peer group compensation survey. We believe it is important to utilize multiple relevant sources of data whenever possible in order to ensure a more robust and accurate market comparison. Accordingly, we anticipate supplementing the custom survey results with market data from the available market data surveys under license by CMA.

CMA anticipates utilizing the following market data survey sources for this engagement:

Economic Research Institute (ERI) Salary Assessor: compensation survey data for over 8,000 unique positions in over 1,000 industries and over 9,000 locations. Data includes base salaries, incentives and total annual cash compensation by geographic area, industry, size of organization, rates by years of experience, salary planning data and pay strategy.

Economic Research Institute Executive Salary Assessor: compensation survey data for over 700 top management positions in over 1,000 industries and over 9,000 locations.

Maine Municipal Association Compensation Survey



These market data survey sources will be tailored based on geography, industry sector, and organization size dimensions, and will include both public sector and private sector benchmarks.

When analyzing the market data, CMA will consider job titles, duties, span of control, education/licensing requirements, experience preferred, and essential responsibilities.

In order to conduct a market study, it is important to understand the components of the position to be priced, as well as the competitive labor market(s) (e.g., geography, industry, size). We will therefore engage in discussions during this phase regarding the applicable labor markets and reasonable recruitment areas within which the Town competes for each job family classification.

While the focus of this study will be on determining base cash compensation trends in the market, we will also endeavor to determine variable pay components and total annual cash compensation.

Each survey has an effective date; therefore, all data must be aged to a common "planning" date. Once all data is aged, multiple measures of central tendency can be calculated, such as the average, median, and weighted average, to determine the best estimate of the market value.

Phase #5: Recommend Updated Job Classification and Pay Structure

Summary: during this phase we anticipate reviewing the current job classification and pay structure and making recommendations to provide more appropriate classification groupings and pay grades assignments based upon market pay data.

1. Review Current Job Classification and Pay Structures.

An organization's job classification system and resulting pay structure are the methods used for administering its pay philosophy – whether it wants to "meet" market (pay the average rate), "lag" market (pay less than the average rate), or "lead" market (pay more than the average rate). Positions within the same classification group should have similar duties performed, knowledge, skills, abilities, and minimum qualifications required. The pay structure establishes starting rates for base pay and provides guidance when determining pay increases and other pay-related decisions. A pay structure helps answer questions such as why people are compensated differently and how seniority, education and performance (among other factors) affect pay. It also helps managers to fairly administer the organization's pay philosophy to ensure consistency.

More specifically, six (6) primary but interrelated factors can shape an organization's pay structure:

1. **Social Customs:** In the last century, government agencies and employee organizations began demanding a "just" wage, often called a "living" wage. This



idea evolved into the current notion of a federally and state mandated minimum wages.

2. Economic Conditions: Demand for labor influences employee wages. Employers pay wages based on the relative contributions employees make to production goals. In addition, supply and demand for knowledge and skills helps determine wages.
3. Organizational Factors: Pay structures depend on an organization's compensation philosophy and whether it uses pay as an incentive to motivate employees to improve job performance and to accept more responsibilities.
4. Job Requirements: Some jobs may require greater skills, knowledge, or experience than others and hence require a higher pay rate.
5. Employee Knowledge and Skills: Likewise, employees bring different levels of skills and knowledge to companies and hence they are qualified to work at different levels of a company hierarchy and receive different rates of pay as a result.
6. Employee Acceptance: Employees expect fair pay rates and determine if they receive fair wages by comparing their wages with their coworkers' and supervisors' rates of pay. If employees consider their pay rates unfair, they may seek employment elsewhere, put forth little effort in their jobs, or pursue legal remedies.

Traditional pay structures include a series of grades for base pay, typically with wider ranges at the top of the pay structure and narrower ranges at the bottom. Each grade represents a different pay level within an organization.

Based upon results of the market pay study, we will validate job classifications and determine how many pay grades are required to effectively administer compensation in each of the Town's non-union pay structures.

Additionally, we will evaluate the width of each grade, including the minimum and maximum rates as well as step progression plans, for each grade. Based upon results of the market study, we will validate whether the range boundaries sufficiently reflect market and provide meaningful career progression pathways for employees as they progress in their jobs and move higher within their grade. The midpoint of the lowest grade should reflect the lowest value of the lowest job in a benchmarking study. The midpoint of the highest grade should reflect the highest value of the highest job.

From one grade to the next, there should typically be a 5 to 15 percent midpoint progression, meaning the midpoint of one grade should be about 5 to 15 percent higher than the midpoint of the grade below it. This is to ensure that promotions between grades are accompanied by meaningful pay increases.

2. *Evaluate the proper slotting of positions into pay grade classifications.*

Based upon results of the market pay study, we will evaluate whether benchmarked jobs are properly slotted into pay grades based upon a comparison of the market rate and grade midpoint value. The ideal classification scenario is a narrow margin of approximately 5 to 10 percent between the market median or mean and the midpoint of the grade to which the job is assigned.



Market data may not be available for all jobs. Such jobs must therefore be slotted into pay grades according to an assessment of the compensable factors in comparison to a suitable benchmark position that is considered the rough equivalent equally valued by the Organization. We anticipate facilitating discussions with appropriate management officials who are familiar with these jobs to validate proper slotting of positions.

This phase will provide an appeal process for individuals who may require additional information regarding the proposed classification for their position. As needed, CMA will communicate with supervisors and managers as needed to explain rationale for the classification structure and respond to questions and concerns.

Phase #6: Evaluate Internal and External Equity for each position

Summary: during this phase we anticipate conducting external and internal pay equity analyses, including market index ratio, compa-ratio and impact ratio analyses.

1. Conduct External Equity Analyses for each benchmark position.

The pertinent values in conducting an external pay equity analysis include the “compa-ratio” and the “market index ratio.” Compa-ratio is the relationship of current base pay to market rate expressed as a percentage of the mid-point of the salary range. A compa-ratio measures the relationship between the current salary of an employee, or average rate of pay for a position, and the midpoint of the pay range designated for the position. Market Index is a ratio that compares an employee’s current salary to the market rate and is expressed as a percentage of the market rate.

To determine compa-ratio, an employee's current base salary is divided by the mid-point of the pay grade salary range for the relevant position. Market index is determined by dividing an employee’s current base salary by the market rate. The market rate will be determined by the data compiled from our market study and is typically the median (50th percentile), depending upon the Organization’s pay philosophy.

The compa-ratio can be used to compare salary levels within the Organization’s pay grade ranges. Comparing the pay rates of two employees would simply indicate that one employee is paid a dollar amount that is less than, equal to, or more than the other. But, if an organization’s pay philosophy is to pay at the midpoint of the range for each position, then comparing the compa-ratio of all employees’ pay would provide useful information about how well the organization is adhering to that pay philosophy by illustrating how many employees are above or below a compa-ratio of 100%.

Conducting an analysis of compa-ratio and market index can be very helpful when planning annual pay increases. They provide an indicator of where higher pay increases may be warranted for some employees as well as where slowing down the frequency and/or lowering the amount of pay increases might be appropriate for others.



2. Conduct Internal Equity Analyses for each position.

An organization's compensation program achieves internal pay equity (fairness) when it pays similar rates for similar jobs. Differences in actual pay rates between similar jobs are often driven by factors such as seniority, education, experience, performance, and characteristics of the particular incumbent. We will determine internal pay equity by examining current pay practices and trends through a comprehensive analysis that will identify differences in average pay rates by race and gender for each job title and pay grade classification. This will also include conducting impact ratio analyses to determine whether any differences in pay are statistically significant *and* may require further examination or explanation prior to implementing the formal pay structure and compensation administration program.

3. Prepare Comparative Analysis on Competitiveness.

Upon completion of the internal and external equity analyses, we will prepare a detailed comparative analysis that identifies the Organization's competitive position in the labor market, including for each benchmark job title and each incumbent employee. This analyses will include identification of any compression issues detected along with options and recommendations for addressing resolution over time.

Phase #7: Evaluate Compensation Policies and Performance Evaluations.

Summary: during this phase we anticipate reviewing and analyzing the Town's relevant compensation policies and practices to determine market competitiveness, along with its Performance Evaluation tools.

The current economic climate is an opportune time for employers to determine if compensation policies are properly aligned with market practices and the organization's business strategy. During this phase, we anticipate reviewing and analyzing the Town's relevant compensation policies and practices to determine market competitiveness, and providing an outline of relevant recommendations and alternatives aimed at keeping compensation programs relevant and effective in a changing economy. We will also review the Town's current performance evaluation forms to ensure they align with the recommended compensation plan and provide suggestions to improve the evaluation forms as needed. We will provide supervisory training on using the final evaluation form to align and support the compensation plan.

Phase #8: Presentation of Project Deliverables and Recommendations.

Summary: during this phase we anticipate presenting all final project deliverables and recommendations related to the Town's formal compensation administration program, inclusive of summary and detailed market data, pay grades and base pay salary ranges, and other pertinent recommendations to support short-term and long-term compensation strategies.



Upon making final edits to project deliverables based upon feedback from the Town's governance bodies and project team members, we anticipate preparing and presenting a final report outlining the methodology of the study results, including documentation of all market research, our observations and recommendations, including a system for plan maintenance.

Final deliverables will include recommendations for integrating positions and employees into the plan and manage the plan going forward, including how to stay current with the market. The final report will include costing options for implementing recommended approaches and may include options for phased implementation strategies over time if full deployment exceeds available resources, along with an Excel spreadsheet showing all calculations. The analysis will include a narrative explanation identifying all assumptions used for computing the costs of implementing the proposed classification and compensation plans.

IV. Estimated Project Timeline

1. *Approximate Time Required to Accomplish Project Deliverables*

We anticipate beginning work on this project within four (4) weeks of signing a contract and completing primary deliverables within ninety (90) days of starting the work. During the planning and launch of the project, we anticipate engaging in strategic discussions with the Project Oversight Team on project scope and related timelines. Work activities between phases may overlap and be performed concurrently as deemed appropriate and desirable to maximize efficiencies and expedite project completion.

2. *Roles and Responsibilities of Project Team*

Critical for meeting project goals and timelines is a well-defined project management plan that includes the roles and responsibilities of both the CMA and Town project teams. Accordingly, during our project planning and launch meeting, we will suggest the following roles and responsibilities, among others identified during our meeting:

CMA Team

1. Ensure full understanding of project objectives, deliverables, outcomes and timelines.
2. Provide client and project team ongoing feedback on project status, obstacles encountered, needs for information, assistance and feedback.
3. Provide prompt response to client communications.
4. Develop and utilize comprehensive project management plan.
5. Facilitate project launch meeting and planning process.
6. Compile and provide client a list of questions, needed data and other resources.
7. Develop the tools and processes for completing project tasks.
8. Facilitate necessary interviews and meetings.
9. Provide completed first draft documents in timely manner.
10. Execute edit recommendations in a timely manner.



11. Provide final project deliverables in printed and electronic format.
12. Generate and provide status reports at the end of all project phases.

Town of Lisbon Team

1. Provide timely response to consultant communications.
2. Provide adequate organizational information for consultants pertinent to the project in a timely manner.
3. Provide designated team leader for project, and appropriate points of contact within each organizational division and facility as required to expeditiously accomplish project deliverables.
4. Provide clear guidance on project priorities, deliverables and outcomes.
5. Coordinate internal resources needed for facilitating necessary travel, job incumbent interviews, completion of job analysis questionnaires, review and feedback on draft job descriptions, scheduling meeting space, etc.
6. Promptly complete actions as necessary between meetings, including preparation for upcoming meetings and follow-up actions identified from the meetings.
7. Provide feedback and edits to project management plans, job descriptions, performance feedback requests, etc. in a timely manner.
8. Regularly reflect, document and share learning from the project with team members.

V. Conclusion and Thanks

We promise high quality service of exceptional value, a rigid adherence to ethical business standards, and an unyielding commitment to client satisfaction. Given our significant and successful experience accomplishing projects of this nature, I am confident that we can meet all your requirements and deliver outstanding results.

We appreciate your interest in our Compensation Services, and look forward to earning the privilege of partnering with you and your team in this important endeavor.

For questions and additional information regarding this proposal, please contact:

David Ciullo
CEO
C: 603.303.6124
O: 207.780.1125
dciullo@cmacareer.com



ACCEPTANCE AUTHORIZED SIGNATURE

The undersigned acknowledges that this Agreement is the complete statement of the agreement and respective obligations of the parties, and that all previous discussions and agreements, whether written or oral, are either contained in or superseded by this Agreement. Furthermore, the parties agree that this Agreement cannot be modified other than by a signed writing executed by both parties. This Agreement is personal to the parties and cannot be assigned by either party without the prior written consent of the other party; however, the rights and obligations set forth herein shall inure to the benefit of, and be binding upon any successor whether by merger, sale, reorganization or otherwise. Failure to exercise or enforce any right under this Agreement shall not be construed to be a waiver. All remedies available to either party for breach of this Agreement are cumulative and may be exercised concurrently or separately, and the exercise of any single remedy shall not be deemed an election of such remedy to the exclusion of other remedies. All obligations under this Agreement that by their nature should survive termination or expiration of this Agreement will survive. All formal notices under this Agreement must be in writing and will be effective upon receipt or refusal. This Agreement will be construed under the laws of the State of Maine, without regard to its conflict of laws provisions.

The undersigned hereby consents to the use of electronic signatures in connection with the execution of this Agreement. Facsimile, electronic, and digital copies of this document, including properly executed PDF versions of this document, are regarded as original instruments by the parties, and electronic signatures to this Agreement shall be legally binding with the same force and effect as manually executed signatures.

By signing below, you agree to all costs, terms and conditions of this Agreement.

(Signature)

(Printed Name)

(Title)

(Date)

Disclaimer: Career Management Associates provides human resource consulting. While our consulting will inevitably relate to employment law issues and our consultants are educated and knowledgeable in these areas, our recommendations are not intended as legal advice but rather guidance from a human resource professional. While we make every effort to respect your privacy and protect your sensitive and private information, communications between you and Career Management Associates are most likely not covered by any legal privilege that shields information from disclosure in the event of a claim. Seek the assistance of an experienced employment lawyer for privileged legal advice.

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EXHIBIT A

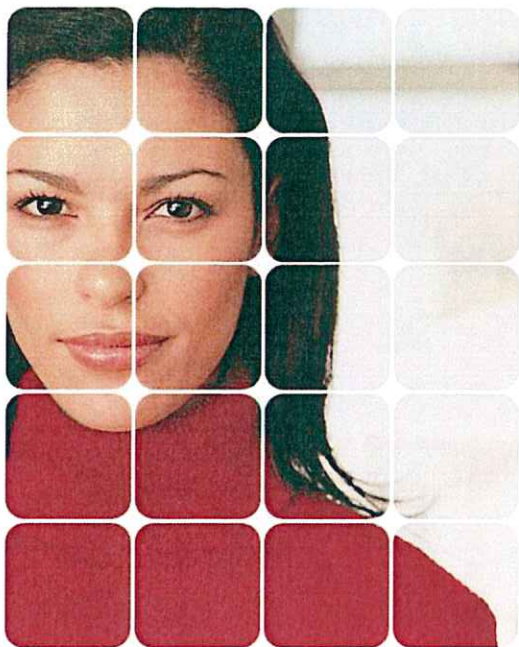
List of Potential Peer Survey Participants

CMA is pleased to provide this tentative partial list of potential survey participants along with the rationale for consideration. Many of these organizations have participated in prior similar custom surveys conducted by CMA. We anticipate engaging the Project Oversight Team in strategic discussions to determine the final list of targeted survey participants.

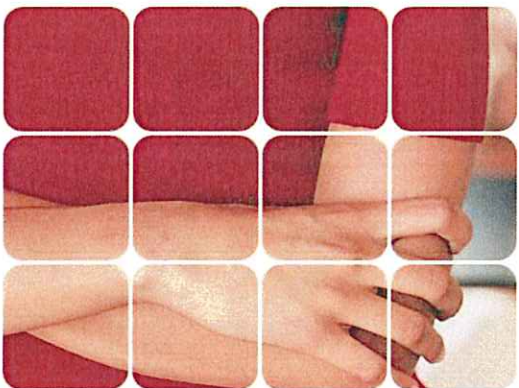
No.	Organization Name	Population	Rationale
1	Lewiston	36,225	Proximity: Androscoggin County
2	Auburn	23,414	Proximity: Androscoggin County
3	Poland	5,523	Proximity: Androscoggin County
4	Turner	5,748	Proximity: Androscoggin County
5	Sabattus	5,011	Proximity: Androscoggin County
6	Greene	4,356	Proximity: Androscoggin County
7	Durham	3,920	Proximity: Androscoggin County
8	Livermore Falls	3,129	Proximity: Androscoggin County
9	Mechanic Falls	2,997	Proximity: Androscoggin County
10	Minot	2,586	Proximity: Androscoggin County
11	Leeds	2,299	Proximity: Androscoggin County
12	Livermore	2,108	Proximity: Androscoggin County
13	Wales	1,630	Proximity: Androscoggin County
14	Wells	10,073	Similar Population Size/Commute Proximity
15	Yarmouth	8,543	Similar Population Size/Commute Proximity
16	Freeport	8,316	Similar Population Size/Commute Proximity
17	Bath	8,338	Similar Population Size/Commute Proximity
18	Gray	8,044	Similar Population Size/Commute Proximity
19	Gardiner	5,653	Similar Population Size/Commute Proximity
20	Brunswick	20,495	Commute Proximity
21	Winthrop	5,921	Commute Proximity
22	Raymond	4,526	Commute Proximity
23	Oxford	4,046	Commute Proximity
24	Wiscasset	3,652	Commute Proximity
25	Richmond	3,396	Commute Proximity
26	Pittston	2,604	Commute Proximity
27	Damariscotta	2,214	Commute Proximity
28	Kittery	9,653	Similar Population Size
29	Cape Elizabeth	9,304	Similar Population Size
30	Old Orchard Beach	8,776	Similar Population Size
31	Topsham	8,751	Similar Population Size
32	Skowhegan	8,478	Similar Population Size
33	Buxton	8,149	Similar Population Size
34	Waterboro	7,774	Similar Population Size
35	Cumberland	7,714	Similar Population Size
36	Winslow	7,551	Similar Population Size
37	Berwick	7,514	Similar Population Size
38	Farmington	7,456	Similar Population Size
39	South Berwick	7,415	Similar Population Size
40	Hampden	7,388	Similar Population Size
41	Fairfield	6,542	Similar Population Size
42	Oakland	6,138	Similar Population Size



EXHIBIT B



COMPENSATION ADMINISTRATION PROGRAMS



CORPORATE OFFICE:
51 US Route 1
Suite Q1
Scarborough ME 04074
Phone: 207.780.1125
Website: www.CMAcareer.com

Establishing and maintaining the ability to attract, retain, and motivate highly talented employees -- while controlling total labor costs -- is arguably the most difficult challenge for organizations in today's dynamic environment. No longer can companies afford merely to be competitive, they must use compensation programs to create competitive advantage.

Career Management Associates (CMA) provides the full range of consulting and development services necessary to help clients build fully integrated and effective compensation programs. Our services include:

Determine base pay and total compensation philosophy; evaluate fairness, competitiveness and effectiveness of pay programs; evaluate the design, level and numbers of positions; communicate the value of total compensation; survey employees on reward program effectiveness.

Conduct job evaluation and job analyses; develop compliant job descriptions; skills-based job competency models and employee interview guides.

Develop base pay plans with pay grade and range structures; pay increase guidelines, including step-progression models; geographic differential pay models; determine cost impact of implementation.

Conduct internal equity analyses, including adverse impact analysis by race and gender for each job family, pay classification, job title, and organizational unit; identify problematic pay anomalies that require further investigation; determine cost impact of adjustments.

Conduct external equity market analyses, including compa-ratio analysis; custom compensation and benefits surveys; develop market reference guides; development documentation to support reasonableness of base and total compensation.

Develop work group and team incentive plans; non-equity executive incentive plans; employee training and communications tools.

Career Management Associates (CMA) is a trusted advisor to senior managers and Boards of Directors in the design, development, and implementation of compensation programs at all levels in the organization--executive, managerial, professional, sales and support.

Our practical experience, technical know-how, and theoretical understanding across a broad range of industries enables us to provide comprehensive, credible and reliable advice to meet the unique strategic objectives of each client.

EXHIBIT C



Our Project Team

Our core project team for this engagement has been carefully selected to represent the experience and subject matter expertise required for success. Additional consultants may be utilized at our discretion where particular subject matter, process or industry expertise is required. We are pleased to introduce:



Suzanne Higgins Dedman, SPHR
Senior Compensation Consultant

Suzanne Higgins Dedman is a Senior Compensation Consultant with CMA. She has over eleven years of experience in the Human Resources field with an emphasis in Compensation. Her background in Compensation includes structure design, market pricing, custom surveys, job evaluation, policy and procedure development, and program documentation and communication. In addition to Compensation, Suzanne has experience in the areas of benefits, performance management, training, recruiting, and employee relations. Prior to her role at CMA, Suzanne has served as a Senior Compensation Consultant and Compensation Project Manager at the *HayGroup* and *PricewaterhouseCoopers*. On the corporate side, Suzanne was the Director of Human Resources for a publicly traded technology company and held a Manager level position in the Product Management

function at Ceridian (a large payroll and human resources services company). Suzanne holds a Bachelor's of Science degree in Mathematics and a MBA from the Owen Graduate School of Management at Vanderbilt University.

Related Project Experience: Suzanne has experience leading similar engagements with public sector clients, including the following project elements: Job Evaluations; Job Description Updates; Internal Equity Analysis; Market Pay Study; Custom Peer Group Wage Surveys; External Equity Analysis; Pay Structure Development; Pay Administration Program Development; and Incentive Plan Development.



Brenda Reeves Harrington, CCP
Senior Compensation Consultant

Brenda Reeves Harrington is a Senior Compensation Consultant with CMA. She has over 25 years of experience in the Human Resources field with an emphasis in Compensation. Her background in Compensation includes structure design, market pricing, custom surveys, job evaluation, policy and procedure development, and program documentation and communication. In addition to Compensation, Brenda also has experience in performance management. Prior to her role at CMA, Brenda served in a Director/Manager level role for the last fifteen years. She has experience in state and local government, healthcare, research, higher education, transportation and logistics with both publicly and privately held companies. A graduate of the University of Memphis in Memphis, Tennessee, Brenda holds a Bachelor of Business Administration degree in Finance, with a minor in Real Estate.

Related Project Experience: Brenda has experience leading similar engagements with public sector clients, including the following project elements: Job Evaluations; Job Description Updates; Internal Equity Analysis; Market Pay Study; Custom Peer Group Wage Surveys; External Equity Analysis; Pay Structure Development; Pay Administration Program Development; and Incentive Plan Development.



Charles Wilkinson, SPHR, SHRM-SCP
Senior Compensation Consultant

Charles Wilkinson is a Senior Compensation Consultant with CMA. For the past twenty-four years, Charles has worked as management advisor in a variety of industries and for organizations nationwide on issues including custom pay and benefits surveys, compensation plan development, affirmative action development and audit management, pay equity analyses, executive compensation, incentive compensation plan development. Charles is a member of the Society for Human Resource Management (SHRM) and the SHRM Consultant Forum, and has served as local SHRM chapter President.

Related Project Experience: Charles has experience leading similar engagements with public sector clients, including the following project elements: Job Evaluations; Job Description Updates; Internal Equity Analysis; Market Pay Study; Custom Peer Group Wage Surveys; External Equity Analysis; Pay Structure Development; Pay Administration Program Development; Incentive Plan Development.



Corporate Office:
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OUR PLEDGE

We promise high quality service of exceptional value;
A rigid adherence to ethical business standards; and
An unyielding commitment to client satisfaction.



Town of Lisbon
Employee Compensation and Classification Study
RFP Response Form & Proposal Requirements

Please complete the following response form. Amounts are to be shown in both words and figures. In the case of a discrepancy, the written word shall apply.

Please include a breakdown for the cost of each of the following items as an addendum: Compensation Market Analysis, Job Description Review, Classification System and Compensation Plan, and Performance Evaluation Recommendation.

On this form, please include the total cost to complete the desired project.

Total Contract Sum:

\$ 19,355

Total Contract Sum (in words): Nineteen thousand three hundred fifty five Dollars

Signed:

A handwritten signature in black ink, appearing to read 'C. Wilkinson', is written over a horizontal line.

On Behalf of Career Management Associates, Inc.
(Corporation, Firm, or Company)

By:

Charles Wilkinson, Compensation Practice Leader
(Authorized Signer or Owner, Title)

This proposed fee includes all costs, expenses, overhead and profit (fixed fees).

Note: Proposals must bear the handwritten signature of a duly authorized member or employee of the organization responding the RFP.

Quotes shall be honored for ninety (90) days.



Proposed Investment Detail

Labor Costs

We are pleased to offer our services for this project on a fee-for-service hourly rate basis. Scope adjustments are permitted without penalty, including reducing or enlarging the project scope. Only actual labor hours will be billed, which may vary from the estimates below based upon final project scope.

The following Investment Detail is presented by Project Phase:

	Description	Time Estimate	Rate	Cost Estimate
Phase 1	Plan and Launch Project	2 hrs.	\$175	\$350
Phase 2	Review Job Descriptions (61 total)	61 hrs.	\$105	\$6,405
Phase 3	Conduct Peer Compensation Survey	30 hrs.	\$175	\$5,250
Phase 4	Determine Consensus Market Rates	24 hrs.	\$175	\$4,200
Phase 5	Review/Update Pay Structure	8 hrs.	\$175	\$1,400
Phase 6	Evaluate Internal & External Equity	4 hrs.	\$175	\$700
Phase 7	Review Performance Review Forms	4 hrs.	\$175	\$700
Phase 8	Final Edits, Project Hand Over	2 hrs.	\$175	\$350
	Totals	135 hrs.		\$19,355

Payment Terms

Labor, materials and expenses are typically invoiced monthly, net 30 days.

66 Main Street, Suite B
Plymouth, NH 03264

International Drive
Portsmouth, NH



Telephone: (603) 279-0352
Toll Free: (866) 501-0352

all@mrgov.com
www.mrigov.com

RESPONSE TO LISBON, ME
REQUEST FOR PROPOSALS
FOR
COMPENSATION AND CLASSIFICATION STUDY

November 9, 2021

submitted via email: DBarnes@lisbonme.org

Ms. Diane Barnes
Town Manager
300 Lisbon Street
Lisbon, Maine 04250

RE: Compensation and Classification Study

Dear Ms. Barnes:

Thank you for the opportunity to submit our Proposal to provide a Comprehensive Benefit and Salary Study encompassing approximately 61 classifications, covering 150 union and non-union positions. Municipal Resources, Inc., is delighted by the prospect of working with you. Enclosed please find the proposal. Upon award MRI will submit any additional documents required. Thank you again and please contact me if you have any questions.

Best regards,

Carol M. Granfield
Carol M. Granfield, ICMA-CM
Senior Management Consultant
Director of Human Resource Services

66 Main Street, Suite B
Plymouth, NH 03264

International Drive
Portsmouth, NH



Telephone: (603) 279-0352
Toll Free: (866) 501-0352

all@mrgov.com
www.mrigov.com

RESPONSE TO LISBON, MAINE

REQUEST FOR PROPOSALS
FOR
EMPLOYEE COMPENSATION AND CLASSIFICATION STUDY

NOVEMBER 2021

The Town of Lisbon, Maine is requesting proposals from qualified consultants for a Compensation and Classification Study. The proposal request covers **approximately 61 classifications**, covering 150 union and non-union positions.

1. SCOPE OF WORK

MRI understands that the Town is interested in establishing a compensation system that meets the following goals:

1. Establish fair and equitable compensation relationships within the organization to ensure positions are internally equitable and externally competitive.
2. Relates compensation to relevant market conditions outside the organization.
3. Is applied organization-wide, professionally, consistently, and objectively.

The following items are included in this proposal:

- A. Compensation Market Analysis** – Information from the salary survey will be utilized to assist with developing a salary structure and compensation plan.
- B. Job Description Review** – Current job descriptions will be reviewed and updated, or new ones developed as a result of additional information captured and evaluated, ensuring accuracy and legal compliance.

- C. Updated Classification System** – All positions will be rated and ranked based on specific criteria. Analysis will include blending information gained for internal equity with the market data for external equity.
- D. Performance Evaluation** – Current performance evaluation forms will be reviewed, and recommendations will be made for modifications that may need to be made in order to support the compensation plan. Supervisory training on using the system will be provided.

Municipal Resources, Inc. (MRI) proposes to assist the Town of Lisbon with an independent review and development of a Classification and Compensation Plan. Our proposal is for approximately 61 different classified union and non-union positions. In general, the results of this study will include the following:

- Development of a detailed salary analysis for all positions included in the study. The analysis will include a comparison to the Town's salaries and pay rates.
- Recommendations of a valid process, methodology, and policy to determine pay levels for positions.
- Review of existing job descriptions for completeness and accuracy relative to the various subject positions.
- Development of Classification Plan and Compensation Plan, and update union pay schedules
- Labor Market Compensation Analysis and Comparisons.
- Job Evaluation rating – Internal Equity/Comparable Worth.
- Classification Forms and Documents.
- Methodology and Implementation Guidelines.
- Implementation Costs.
- Final Report and Findings.

The approach used by the consultants is critical to acceptance of such personnel studies. Municipal Resources, Inc. uses an approach that contributes to broad acceptance and successful implementation of its report recommendations.

Key town officials and employees will be actively involved throughout the entire process.

Municipal Resources, Inc. values the insights of the involved supervisors and employees, and those connected with the human resource function. We encourage thorough input from management, employees, supervisors, and appropriate town officials, and the consultants give careful consideration to their ideas, comments, and suggestions.

The client will be updated regularly, and the consultant team will meet with the Town Manager, and other officials as required by management via phone, in-person, or by video conference to discuss the methodology, the progress, and the results of the study. Throughout the study, MRI will provide regular status reports to the town and will discuss the methodology used, the study's progress, and the results achieved. Upon award, MRI will review the study's objectives and the town's specific requirements to assure they are appropriately addressed by the study.

An extensive review will precede any recommendations.

The consultants anticipate utilizing Zoom video conferencing and conference calls to interview officials and department heads to obtain a practical first-hand picture of the town's overall organization, its positions, and of its relationship to other positions. The interviews provide an opportunity to clarify and enhance information, and to discuss any special issues or circumstances related to the responsibilities, qualifications, and conditions of the positions under review.

Market comparisons will be made with surrounding and comparable communities, as mutually agreed to with the client, to establish competitive rates of pay. MRI will suggest a list of comparable communities for the study and will consider location, size, scope of services, and complexity when selecting comparables.

Relevant information and records will be analyzed.

As part of the job description review process, appropriate position analysis questionnaires will be distributed to the employees/supervisors as required, with follow-up interviews, as necessary.

A structured methodology and a careful rating process will be used.

We employ a structured methodology that has been proven over the years in our work with municipal, county governments, and school districts. This methodology is comprehensive and

flexible, enabling us to meet the full range of the town's requirements thoroughly and carefully. Methodologies on compensation, classification, position rating system, related tools, and guidelines have been developed and enhanced jointly by Municipal Resources, Inc. (MRI) and Human Resources Services, Inc. (HRS). The MRI/HRS Pay and Classification System has been widely used in communities throughout New England, is legally tested and valid, and is nationally recognized through ICMA's leading HR publication and guidebook, Human Resource Management in Local Government: An Essential Guide, 1st, 2nd, and 3rd Editions.

The consultant team uses a point-factor rating system to evaluate the positions in the study. The weighted factors cover such major position characteristics as work environment, responsibility, complexity, education/training/experience, accountability, judgment, physical requirements, and supervision. The rating process helps the consultants to determine comparable worth rankings within the town's workforce. The ratings are then used in conjunction with the comparable salary/wage data to prepare the Classification and Pay Plans. This blended approach assists with ensuring internal and external equity for all positions.

Our approach to determining the relative internal worth among positions includes three steps:

1. *Position Analysis:* This is a careful and thorough review and understanding of the work being done;
2. *Position Description:* This is a written record of the important activities and requirements of the work being done; and
3. *Position Evaluation:* This is a method of evaluating the information that has been collected and described to determine the position's relative worth within the organization.

All recommendations will be specific, practical, and cost conscious.

Municipal Resources, Inc. will take into consideration the political, economic, and functional implications of its recommendations. Our recommendations are specific, practical, cost conscious, and fully capable of being implemented. We appreciate what can and cannot work and understand that what may be right for one organization may not be right for another.

Based upon the method of implementation intended by the town, MRI will prepare an estimate of the minimum cost of implementation of the study's results. The final report will also include specific options for implementation and for future maintenance.

CLASSIFICATION AND COMPENSATION STUDY

A. General Objectives

The purpose of a compensation, classification and benefits study is to attempt to attract and retain qualified employees and eliminate inequities in pay or status. An updated Classification and Compensation Plan can accomplish two important objectives:

First, it can eliminate the element of subjectivity, which invariably accompanies individual compensation decisions when no plan or guidelines exist or if the current plan is old or outdated.

Second, it can provide managers with a tool for planning staffing requirements, controlling costs, and evaluating performance. While not an exact science, Classification and Compensation Plans represent a formalized procedure for achieving equitable job groupings and equitable pay levels for positions in the town's workforce.

B. Specific Objectives

The consultant team will perform the following tasks:

1. Conduct project orientations and meetings/interviews with the town and key employees.
2. Review and analyze position responsibilities and requirements for all jobs.
3. Complete a comprehensive labor market analysis by collecting and analyzing comparable wage and benefit data from surrounding and comparable communities as mutually agreed.
4. Evaluate the positions through "position rating," a point-factor rating system developed and owned jointly by MRI/HRS to evaluate and rank positions.
5. Develop a classification plan.
6. Develop a compensation plan.
7. Develop the town's internal capacities to maintain the Classification and Compensation Plan.
8. Update job descriptions or create new ones as needed for positions included in the study.

9. Review benefits and recommend modifications as necessary for a total compensation package.
10. Prepare a fiscal impact analysis of the study's implementations.
11. Review the current performance evaluations forms to ensure they align with the compensation plan and suggest modifications as necessary
12. Provide supervisory training on the final evaluation form.
13. Communication of the plan and recommendations to the town.

At the conclusion of the study, the town will have both immediate recommendations for appropriate classifications, and salary ranges, and the tools to maintain the Classification and Compensation system.

C. Scope of Services

The following is a detailed outline of the MRI proposed process.

1. Orientation Process/Meeting

a. Discussion with town manager and other key personnel

This initial discussion would take place prior to beginning work on the entire project, so that the town may become familiar with the specific steps to be taken and potential policy questions that may be raised. MRI will provide a detailed project plan and schedule of activity.

Another purpose for this meeting will be to discuss various pay-setting systems and methods; to secure information necessary to properly review the current compensation program; to discuss those areas of concern which relate to the current and future compensation program; and to outline and explain the philosophies and approach of MRI.

The consultants will also examine numerous town documents, including management information, operating budget, annual reports, organizational charts, job descriptions, classification and pay plans, staffing and staffing trends by classification, policies, previous studies involving pay and classification, and other internal documents that are related to the purpose of this study. This information is valuable in two

ways. First, it helps us to commence our work with the fullest possible knowledge about the town. Second, it provides an introduction to various issues that we will need to address in the study.

b. Orientation meeting with employees, supervisors, and officials

The consultant team may conduct orientation meetings with department heads, employees, and town officials to explain the purpose and the methodology of the entire study. The orientation session gives employees, supervisors, and officials an overview of the process, and describes to them the role they play in the process. The consultants will describe in detail the point factor rating system used for the study. MRI has found that providing employees with a thorough orientation makes project activities flow more smoothly. The orientation meetings provide a comprehensive communication program to everyone involved with the study.

2. Position Analysis Questionnaire (PAQ)

Custom position analysis questionnaires are developed and provided to employees to supplement information included in current town job descriptions. At least one employee in each classification should complete a PAQ if needed. This will be determined following discussion with the Town Manager and review of current job descriptions. Each questionnaire is reviewed by the employee's supervisor. The questionnaire is designed to elicit substantial information concerning the position's essential functions, the nature and scope of supervision, the environment in which the employee works, level of confidentiality, the minimum levels of education, training, experience, knowledge, ability, and skill required, and the specific physical and mental demands of the job.

3. Review of Questionnaires

The consultant team conducts an initial analysis of questionnaires, current position descriptions, organizational charts, and other relevant town documents.

4. Position descriptions

Recommendations will be made if any of the job descriptions require additional modification, or new ones will be developed.

5. Apply position rating factors/revised classification plan(s) developed

Having identified and described all the positions, the consultant team then evaluates each position to create an updated classification plan. The consultant team applies job evaluation criteria to all positions and develops a tentative ranking of positions based on *internal comparability* (this is done individually and by consensus with the consultant team). The rating system compares such factors as work environment, basic knowledge, training and education, problem solving skills and effort, physical skills and effort, experience, interactions with others/customer service, confidentiality, occupational risks, complexity, supervision (*received, given, scope*), judgment/initiative, accountability, and guidelines. MRI will establish a recommended grade structure and assign each position to a grade based on total point values. This relates to internal equity.

6. Conduct a comprehensive compensation survey and analysis

MRI will, jointly with the town, identify surrounding and comparable communities which comprise the best available “comparables” for the town. The consultant team collects and analyzes comparative compensation data from other comparable communities. MRI will survey others in and outside of the immediate region, as necessary. The consultant team will survey and provide up-to-date market information on all positions. The market survey addresses external equity.

Typically, our market analysis for **compensation** includes components such as, but not limited to:

- Salary range for each position surveyed
- Information on the market averages and ranges
- Information on the number of work hours per week/per year for each position surveyed
- Specific information where the responsibilities assigned to a department, or a position are not typical in most organizations surveyed
- Trends in compensation programs offered
- Compensation policies of other organizations

Benefits contribute to an employee's annual compensation and to an employee's personal well-being. The purpose of this analysis is not only to compare the City to other similar organizations, but to have a better understanding of the value of the benefits offered. The consultant team will accurately communicate benefits information from other organizations.

Typically, our market analysis for **benefits** includes components such as, but not limited to:

- Vacation
- Sick Leave
- Personal Leave
- Health Insurance
- Dental Insurance
- Life Insurance
- Vision Insurance
- Long & Short- Term Disability Insurance
- Professional Development/Tuition Reimbursement
- Tax Deferred Plans
- Retirement
- Travel Allowance/Vehicle Use
- Stipends, longevity, on-call, call-back, and other pay-related benefits specific to some positions.
- Benefits information will include averages, medians, ranges, and percentiles when appropriate. Plan provisions and policies will be summarized in a detailed/narrative format.

The total market analysis on compensation and benefits will provide a detailed assessment of findings, recommendations, and implementation costs.

7. Compensation plan/salary schedule

The consultant team will construct a revised pay schedule within the parameters of the comparative salary/wage data and the town's compensation policies. The pay plan is then linked directly to the classification plan. The consultant team will develop the final updated Classification and Compensation Plan, including guidelines for initial implementations and continuing maintenance. The resulting Compensation Plan will reflect the pay policies, the marketplace, internal job values, and the financial ability of the town to pay at a given level. The recommendation for the final Classification and Pay Plan is a blend addressing internal and external equity.

8. Performance Evaluation

The current Performance Evaluation form will be reviewed, and recommendations will be made for modifications, if necessary, to ensure they align with the recommended compensation plan. Training will be provided to supervisors on using the final evaluations form along with overall performance evaluation training. This is critical to ensure all supervisors are evaluating employees fairly and consistently.

9. Meetings

Throughout the study, the consultants will spend considerable time explaining the methodology, the revisions made to classification descriptions, and the final recommendations regarding the recommended classification and compensation levels. The consultant shall coordinate the completion of the Scope of Services with the town.

D. Final Report

The **final report** will be provided to the town in hard copy format and electronic copy format. MRI will provide an electronic copy of the completed plan, materials, and classification manual. The report will include:

- a. A complete and comprehensive **labor market analysis** by collecting and analyzing salary and wage data and other compensation and workforce data from organizations comparable to the town. This data will be presented in spreadsheet, graphic chart, and narrative format.

- b. Recommendations on **classification and compensation plans**, while ensuring competitive pay rates using data from comparable organizations and internal equity through position rating and grouping.
- c. Preparation of a **fiscal impact analysis** of the study's implementation
- d. Recommendations on the performance Evaluation system will be provided along with critical Supervisory Training.
- e. An **action plan** covering all findings and recommendations.
- f. A **project report** and **methodology** which will assist in the day-to-day administration and updating of the plan.
- g. Documentation of study **procedures, findings, and recommendations**.
- h. **Guidelines and tools** for updating the classification plan, accepting new classes, and evaluating reclassification requests.

4. **DELIVERABLES**

FINAL REPORT	MRI will provide the final report in hard copy, together with one (1) copy of the final report in pdf format to the town manager.
JOB DESCRIPTIONS	Updated or new job descriptions will be provided separately to the town in word format.
PERFORMANCE EVALUATION	The current form will be modified as necessary, and training will be provided to the supervisors.

TIMELINE

The project timeline for a study this size is approximately three to four months. The timeframe estimate is to commence within four weeks of signing a contract. A tentative timeline is attached in **Appendix A**.

NOTE: Timeline may be adjusted in accordance with scope of services modification and agreement between MRI and the town.

5. EXPERIENCE AND QUALIFICATIONS

A. Company Background

Founded in 1989, the MRI team includes two principals, a staff of eleven full-time professionals, four administrative support staff, ten part-time professionals, and a large group of professional affiliates who are available for consulting services, as necessary.

MRI is committed to providing innovative and creative solutions to the problems and issues facing local governments, school districts, and community-based organizations throughout New England. We are a New Hampshire corporation operating from a primary office in Plymouth, New Hampshire.

Our seasoned management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.

Our collective experience in local government operations, coupled with our understanding the realities of today's economic, regulatory, and political environments, gives MRI a unique capability that can significantly help elected and appointed local officials address the problems and challenges of organizing, managing, and delivering core community services.

MRI's municipal government expertise includes the following categories:

- Executive recruitments
- Human Resources Studies (Compensation, Staffing, Audits)
- Assessment Centers and Promotional Process Testing
- Management and operational assessments of departments/agencies
- Reorganization/consolidation studies
- Regionalization feasibility studies
- Community and economic development, including land use regulations and control
- Budget and finance
- Public works and engineering
- Assessing
- Collective bargaining
- Internal investigations



- Risk management
- Public safety studies, including police, fire, EMS, and emergency management
- Emergency planning and exercises
- Building inspection and code enforcement

Extensive studies have been conducted in the Human Resources area to include Compensation, Classification and Benefit Studies and development of Performance Appraisals systems, as well as training for numerous communities in Maine, Massachusetts, New Hampshire, and Vermont. Studies involve salary/benefit survey development and analysis; position description review and development; development of Classification and Compensation Plans to include utilization of custom developed rating manual to assist with internal equity of positions.

You will find that we approach every assignment with enthusiasm, responsiveness, creativity, and absolute integrity. We are very proud of our 30-year record and reputation for supporting quality local government services in New England.

All Principal Consultants affiliated with the firm have substantial experience in government service, a background which proves beneficial to our clients, as we can fully understand and address the issues and concerns of the officials and decision makers with whom we do business.

We believe that Municipal Resources has the best collection of talent that any consultant can produce at any price. Generally, our affiliates are current or recently retired practitioners in their field. They have held or hold positions at or near the top in their respective fields. All are previous veterans of consulting assignments. They have Regional, and in some cases, National reputations. We believe this team has the ability to provide your organization with a full range of services necessary to successfully address your current needs. While our technical evaluation is done by in-service experts, all our recommendations are carefully considered by our own managers before being put forward for your consideration.

B. Project Team

All team members are available to work on the project during the timeframe outlined in the proposal. In keeping with Municipal Resources' hallmark multi-disciplinary approach to problem solving, we plan to use the following team:

PROJECT MANAGER

Carol M. Granfield, ICMA-CM, has a Masters in Administration from Central Michigan University and is one of 1411 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire, and Fairfax, and one year of law school at Massachusetts School of Law. She is an adjunct professor at Granite State College where she teaches Human Resources and Public Administration. She possesses over 38 years of public sector management experience and 9 years of private sector experience. Ms. Granfield, a native of Pittsfield, Massachusetts, has broad public service experience at the town, city, and county levels of government. Ms. Granfield has served in Town Administrator/Town Manager positions in large and small communities in New Hampshire (Derry, Meredith, Hooksett, Moultonborough), and also as County Manager in Cumberland County, Maine; Town Manager in Dixfield and Kittery, Maine; Director of Administration in Herndon, Virginia; and Personnel Director in Fairfax, Virginia. Ms. Granfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest based model. Ms. Granfield is co-author of the ICMA e-book, *Performance Appraisal Fundamentals: A Quick Guide to Fair, Consistent, and Useful Performance Appraisals*. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning, goal setting, and team building programs in NH, ME, and VA communities. She has also developed and implemented positive career development and training programs for employees of several municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. She was previously adjunct faculty at George Mason University. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-HR-Virginia, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

TEAM MEMBERS

Aleksandra (Sandy) Stapczynski holds a Master's Degree in Public Administration (MPA) from the Sawyer Business School, Suffolk University; a Bachelor's Degree in Government from the College of Liberal Arts and Sciences, Suffolk University; an Associate's Degree in Business from Bunker Hill Community College; and a Certificate from the State Management Development Program, Institute for Governmental Services, University of Massachusetts, Boston. She has more than 25 years of local government consulting

experience in Massachusetts and throughout New England. As a recognized contributor in the field, she has been published in a number of local and national professional journals and municipal management publications including the International City/County Management Association and the Massachusetts Municipal Association. Her work has also been cited in other human resource professional publications and municipal related research. Her experience covers a wide range of activities including compensation and classification development, performance management, retention, staffing reviews, HR audits and assessments, recruitment/selection and more. She has also conducted general management consulting projects for municipalities including reorganization studies, department specific studies, and studies concerning municipal finance and operations. Sandy owns and operates a boutique consulting company focusing on Human Resource Management in Massachusetts and has served as a Senior Associate and subject expert advisor on projects with Municipal Resources, Inc. since 2012.

Anthony J. Torrisi received his undergraduate degree from Boston College and a Master's Degree in Business Administration from Northeastern University. Anthony has over 38 years of experience in Massachusetts municipal finance and administration, having retired in 2011 as the Director of Finance and Budget for the Town of Andover, a position he held since 1979. In his role in Andover he was responsible for the financial planning and budgeting for the Town (\$150 million budget) and overseeing the offices of Tax Collector-Treasurer, Assessing, Purchasing, Information Systems, and Insurances/Benefits report directly to him. Prior to 1979, Anthony worked for 4 years as a budget assistant in the City of Worcester, Massachusetts and was employed by the Town of Danvers from 1972-1974 while pursuing his graduate degree. Mr. Torrisi has broad experience in both municipal finance and human resource along with extensive experience in budget preparation, capital planning, debt management, and financial planning. He has had responsibility for the implementation of many financial and systems improvements and has also had major general government experience with two lengthy appointments as Acting Town Manager while the Board of Selectmen conducted Town Manager recruitment processes.

See resumes on the project team in **Appendix B**.

6. CLIENT REFERENCES

A list of at least three municipal client references are included which reflect similar projects. **See Appendix C.**

7. **PRICE**

The fee for services as outlined in this proposal is **\$32,100**. This fee represents all costs associated with completing the specified services, including all consulting fees, clerical support, travel costs, printing costs, telephone costs, and other incidental costs associated with the project completion. This fee also includes the cost for all materials developed and provided to accompany the plan. As requested, a breakdown for the cost of each of the components of the study requested are included in an Addendum in **Appendix D**.

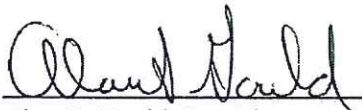
For additional services that are not covered in the scope of services, the county will be billed on an hourly basis at the rate of **\$135.00** per hour.

Payments to be made as follows:

- A. **\$10,700** to be invoiced upon execution of contract;
- B. **\$10,700** to be invoiced upon submission of the market survey; and
- C. **\$10,700** to be invoiced upon submission of a final report.

Respectfully submitted,

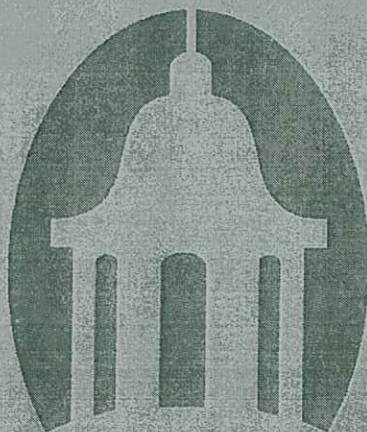
MUNICIPAL RESOURCES, INC.

By: 

Alan S. Gould, President
Municipal Resources, Inc.
66 Main Street, Suite B
Plymouth, NH 03264
(603) 279-0352
(603) 765-5998 Cell
agould@mrigov.com
www.mrigov.com



APPENDIX A



Municipal
Resources
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Project Schedule

	December	January	February	March/April
Planning/Meeting/Interviews	Target	Target		
Project planning, organizational meeting with client; orientation/group meetings and interviews				
Data Collection and Review	Target	Target	Target	
Collect/review town information; Prepare survey/data collection & Analysis; follow-up with communities				
Needs Assessment		Target	Target	Target
Preliminary results/review issues with client; analysis, findings of market; Draft review/update with client				
Class/Comp & Job Description Review		Target	Target	Target
Review of PAQs and job descriptions, appeal process, Implementation costs, update plans				
Performance Evaluation			Target	Target
Review/update forms to align with compensation plan. Provide supervisory training				
Final Report Preparation/Submission			Target	Target
Prepare report, revision, submission				

APPENDIX B



Municipal
Resources
Inc.

Carol M. Granfield
95 Pease Road
Meredith, NH 03253
(603) 548-7201
cmgranfield@gmail.com

Professional Experience

Senior Management Consultant, Director of Human Resource Services

Municipal Resources Inc., Plymouth, NH November 2008 to Present

Perform consultant work for organizations primarily in the public sector, to include management and organizational studies, human resource policy and programs to include wage and classification studies, executive recruitment, personnel policies; provide interim manager assignments along with varied professional, technical and management assistance.

Site Visitor – NASPAA – Commission on Peer Review and Accreditation 2018 to Present

Conduct a team peer review of public administration master's programs seeking accreditation.

Facilitator – ICMA – Emerging Leaders Development Program, 2018 to Present

Human Resource Management in Local Government

Interim Town Manager, Eliot, ME, April – October 2021

Interim Town Manager, Kittery, ME, March – November 2016

Interim Town Manager, Moultonborough, NH, May – September 2015

Adjunct Professor

Granite State College, University of NH, Concord, NH January 2014 to Present

Professor for online classes specializing in Human Resource Administration and Introduction to Public Management.

Town Administrator, Hooksett, NH December 2008 to June 2011

Responsible for the overall management of the Town located at the crossroads of major roads to the largest New Hampshire City, Manchester, and the State Capitol of Concord. Hooksett has a daytime population of 25,000. Serve a nine-member Town Council with a Council-Manager form of government.

Town Manager, Meredith, NH, January 2004 to October 2008

Responsible for the management of a tourist town on Lake Winnepesaukee with a seasonal population of 30,000+. Serve a five-member Board of Selectmen with a Town Manager form of government.

Town Administrator, Derry, NH, November 1998 to December 2003

Responsible for the overall management of the Town that is a fast-growing community, outside of Boston, with a population of 35,000 (4th largest in the state). Serve a seven-member Town Council with a Council-Manager form of government.

County Manager, Cumberland County, ME, November 1995 to November 1998

First County Manager in the State of Maine for the largest County with a population of 250,000 serving 26 cities and towns. Responsible for the overall management of the County operations.

Town Manager, Dixfield, ME, November 1993 to November 1995

Responsible for overall management of the Town, and oversight of all department operations. Serve a five-member elected board of Selectmen and have a Town Meeting form of government.

Director of Administration, Herndon, VA, March 1989 to November 1993

Responsible for the development and operation of a comprehensive Administration and Human Resources Program. Assistance to the Town Manager on varied Town programs and projects.

Personnel Director, Fairfax, VA, 1978 to March 1989

Responsible for the development and operation of a comprehensive personnel management program for Fairfax Employees located at various sites.

Assistant City Clerk, Fairfax, VA, 1973 - 1978

Responsible for staffing the Planning Commission, Board of Zoning Appeals and Board of Architectural Review. Acts as City Clerk in absence.

Administrative, Professional Positions, 1965 - 1973

Varied positions during this period at the following locations: General Electric, Pittsfield, MA; Wells Fargo Bank, Merced, CA; Planning Research Corporation, McLean, VA and Sanders Associates, Inc., Reston, VA.

Education

Leadership New Hampshire Graduate - Class of 2003

Massachusetts School of Law, completed the first year in 2001

Harvard University, John F. Kennedy School of Government, summer 1997

Leadership Fairfax Graduate, Fairfax County Chamber of Commerce, 1993

Master of Science, Central Michigan University, 1991, Major, Administration

Senior Executive Institute Graduate, University of Virginia, 1990

Bachelor of Arts Degree, National Louis University, 1986, Major, Applied Behavioral Science

Awards, Recognitions, Presentations, Professional/ Community Organizations

NH Public Employee Labor Relations Board, Management Representative

ICMA Credentialing Board

ICMA Webinars on Management and Human Resource Topics

Co-author of ICMA e-book, Performance Appraisal Fundamentals

Producer/Host of Public Access TV Programs, Magic of Meredith, Lakes Region Spotlight

NH Heritage Preservation Awards; Plan NH Award; Main Street Awards

ICMA Local Government Exchange – Australia; IPMA Study Delegation – England, Scotland

American in Bloom Champion

ICMA Credentialed Manager (one of 1411 Managers)

Presentations to National/International Associations; ICMA, IPMA-HR, IACP

Prior President of Derry Rotary, NH Managers, IPMA, Virginia

ALEKSANDRA E. STAPCZYNSKI

PROFESSIONAL EXPERIENCE:

Human Resources Services, Inc., Andover, Massachusetts

President, Established 1989; Incorporated 1998 to present.

Established recognized consulting practice in human resource management to local governments. Assists local governments in strengthening their management capacity by providing a full range of personnel services which include: classification and compensation plans; job evaluations; salary and benefits analysis; job descriptions; performance-evaluation and merit systems; personnel ordinances/bylaws; personnel policies, rules and regulations; organizational design of personnel systems; personnel assessments; staffing and utilization studies; HR audits; recruitment and selection; and general management studies. Conducts management training programs tailored to the specific human resource needs of the municipality. Has provided services to more than 250 local governments. Expert knowledge of procedural and practical approaches to municipal personnel systems. Theoretical and practical background in municipal government.

Field Services Division (later renamed to MMA Consulting Group),

Massachusetts Municipal Association, Boston, Massachusetts

Management Consultant, 1984 to 1988.

Assisted local governments in full range of activities related to personnel management. Provided technical assistance to all MMA Massachusetts cities and towns in a variety of areas of personnel administration including: pay and classification; salary surveys; recruitment and selection; performance evaluation; benefit packages; staffing plans; merit systems; affirmative action; personnel ordinances and bylaws, policies and procedures; and personnel-system reviews. Provided technical assistance for consulting projects in other areas of municipal administration such as budget preparation and organizational studies. Also served as program director of Violation Control System (VACS), responsible for marketing and administration of a computerized parking-ticket processing service used by more than 80 local governments and educational institutions. As a professional consultant with the MMA, was part of a distinctive consulting team that pioneered technical assistance to municipalities in general organizational management, finance, personnel, computer technology, public safety, public works, and training.

Commonwealth of Massachusetts, Department of Revenue, Boston, Massachusetts

Supervising Financial Analyst, 1982 to 1984.

Coordinated functional activities associated with budget preparation and financial reporting. Developed financial data in response to Commissioner and Deputy Commissioner needs. Monitored departmental budgets totalling approximately \$140-million. Assisted in the preparation of GAAP reports for the State Comptroller's Division. Developed and implemented strategic methodology to secure millions of dollars in Federal reimbursements to the Commonwealth for eligible expenditures. Assisted in the development, training and implementation of Office Automation systems. Performed special studies in such areas as overtime analysis, long-range plans and operational procedures.

Bunker Hill Community College, Charlestown, Massachusetts
Adjunct Professor of State and Local Government, 1984.
Taught one semester of required State and Local Government Course
Department Head: Mr. Richard Clayman

Commonwealth of Massachusetts, Department of Revenue, Boston, Massachusetts
Graduate Intern, Management Resources Division, 1982.

As a special projects coordinator, devised and implemented a cost-allocation system to analyze applicable expenditures by bureau and division. The system was used as a key management tool for identifying and obtaining Federal reimbursements. Also worked on other special projects such as a procedures manual, program-accounting system, methodologies, inventories and statistical reports.

RELATED PROFESSIONAL ACTIVITIES:

Speaker on personnel administration in local government before meetings of the Massachusetts Municipal Association, the Massachusetts Municipal Personnel Association, and the New Hampshire Local Government Center. Topics have included Compensation and Classification, Benefits Administration, Human Resources, Recruitment and Selection, Regionalization, City/School Consolidations, Personnel Policies and Handbooks.

Has guest lectured on Organizational Effectiveness at Suffolk University in MPA program under Professor Francis Burke. Serves as Visiting Executive at Sawyer Business School.

PUBLICATIONS:

Contributing author to the International City/County Management Association's leading publication (textbook) in personnel administration, *Human Resource Management in Local Government: An Essential Guide (1st, 2nd, and 3rd Editions)*. Has contributed to articles that had appeared in *The Beacon* and other MMA publications. Authored ICMA's *IQ Report, Staffing and Utilization Studies, 2004*.

PROFESSIONAL MEMBERSHIPS:

Economic Research Institute
Massachusetts Municipal Association
Massachusetts Municipal Personnel Association
Society for Human Resource Management (SHRM)

EDUCATION:

Masters in Public Administration, Sawyer Business School, Suffolk University, Boston - 1983
Awarded Full Public Service Graduate Fellowship. Area of Concentration: Public Finance.

Bachelor of Science in Government, School of Liberal Arts, Suffolk University, Boston – 1981

Associates Degree, Business, Bunker Hill Community College – 1978

Certificate in State Management Development Program, Institute for Governmental Services, University of Massachusetts, Boston - 1984

ANTHONY TORRISI • 978-771-3031 •

Summary

Retired Massachusetts municipal finance director with broad municipal experience
Strong skills in financial management and budget development; debt management;
revenue/expenditure analysis and forecasting; enterprise rate setting; capital planning;
organizational development and process improvement; pay and classification plans, total
compensation and employee benefits analysis.
Excellent working relationships with Town Managers, Boards of Selectmen, Finance Committees
and School Committees

Currently working part-time since 2011 as a private consultant in the area of pay and
classification, total compensation and wage and benefit studies. In addition, employed as a part
time staff associate with the Edward J. Collins Center for Public Management/ UMass Boston
providing cities and towns with financial forecast, financial management policies and capital
improvement studies.

Full Time Professional Experience

1979— 2011

DIRECTOR OF FINANCE AND BUDGET/TOWN OF ANDOVER

Responsible for the overall financial planning and management of the town. Oversaw the
offices of Assessing, Tax Collector/Treasurer, Information Technology and Central Purchasing.
Prepared the annual budget and capital improvement plan. Developed revenue enhancements,
water and sewer rate setting studies, debt management and bond rating agency presentations.
Prepared cost benefit analysis for collective bargaining, health insurance or other proposals.
Serve as Acting Town Manager as required during Town Manager absence or vacancy.

1974— 1979

BUDGET ASSISTANT/CITY OF WORCESTER

Provided staff support to city finance director in preparation of city budget and capital plan.
Provided staff support to city director of community development and planning for grants
management and grantee audits

1972— 1974

ADMINISTRATIVE INTERN

Provided staff support to town manager. Served as acting assistant town manager/personnel
director/purchasing agent. Prepared annual budget.

Education

1974— NORTHEASTERN UNIVERSITY	MBA
1971—BOSTON COLLEGE	BA

APPENDIX C



Municipal
Resources
Inc.

Client References of Similar Projects During Past Three Years

Auburn, ME – October 2017 – October 2018

Compensation and Classification Study and Performance, 100 union and non-union positions
Christine Mumau, Human Resource Director
60 Court Street
Auburn, ME 04210
(207) 333-6601 ext. 1416; cmumau@aubornmaine.gov

Augusta, ME – May 2019 -October 2019

Pay Study, 97 union and non-union positions
Susan Robertson, Assistant City Manager/HR Director
16 Cony Street
Augusta, ME 04330
(207) 626-2300; susan.robertson@augustamaine.gov

Bangor, ME – April 2019 - November 2019

Pay Scale and Benefits Study, 190 non-union positions
Lori Bagley, Human Resources Officer
73 Harlow Street
Bangor, ME 04401
(207) 992-4265; lori.bagley@bangormaine.gov

Barrington, NH – September 2019 - January 2020

Compensation Study, 45 non-union positions
Conner Maciver, Town Administrator
333 Calef Highway
Barrington, NH 03835
(603) 664-7395; cmaciver@barrington.nh.gov

Hooksett, NH – April 2021 - June 2021

Wage and Classification Study, 40 non-union positions
Andre Garron, Town Administrator
35 Main Street
Hooksett, NH 03106
(603) 485-1184; agarron@hooksett.org

Lebanon, NH – August 2017 - August 2021

Classification and Compensation Studies, varied union, and non-union studies, 2017. 2018, 2019, 2020, most recent in 2021; ranging from 10-50 positions
Gloria Leskiewicz, Human Resources Director
51 N. Park Street
Lebanon, NH 03766
(603) 442-6109; gloria.leskiewicz@lebanonnh.gov

Orleans, MA – June 2019 - October 2019

Classification and Compensation Study, 65 union and non-union positions

Liana Surdut, Assistant Town Administrator

19 School Road

Orleans, MA 02653

(508) 240-3700 ext. 2312; lsurdut@town.orleans.ma.us

Pembroke, NH – June 2018 - October 2018

Pay and Classification Study, 48 non-union positions

David Jodoin, Town Administrator

311 Pembroke Avenue

Pembroke, NH 03275

(603) 485-4747, ext. 202; djodoin@pembroke-nh.com

Plymouth, NH – October 2020 - February 2021

Classification and Compensation Study, 50 non-union positions

Anne Abear, Finance Director

6 Post Office Square

Plymouth, NH 03264

(603) 536-1731; finance@plymouth-nh.org

Saco, ME – December 2020 – June 2021

Compensation and Classification Study, 94 positions (51 non-union, 43 union)

Bryan Kaenrath, City Administrator; Emily Roy, Director of Communications/HR Director

300 Main Street

Saco, ME 04072

Bryan, (207) 282-4191; bkaenrath@sacomaine.org; Emily, (207) 710-5002;

eroy@sacomaine.org

Additional References available upon request

MRI REFERENCES

The following classification and compensation studies took place in the last five years to present, with Carol Granfield as the Project Manager and Senior Principal Consultant:

1. Andover Public Schools, Andover, MA
2. Auburn, NH
3. Augusta, ME
4. Barrington, NH
5. Campton-Thornton Fire Rescue, NH
6. Candia, NH
7. Chittenden County Regional Planning Commission, VT
8. Cumberland County, ME
9. Derry Public Library, Derry, NH
10. Exeter, NH
11. Fall Mountain Regional School District, Langdon, NH
12. Fitzwilliam, NH
13. Franklin Regional Council of Governments, Greenfield, MA
14. Fremont, NH
15. Grantham, NH
16. Greater Lawrence Technical School, Andover, MA
17. Goffstown, NH
18. Groton, NH
19. Hamilton, MA
20. Hampton, NH
21. Hinsdale, NH
22. Hooksett, NH
23. Lebanon, NH
24. Lincoln, NH
25. Merrimack Public Library, Merrimack, NH
26. Newport, NH
27. North Andover, MA
28. Pembroke, NH
29. Portsmouth, NH
30. Plymouth, NH
31. Rochester, NH
32. Salem, NH
33. Sullivan County, NH
34. Tewksbury, MA
35. Thornton, NH
36. Walpole, NH
37. Wolfeboro, NH

Carol Granfield has worked with Human Resources Services, Inc., as a Strategic Partner on wage and classification studies in the following MA communities:

Acushnet	Carlisle	Plymouth
Amherst	Framingham	Shirley
Arlington	Foxborough	Topsfield
Belchertown	Harvard	Upton
Belmont	Holyoke	Wenham
Boxford	Lexington	Weston
Brookline	Lowell	
Burlington	Northbridge	

APPENDIX D



Municipal
Resources
Inc.

COST ADDENDUM – APPENDIX D

The following is a breakdown of costs for the four components of the project:

1. Compensation Market Analysis	\$10,000
2. Job Description Review	\$7,500
3. Classification System and Compensation Plan	\$11,000
4. Performance Evaluation Recommendation	\$3,600
TOTAL COST	\$32,100

Town of Lisbon
Employee Compensation and Classification Study
RFP Response Form & Proposal Requirements

Please complete the following response form. Amounts are to be shown in both words and figures. In the case of a discrepancy, the written word shall apply.

Please include a breakdown for the cost of each of the following items as an addendum: Compensation Market Analysis, Job Description Review, Classification System and Compensation Plan, and Performance Evaluation Recommendation.

On this form, please include the total cost to complete the desired project.

Total Contract Sum:

\$ 32,100

Total Contract Sum (in words):

Thirty-two thousand one hundred Dollars

Signed: Municipal Resources, Inc.

(Corporation, Firm, or Company)

By:

Alan Gould

(Alan Gould, President)

This proposed fee includes all costs, expenses, overhead and profit (fixed fees).

Note: Proposals must bear the handwritten signature of a duly authorized member or employee of the organization responding the RFP.

Quotes shall be honored for ninety (90) days.



Town of Lisbon

Fire Department

Nathan LeClair, Fire Chief



To: Town Council
From: Nathan LeClair, Fire Chief
Date: November 8, 2021
Ref: Sole source provider of structural turnout gear

I am requesting permission to use Bergeron Protective Clothing as the sole source provider for the Fire Department turnout gear.

Bergeron Protective Clothing is the dealer of Globe firefighting garments for Maine and New Hampshire. The Fire Department went to Globe 3 years ago after reassessing our options in the market. Globe is the oldest manufacturer of firefighting garments in the country and they are located in New Hampshire and is used by several Maine departments including Lewiston, Auburn, Portland, Bangor, Topsham, and Brunswick.

The fire service is a niche market. There are several items that we assess and use but only have access to one vendor. Firefighting garments is one of those. Once items are assessed and we feel like we have chosen the best product, we have only one choice of vendor to pick from on each brand. And as most know, not everything is created equally.

Staying with one brand of garment ensures that we have continuity to the gear we purchase. The State of Maine requires that all firefighting equipment meets the NFPA standards. Firefighting garments are rated and certified as an ensemble. Meaning that mixing different brands of gear places the firefighter into a non certified ensemble. Doing so opens us up for potential liability if a firefighter is ever injured.

Structural firefighting garments are not cheap. However, they are still clothing, but specialized. The garments get damaged and wear out and need to be replaced on a regular basis.

The current quote for is 10% higher than last year. 2020 price per set was \$2,468.92 per set. This year its \$2,742.94. This is due to an increase from the manufacturer of the flame retardant chemical that all gear manufacturers use. However, the amount is still in line with what I budgeted for.

MEMORANDUM FROM TOWN OF LISBON PUBLIC WORKS

TO: DIANE BARNES, TOWN MANAGER
FROM: RANDY CYR, PUBLIC WORKS DIRECTOR
SUBJECT: REQUEST TO AUCTION OLD EQUIPMENT & GRANITE CURBING
DATE: NOVEMBER 09, 2021

I, Randy Cyr, am requesting approval to send one (1) vehicle from Rec Department, two (2) vehicles from Public Works (PW), one (1) large lot of granite curbing (PW) and one (1) generator from Police Department to auction with Auctions International.

The following is a description of equipment I am wanting to auction per each department.

From Public Works:

YEAR	MAKE	MODEL	VIN / SN	NOTE
2004	FORD	F250	1FTNF21L14EC95207	With Plow
1999	NAVI	TK	1HTSCAAM4XH671192	Old Plow Truck (no plow)

MAKE	MODEL	SN	NOTE
CURBING	GRANITE	N/A	Large Lot / Pile

From Recreation Department:

YEAR	MAKE	MODEL	VIN / SN	NOTE
2002	GMC	SIERRA	1GTHK24U72E280754	No Plow

From Police Department:

MAKE	MODEL	SN	NOTE
GENERATOR	G100F1	E6054B / 001	Replaced w/ new Gen.

All vehicles and generator are non-operational and deadline. The granite curbing is from jobs going back several decades that is not being used and taking up too much space in the Public Works Yard.

At this time, I am requesting authorization to send equipment above to Auction as soon as possible.

Town Manager Monthly Departmental Project Agenda (December 2021)

The following list includes goals for work to be completed within specific projects in the following month. This in no way represents a list of all work done within this department, nor does it guarantee that all items will be completed exactly on schedule. The constantly changing requirements placed by the public and internal service aspect of my department along with cooperation with outside agencies will always come into play when scheduling projects within the town.

Department	Project	Items to Complete
Town Manager	<ul style="list-style-type: none"> Construction Meetings 	Continue monthly construction meetings on WWTP/Davis St. Pump Station projects
	<ul style="list-style-type: none"> CDBG-Housing Grant CDBG-Façade Grant AVCOG Finance Committee, Executive Committee, & Policy Committee Meetings Department Visitations General Assistance Collective Bargaining Agreements Finance Committee Meetings Technology Generator Bids Town Office Lighting Personnel Vacancies 	<p>Will continue working on the grant with the Finance Director and Economic Development Director</p> <p>Will continue working on the grant with the Finance Director and Economic Development Director</p> <p>Attend monthly committee meeting with AVCOG.</p> <p>Will continue to conduct monthly off-site department visits</p> <p>Train GA Caseworker</p> <p>Police & Sergeant contracts</p> <p>Continue with Finance Committee meetings</p> <p>Work with Burgess Technology to update computers and new server</p> <p>Work on soliciting bids for the Fire/PW Generators</p> <p>Complete Town Office entrance and exit lighting project</p> <p>Recruit and hire HR Director</p>



Town of Lisbon

Diane Barnes
Town Manager

Town Council
Allen Ward, Chair
Don Fellows, Vice Chair
Norm Albert
Gregg Garrison
Kasie Kolbe
Fern Larochelle
Mark Lunt

TO: Diane Barnes, Town Manager
FROM: Amy Wiers, Assessing Clerk
DATE: November 8, 2021
RE: Monthly Department Report

The past month we have applied 32 Homestead Exemptions and sent out letters notifying homeowners. We have also applied 3 Veteran Exemptions and sent notification letters. Kathy completed the 2021 Municipal Valuation Return and sent to the State. We continue to take photos of new homes completed and new mobile homes as permits and Certificate of Occupancy's come in.

For the next month, we will continue processing deeds we have received since April 1st. We have received the Sales Analysis Return from Maine Revenue Services and will be working on it. We will continue to process deeds, exemptions, and will send out new owner packets welcoming them to Lisbon.

Code Enforcement

Mark C. Stambach

Code Enforcement Officer, Building Inspector/LPI

Monthly Report for October 2021

Building permits issued - 14

Electrical permits issued - 14

Plumbing permits issued – 11

Planning Board: New Business

Case 21-13 Proposed Build Out of Marshall Field Subdivision - Approved

Case 21-14: Lot creation from a portion of Morse Property/Sabattus Creek Mobile Home Park - Approved

Planning Board: Old Business

Case 21-01: Amend Site Plan Frost Hill Solar LLC – Decrease Size - Approved

Other Business

Rural Open Space II (ROSII) Zoning District language modification - Tabled until the board can workshop with new council

Appeals Board – No Cases to report

***** Goals/Projects – October/November**

Modify all permit applications

Review and propose modifications of permit fees

Explore possible grants for digital and online permitting

Modify website to include informational and help documents



TOWN OF LISBON

Economic & Community Development
300 Lisbon Street
Lisbon, ME 04250
(207) 353-3000, ext. 122

TO: Diane Barnes, Town Manager
FROM: Brett Richardson, Economic & Community Development Director
DATE: November 16, 2021
RE: Monthly Department Report

SUCCESSFUL EPA ENVIRONMENTAL ASSESSMENT GRANT

In collaboration with engineering consultant TRC, the Town is in the final reporting phase of successfully wrapping up an Brownfield Assessment Grant from the U.S. Environmental Protection Agency (EPA). The Town's Assessment Grants provided funding to support redevelopment of commercial properties throughout Town through a range of planning activities and site assessments conducted by TRC. The grant supported assessments of 11 properties, leading to expanded reuse options for property owners and successful redevelopment of underutilized sites in Lisbon. Building on the success, ECD and Town staff are working with TRC to seek additional funding.

RIBBON CUTTINGS FOR NEW BUSINESSES

On Wednesday, November 10th, Town Councilors, staff, members of the Lisbon Development Committee and community champions celebrated the opening of MVPT Lisbon Falls with a special ribbon cutting at their new home at 583 Lisbon Street. The Team at MVPT Lisbon dedicated and compassionate physical therapists that are committed to helping you live a motion-filled and active life. Exciting new businesses are making Lisbon their home.

Join us at the Celebratory Ribbon Cutting for Juliet's Resale Boutique at 12 Village Street on Tuesday, December 7th at 6:00pm.

WORUMBO COMMUNITY VISIONING

In furtherance of the Lisbon Development Committee's Worumbo Public Input Plan approved by Town Council in October, nearly 500 Lisbon residents and business owners have completed a consumer survey and local businesses owners, stakeholders, and regional economic development leaders have been interviewed by the Town's consultant, The Chesapeake Group (TCG). The survey and interviews will inform TCG's analysis, building on preliminary findings that real estate demand in Lisbon over the next 10 years will include approximately 215 to 255 new housing units and 36,000 square feet of new commercial space. TCG will present findings of the analysis to the Lisbon community in early December, and findings from the parking study in early January.

Entrepreneurship Initiative.

With assistance from Hub's development team, ECD and the local Ancient York Lodge partnered to submit a proposal to the State of Maine's Coworking Development Fund to advance development of the Moxie Hub at the Ancient York Lodge in Lisbon Falls with key facility upgrades around energy efficiency, lighting, and workspace improvements.

GOALS FOR MONTH AHEAD

- Host ribbon cuttings to celebrate new Lisbon businesses
- Advance the market analysis, parking study, and additional public input for the former Worumbo Mill site
- Continue planning, due diligence, and fundraising for Entrepreneur Hub based on the MOU with the Ancient York Lodge
- Continue Digital Advertising Academy for fall 2021 / winter 2022
- Wrap-up business façade projects and solicit new applications to support with remaining funds
- Continue business retention and expansion work by connecting local business owners with real estate leads, business development resources, and Town programs



FINANCE REPORT - EXPENSES

SUBJECT: Finance Department Council Report – data through October 31, 2021
Kayla Tierney, Finance Director

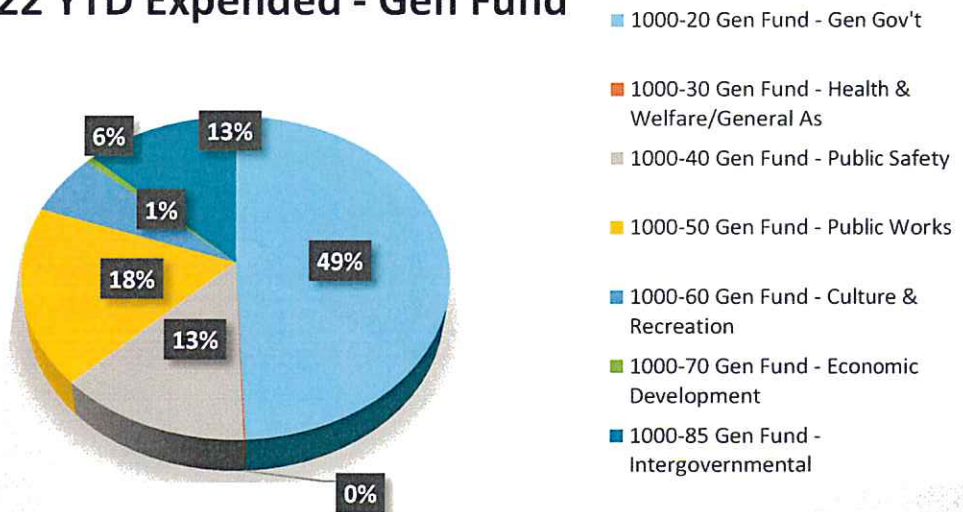
DATE: November 16, 2021

Expenses:

- Total General Fund Expenses YTD are: \$6,506,288.54; FY22 Budget for General Fund Expenses is \$17,403,354. The General Fund is at 37% expended. This is mostly attributable to County Taxes being paid in August 2021.

General Fund by Org	YTD Expended	FY22 Budget	FY22 %
1000-20 Gen Fund - Gen Gov't	3,208,855.00	9,424,481	34.00
1000-30 Gen Fund - Health & Welfare/General As	7,710.43	38,733	20.00
1000-40 Gen Fund - Public Safety	858,168.20	3,030,070	28.00
1000-50 Gen Fund - Public Works	1,165,958.74	2,983,898	39.00
1000-60 Gen Fund - Culture & Recreation	395,341.93	986,830	40.00
1000-70 Gen Fund - Economic Development	45,142.37	114,230	39.52
1000-85 Gen Fund - Intergovernmental	825,111.87	825,112	100.00
	6,506,288.54	17,403,354	

FY22 YTD Expended - Gen Fund



- When looking at the other funds, \$2,642,241.72 has been expended YTD. FY22 budget for all other funds is \$1,623,174 – which includes budget for the Debt

Service Fund and the Sewer Fund. YTD expended for Debt Service and Sewer Fund is: \$447,414.63 and \$314,289.16, respectively or \$761,703.79 in total. The principal payments on the bonds are primarily made during September and October 2021 (Fall timeline) and interest payments are made in the spring. The Debt Service is showing over budgeted amount for the following reason: there is a bond that is split between the Water Department and the Town; due to its late receipt in the mail, the Town paid the bond to avoid being late and the Water Department is paying the Town back for their portion.

All Other Funds by Org	YTD Expended	FY22 Budget	FY22 %
Special Revenue Fund	123,715.27	-	100.00
DARE Fund	248.28		
Moxie Fund	12,834.64		100.00
Debt Service	447,414.63	361,343.00	123.80
Capital Projects	1,743,739.74	-	100.00
Sewer Fund	314,289.16	1,261,831.00	29.80
	2,642,241.72	1,623,174	

- Looking at it on a departmental level within the General Fund:
 - County Tax is 100% expended compared to the budget for county taxes; this is paid in August every year (period 2).
 - The General Fund as a whole is 37% expended at the end of period 4, which is just slightly higher than expectations; at the end of period 4, it would be expected to show a 33% expended of the budget. Since County Tax is paid early in the new fiscal year, this attributes to the slightly higher than expected percentage.
 - Please see below for the chart showing the YTD expended and the associative % expended on a department level:
 - For the most part, the Departments are all within the ranges expected (33%). There are some departments that are in the higher percentage range, which isn't of too much concern at the moment.
 - Public Works is prepping for winter and making sure that all of their trucks are ready and there is salt on hand.
 - Parks & Rec had the bulk of their seasonal workers in the summer months
 - Liability Insurance Program: paid early on in the fiscal year.
 - Technology: a lot of workstations are getting new computers in this fiscal year and was a budgeted item. Rather than spacing out the installation of the new computers and hardware, the bulk of it was done in the first half of the fiscal year.
 - Parks & Rec also saw a positive shift in their summer camp programs; there were a lot more kids/families participating than in the previous fiscal year. As such, there is a higher

percentage of operating supplies expended than expected at the moment but as we enter the winter months, the percentage will flatten out.

- In relation to this, there were higher expenses for summer trips due to the increased number of participants; however there was also an increased amount in the corresponding revenue.

General Fund by Dept	YTD Expended	% Expended
Elected Officials	8,816.23	34.30
Town Manager	88,008.55	34.90
Appeals Board	243.42	18.70
Planning Board	1,307.83	6.00
Legal	21,359.19	53.40
Clerk	52,811.97	31.10
Finance	75,824.67	34.00
Tax Collection	61,391.09	36.80
Assessor	26,055.59	32.00
Code Enforcement	31,987.68	27.60
Liability Insurance Program	76,603.05	75.60
Technology	126,540.70	55.40
School	2,596,858.68	33.30
Town Buildings	41,046.35	29.10
Health Officer	2,338.40	34.40
General Assistance	5,372.03	21.40
Police	491,738.99	27.50
Fire	124,568.36	22.20
Emergency Management	100,550.19	49.90
ACO	28,505.47	28.20
Lisbon Communication Center	112,805.19	32.30
Public Works	1,165,958.74	38.80
Library	96,832.56	33.30
Parks & Rec	278,509.37	44.60
Other Public Services	20,000.00	35.80
Economic Development	45,142.37	40.00
County Tax	825,111.87	100.00
Sewer	314,289.16	29.80
TOTAL GENERAL FUND	6,506,288.54	
TOTAL SEWER FUND	314,289.16	



FINANCE REPORT - REVENUE

SUBJECT: Finance Department Council Report – data through October 31, 2021
Kayla Tierney, Finance Director

DATE: November 16, 2021

Revenues:

- Revenue Sharing for July 2021 through October 2021 are listed below:

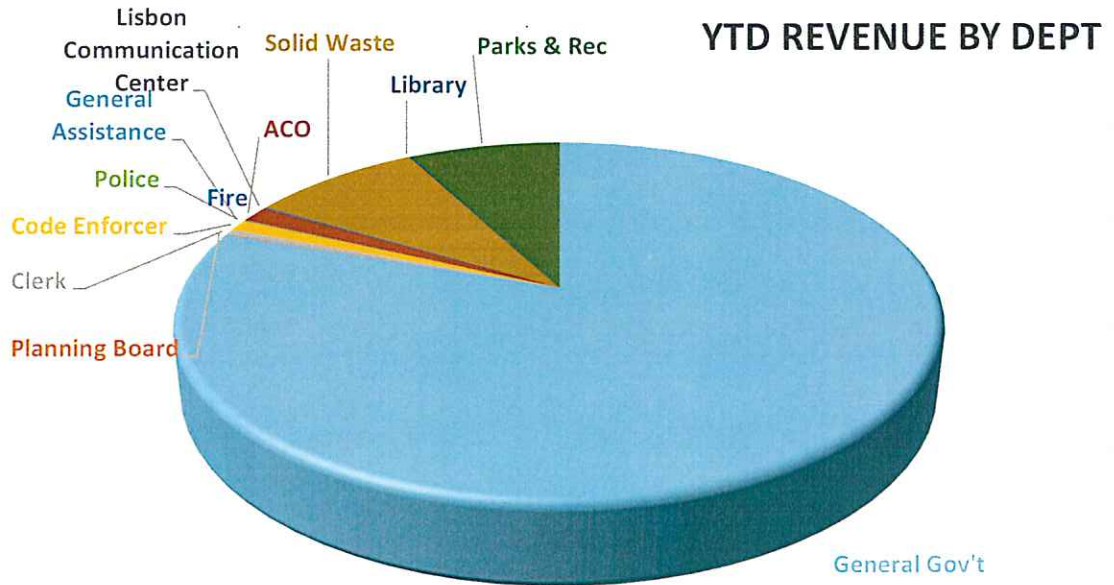
Payment Date ▼	Revenue Sharing 1 ▼	Revenue Sharing 2 ▼	Total Amount ▼
Jul-21	154,970.04	51,717.87	206,687.91
Aug-21	111,828.29	36,801.72	148,630.01
Sep-21	114,285.51	37,611.06	151,896.57
Oct-21	152,381.70	50,148.35	202,530.05
Totals	533,465.54	176,279.00	709,744.54

- Budgeted \$1,370,000 for Revenue Sharing for FY22 – actual collected is \$709,744.54 through October 31, 2021
- Revenues collected through October 31, 2021 for General Fund and Sewer Fund are as follows:

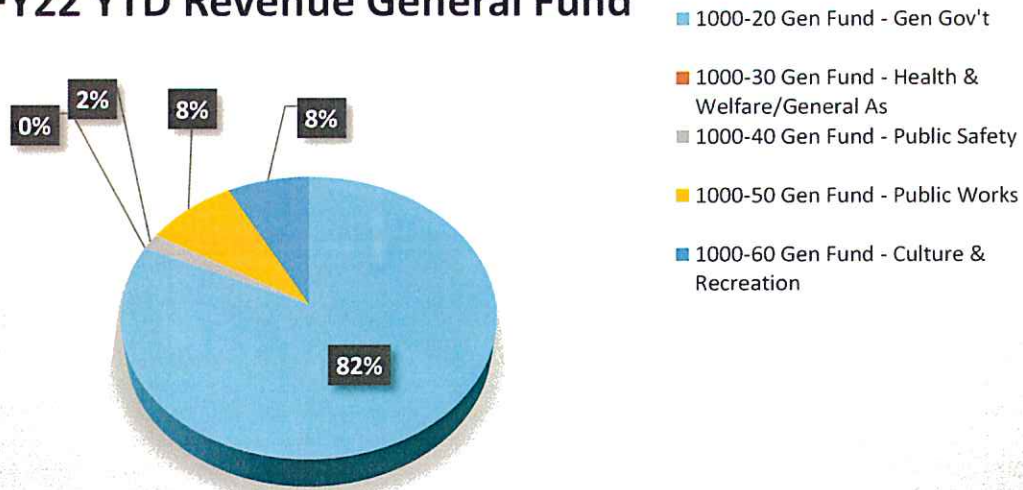
General Fund - by Dept	YTD Revenue
General Gov't	1,238,048.12
Planning Board	650.00
Clerk	8,043.16
Code Enforcer	15,483.11
General Assistance	0.00
Police	1,444.41
Fire	0.00
ACO	22,087.50
Lisbon Communication Center	3,250.00
Solid Waste	133,367.96
Library	1,319.99
Parks & Rec	118,009.67
Sewer Dept	283,188.66
TOTAL REVENUE - GENERAL FUND	1,541,703.92
TOTAL REVENUE - SEWER FUND	283,188.66
	1,824,892.58

General Fund - by Org	YTD Revenue
1000-20 Gen Fund - Gen Gov't	1,262,224.39
1000-30 Gen Fund - Health & Welfare/General As	0.00
1000-40 Gen Fund - Public Safety	26,781.91
1000-50 Gen Fund - Public Works	133,367.96
1000-60 Gen Fund - Culture & Recreation	119,329.66
TOTAL REVENUE - GENERAL FUND	1,541,703.92

- General Government makes up 82% of the revenue in this reporting period as indicated in the pie chart below.



FY22 YTD Revenue General Fund



General Funds - by Organization	YTD Revenue	FY22 Budget	FY22 % Co
1000-20 Gen Fund - Gen Gov't	1,262,224.39	3,568,981	35.00
1000-30 Gen Fund - Health & Welfare/General As	0.00	17,500	0.00
1000-40 Gen Fund - Public Safety	26,781.91	124,897	21.00
1000-50 Gen Fund - Public Works	133,367.96	178,800	75.00
1000-60 Gen Fund - Culture & Recreation	119,329.66	270,023	44.00
TOTAL GENERAL FUND	1,541,703.92	4,160,201	

All other Funds - by Organization	YTD Revenue	FY22 Budget	FY22 % Co
ED Loan Fund	2,705.64	-	100.00
Special Revenue Fund	507,479.79	-	100.00
DARE Fund	24.37	-	100.00
Snowmobile Reserve	(0.68)	-	100.00
Capital Projects	2,088,947.07	-	100.00
Trust Funds	139.06	-	100.00
Sewer Fund	283,188.66	1,442,072.00	20.00
TOTAL ALL OTHER FUNDS	2,882,483.91		

- Total revenues collected as of October 31, 2021 = \$4,424,187.83
- When looking at Revenues within the General Fund and the Sewer Fund – we can break it down by Department as follows:
 - Of the \$4,424,187.83 listed above as total revenue from July 1, 2021 through October 31, 2021 \$1,541,703.92 is within the General Fund and \$283,188.66 is within the sewer fund; \$2,599,295.25 is within other funds.
 - The Capital Projects fund corresponds to our ongoing Sewer Project that shows the Revenue here and the corresponding expense in the Expense Report; this is done through a pay request process in conjunction with our Town Engineer and First National Bank.
 - Some of the other funds are showing deficits due to investment earnings/fees in Portland Trust. The first month of the new fiscal year pays fees for the sub accounting held at Portland Trust. However, like all investments, there can be fluctuations in the unrealized and realized gains/losses.
- General Government Revenue highlights:
 - Motor Vehicle Excise Tax – we are still seeing a lot of new to town residents and a fair amount of new car registrations. This line item is showing 38% collected of budgeted amount; this is right in line with expectations at the end of period 4.
 - State Revenue Sharing is showing 51.8% collected from budgeted amounts as of October 31, 2021.



Town of Lisbon

Fire Department

Nathan LeClair, Fire Chief



To: Lisbon Town Council
Department Monthly Report: October 2021

In the month of October:

The Fire Department responded to 37 calls for service (includes inspections, various investigations, and complaints, such as unpermitted burns) in the month of October. The Department responded to 13 requests for the Fire Department First Responders, one of which we were canceled on. The Department responded to no request to assist Lisbon Emergency this past month.



In the month of October we responded to 1 mutual aid call. This was to assist Sabattus with a chimney fire on Middle Rd.

In addition to responding to several types of calls, October was also Fire Prevention month. Not only did the department go into the public schools, but also went into Open Door Christian Academy, the Lisbon Falls

Christian Academy, and conducted a fire prevention session at the Library for home schooled children. This was exciting for us, as we were not able to do this last year.

In the month of October the Department held our annual Haz-Mat Operations refresher training. This training is a required training for any organization that is to respond to potential hazardous material spills. We bring in an outside organization to conduct this training.

Our new full-time firefighter, Glen Bordas, has been busy. Along with assisting with fire prevention he has been working on equipment and trying to catch up on station up keep. He is also doing routine checks on the vehicles.

With cold weather heading for us, we want to remind the citizens of Lisbon to get there wood burning appliances cleaned and inspected from the upcoming season. And to use all other heating appliances appropriately.





Town of Lisbon

Fire Department

Nathan LeClair, Fire Chief



Upcoming Project Agenda

Training – Ice Rescue training

Month of October incident type break down.

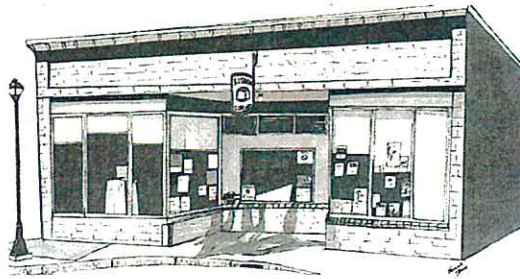
Incident Type	Occurrences
Chimney or flue fire, confined to chimney or flue	1
Excessive heat, scorch burns with no ignition	1
EMS Call, excluding vehicle accident with injuries	11
Motor vehicle accident with injuries	4
Motor vehicle accident with no injuries	3
Hazardous condition, other	1
Oil or other combustible liquid spill	1
Carbon monoxide incident	1
Power line down	1
Arcing, shorted electrical equipment	1
Assist police or other governmental agency	1
Public service	2
Dispatched & canceled en route	1
HazMat release investigation w/no HazMat	1
System malfunction, other	1
Smoke detector activation due to malfunction	1
Smoke detector activation, no fire - unintentional	1
Alarm system activation, no fire – unintentional	4
Total:	37

Respectfully submitted

A handwritten signature in black ink, appearing to read "Nathan LeClair".

Nathan LeClair

Fire Chief



LISBON LIBRARY DEPARTMENT

:

TOWN COUNCIL MONTHLY REPORT

October 2021

Adult Books	948	Adult DVD's	140
Juvenile Books	898	Juvenile DVD's	56
Audio Books	41	Children's Room Door Count	619
ILL In	171	ILL Out	212
Cloud Library Users	43	Cloud Library E-books	64
Front Door/Patron Count	1,151	Cloud Library Audio Bks	108
Patron Use Computers Sessions	192	New Patrons	21
Garden Playhouse key checkout	7	Paperback Rack	82
Crafts with Bill	5	Heart & Soul Day Care Outreach Program	24
Pre-School Storytime	31	Steam Lab Program	11 children & 4 adults
Brainteasers & Logic Puzzles Program	8 children & 2 Adults	Juvenile Audio Books	6
Crafting with Kerri Adult Program: Fall Button Art	30 Take-Home Bags given out, 93 Lisbon citizens reached, 6 video views	"Featured Author" Program: Anne Rice	333 People reached
In the Kitchen: Pumpkin Recipes	251 Lisbon Citizens reached	<i>On the Move:</i>	<i>NA October 2021</i>
Display Case October	<i>Hansel's Apple Orchard: 322 People reached</i>	<i>"Just Seniors" Outreach Program # 1: Craft Session Fall Button Art Program #2 cancelled due to presenter availability</i>	4
Fire Prevention Program/Chief LeClair for Homeschooling Families	<i>7 children & their families</i>	<i>Halloween Main St. Parade & Party</i>	<i>25 children & their families</i>

Stop Motion Animation children's program	1	Scavenger Hunt & coloring Sheets children's program	11
Lego Spike Prime Kits (purchased with ARPA FUNDS)	Both kits checked out 10/9-10/30 for Approx. 14 hours coding & building		

The Library Department had a busy month of October with programs, more patron visits and increases in book circulation.

The increase in "Adult Books" circulation reflects the selection of new adult bestsellers and new non-fiction titles we received in October. Children's books circulation was up as well because of the selection of new titles the children had been waiting for. We finally received our new books on time. There were fewer "back-ordered" titles last month. Book distributors like Baker & Taylor and Ingram Books continue to struggle to fill orders for libraries throughout the country. We have been asked to pre-order titles that are important to our collection to ensure we get onto a "pre-order list." Several libraries in Maine have turned to their local bookstore for assistance in filling their book orders. I will research the possibility of doing business with the new local Sherman's bookstore in Topsham. I will share that information with the Town Manager to see if that is a possible source for new materials for our library.

Our October programs were successful and fun for patrons of all ages. Our October 29, 2021 Main St. Halloween Parade brought 25 local children and their families to our children's garden for a fun scavenger hunt followed by our traditional Main St. Halloween Parade. We thank the 14 Main St. and Union St. businesses that allowed the children to "Trick-or-Treat" at their businesses. They were very generous with their treats and the children had a fabulous time walking up and down Main St. in their costumes. It is a rewarding and wonderful collaboration between our library and our local businesses. We gave each business a "Thank-You" card and a treat as well. We thank Chief McGee and Chief LeClair for joining us for this fun event and keeping the children safe as we traveled up and down Main St.

We thank Fire Chief LeClair for visiting the library and presenting a special fire prevention program for local Homeschool families. Seven children and their families joined us for this very important program. Last year's program had one family in attendance and this year with 7 families, both Chief and I feel it was successful. We will continue our efforts to reach our local homeschool families to include them in our programming.

Our adult programs continue to be popular. Patrons especially enjoy the monthly "Grab-N-Go" craft bag. Kerri Kimball, our Adult Services assistant, is doing a great job meeting the needs of our patrons. We will continue research program ideas and expand our "Just Seniors" programming.

The Lisbon Library has successfully expended the \$2,750 ARPA grant funds. We purchased equipment and supplies that will move our library forward. The purchases include 3 Chromebook laptops for our

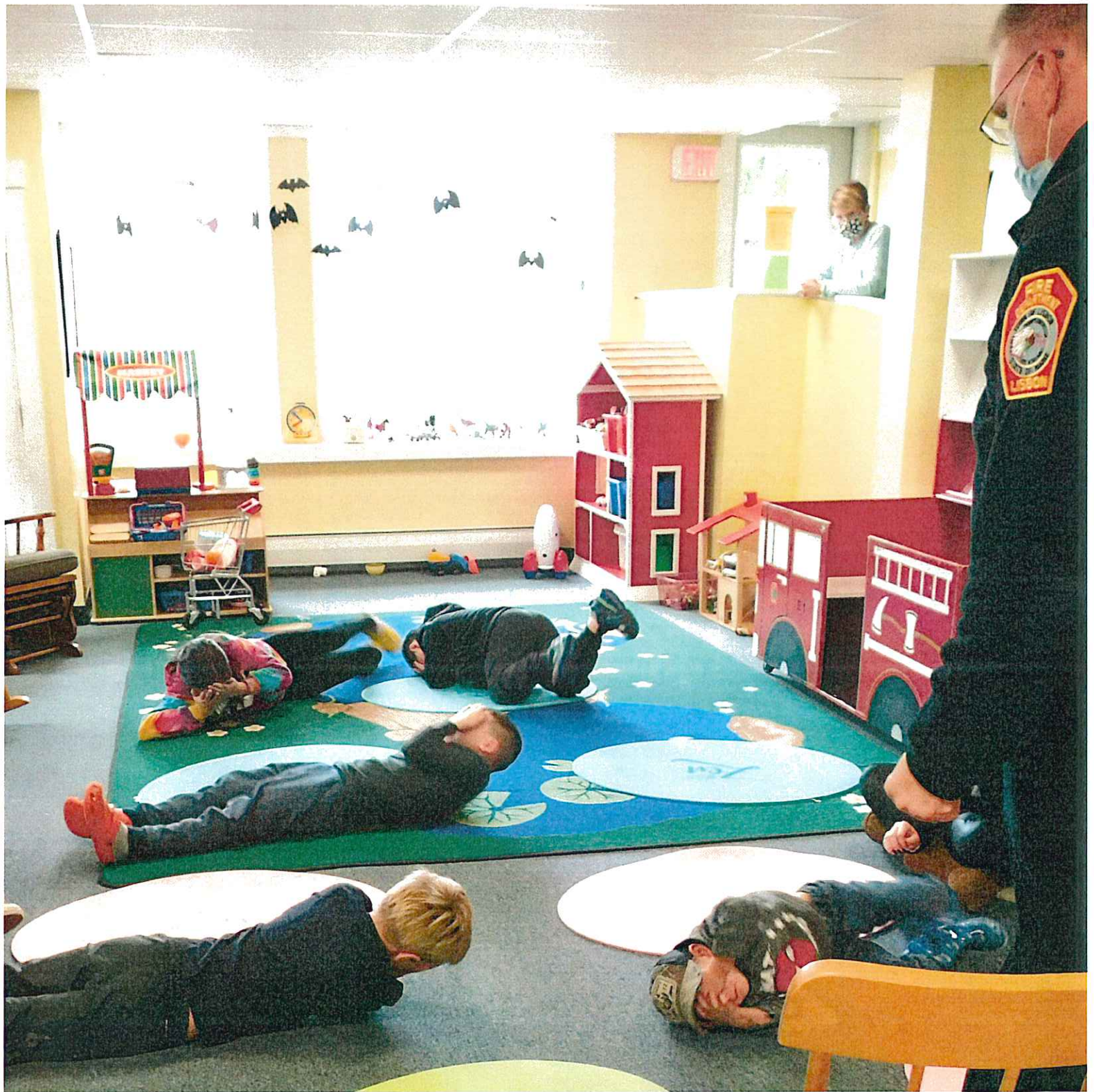
outreach technology programs, 1 Epson Expression Photo wireless printer for all our poster and sign making needs, ink cartridges for the printer, 2 Lego Education Spike kits and 1 Lego Spike Expansion kit. We had planned to use the remaining funds to reimburse our library Operating Supplies Fund for the purchase of the mini yoga mats and tables that we purchased to reintroduce in-house pre-school Storytime last May. Finance Director, Kayla Tierney informed me that due to the "closing of the 2020 fiscal year accounts" the reimbursement was not an option. She and I discussed the use of the remaining funds and had a few "wish list" pieces of equipment that would certainly help us move our adult and children programs forward. We ordered and received 1 Kodak projector, the case for the projector, 1 projector screen with stand and a Scannex scanner. I feel we really purchased wisely and will have the equipment/technology to move our library forward without requesting more support in our department's yearly budget. I will keep the Council and Governing Board informed as we move forward with the use of the equipment.

We brought back our popular Thanksgiving Dinner Raffle Fundraiser. It has always been very popular in our community and the timing was right with the November elections and better news about the pandemic. I would like to thank the dedicated volunteers who spent Election Day at the polls and successfully sold \$700 worth of basket raffle tickets. I thank Town Clerk, Twila Lycette for allowing us the opportunity to be at the high school polling location and to all Lisbon citizens who purchased a ticket to support our Children's Programming. We will continue to sell tickets at the library. We will draw the winning ticket on Saturday, November 20, 2021.

Our library will have a busy month of November as well. We will be hosting author Elizabeth Macalaster on Saturday, November 13, 2021 at 1PM. She will discuss and read from her book "War Pigeons: Winged Couriers in the U.S. Military, 1878-1957. The program will be held in the Children's Room to ensure we continue to follow the safety mandates. Kerri Kimball and I will volunteer to help fill the town sponsored Thanksgiving baskets at the Lisbon Baptist Church on November 22nd. We will also begin to plan our library's December holiday programs.

November/December Goals: Begin to implement the use of our ARPA equipment purchases, assist in the planning of our December holiday programs, and begin to assess our department's 2022-23 budget needs.







TOWN OF LISBON



Mark Stevens

Lisbon Parks & Recreation Director

18 School Street
Lisbon Falls, ME 04250
(207) 353-2289
mstevens@lisbonme.org

TO: Diane Barnes; Town Manager
SUBJECT: October 2021 Report
DATE: November 9, 2021

The Parks & Recreation Department had many irons in the fire this month. The mowing season, which is usually wrapping up in September at the latest, stretched well into October. On top of fall cleanup and preparing for winter, Jordan and Jeff had their hands full continuing to mow green grass that was continually fed by sunshine and rain. This led to the need for a full overhaul of the Kubota mower at the end of the month.

To expedite fall cleanup, we purchased a leaf vacuum and Jordan constructed box apparatus for the back of his work truck, allowing him to take the truck from park to park throughout town, sucking up leaves and dumping them.



Graziano Square continues to take shape with more work from the parks crew and Ed Bush of Bush's Bushes, planting and setting trees and flowers. Ed offered to take care of the park for prepping for spring and making sure the gardens and landscaping is maintained all summer long. Jordan rented an aerator machine and aerated that location plus a few others. In the month of October, Jeff and Jordan installed the guard rail fencing with the help of Randy and Public Works. This was a labor-intensive project that is finally giving the park a sense of completion, beauty, and usefulness. Women's fastpitch softball ran throughout the month of October, and the Parks crew constructed a homerun



fence for their championships the last week of the month, and cemented a memorial plaque and tree along the Miller Trail by Lisbon Community School.



At Beaver Park, alongside daily tasks, the shed and lodge were organized and prepped for winter, and several new signs were installed at the far end of the park to remind the community to use the main entrance only. We also made a substantial purchase in a new snowmobile for maintaining Beaver Park trails this winter. Jeff Arsenault, who has been a wonderful asset to our department this season, finished his last day for the year on October 28.

Along the River Trail, multiple spots of vandalism appeared on October 28th. Using a generator to power the belt sander to remove the spots on the wooden guard rails, and a product recommended by a local memorial maker to remove the damage to the granite benches.

This was not the only vandalism within our department this month. The MTM Community Center Fitness Center door was broken by young vandals throwing apples and rocks, and a majority of the outside of the building covered with apple debris from their after-hours visits. With help from the school department and LPD, we were able to identify the responsible parties and set up community services to remedy the damage.

This month was huge for our recreation programs, with Field Hockey and Football regular season games ending and playoffs. Our teams all progressed in skill throughout the season and we are grateful to all of our staff and volunteer coaches. The K-6 and Little Kickers soccer programs suffered a few rain-outs but were rescheduled as much as possible.

The Little Styx Field Hockey girls participated in two tournaments this year at Mt Ararat and Freeport. These little ladies played well and went undefeated in their games! Field



Hockey seasons ended with fun Halloween events and recognition dinners, and football with banquets and awards ceremonies.

We hosted three large events at the MTM this October: Our first-ever Scarecrow Contest, the PCL Harvest Festival, and the Lisbon Rec/DARE Halloween in the Park. The Scarecrow Contest was perfect for decorating the park for the other events, with families and businesses coming up with many and varied creative ways to decorate their scarecrows. Congratulations to our winners Ted Clark and Faith McDaniel!





PCL decided to have the Harvest Festival in spite of a rainy forecast on October 30, and the event was well-attended in spite of the showers! We were happy to offer our facilities, tables, chairs, tents, and more to help make this a fun event for the community.

Halloween in the Park was as popular as ever, and we ran out of hot dogs (generously donated by Frank's Restaurant and Pub). Huge thanks to the LPD D.A.R.E. officers, PCL volunteers, Fern Larochelle, Angie D'Amours, Michelle Huston, Jen & Dean Willey, and Diane Barnes for devoting

their time that evening to serving the crowds at MTM!

Aline's seniors breakfast has grown steadily, and we are at full capacity in the kitchen to get orders out. We have folks traveling from Freeport, Harpswell, and further away regularly to get the best breakfast in town! Additionally, the seniors made several trips in October, including taking two fifteen-passenger vans to the Fryeburg Fair.





Lisbon Police Department

A Community Policing Agency

300 Lisbon St.
Lisbon, ME 04250

Ryan A. McGee
Chief of Police

October 2021 Report to Council

Police Department

In the month of October, the requests for police assistance totaled 1226 calls. There were a total of 54 investigations initiated to include: Motor Vehicle Theft, Simple Assault, Larceny, Harassment, Vandalism, Disorderly Conduct, and Fraud. 19 individuals were arrested, or charged with criminal violations. There were 24 motor vehicle crashes, and 274 motor vehicle stops conducted during directed traffic enforcement details.

The Lisbon Police Department participated in the Harvest Festival this year at the MTM Center, where Officer Bernard competed in the pie-eating contest. Although she competed she lost the competition. The weather was rainy, however, that did not stop Lisbon residents from having a great time.



Also during the month of October, Lisbon Police Officers conducted intensive firearms training, training in both the daytime and during the nighttime. Lisbon Officers are put through a series of skill builders for all environments, preparing them for a number of situations, whether day or night, since working in total darkness brings on a required set of skills in high-risk situations.



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300 Lisbon St.
Lisbon, ME 04250

Ryan A. McGee
Chief of Police



On Halloween night Lisbon Residents came to the MTM Center for hotdogs, candy, hot chocolate, and Officers also passed out glow sticks. We had the Lisbon PD Humvee there for kids to hop in and check out. The weather was excellent and the kids had a great time.



The Projection for the Month of November:

In the month of November, we hope to fill our vacant Patrol Officer Position. Also in November, we should have Officer Nicholas Kauffman returning from a yearlong deployment with the US Military. Officers will also be completing AED, First Aid, CPR, and Narcan refresher training this coming month.

Thank you,

Ryan McGee
Chief of Police

MEMORANDUM FROM THE PUBLIC WORKS DIRECTOR

TO: DIANE BARNES, TOWN MANAGER
FROM: RANDY CYR
SUBJECT: OCTOBER 2021, MONTHLY REPORT
DATE: NOVEMBER 10, 2021

Public Works – In the month of September, we investigated and actioned on resident and dispatch calls for potholes, trimming bushes, ditching, drainage issues as well as policing up trash and deceased animals. Winterized the street sweeper. Hot top catch basin on 56 Wing St, manhole on School St and big sinkhole on 196 by redemption center. Put loam and seed by aprons on Mathew St. Prepping trucks and equipment for winter operations. Cut brush behind guardrail on 196 and sidewalks throughout town. Randy and Dan scoped out upcoming jobs. Fixed a washout on Summer St. Fixed large hole at fire station lot. Put new speed signs on Webster Rd. Jordan from Rec cut brush around the shop. Shipped back fitting for compactor trailer needed go back to company. Cleaned top of catch basins. Prepped Ann St for hot top. Took out cement barriers from boat launch. Worked on shoulders of route 125 where it was paved. Cleaned streets of logs and branches after high winds. Painted No Parking in front of lot on Union Street. Put up snow fence on Littlefield Rd and partially on 125. Fixed door on transfer station shack.

Mechanics continued working on vehicles / equipment to ensure inspections were completed and safe for operation and ready for winter. Picked up the shop, salt shed and employee areas for cleanliness.

PW December Goals: Cutting down tree(s) for safety concerns; MS4; Prep winter equipment; culverts, assist rec with walk path.

Transfer Station - Below is a summary of the items shipped during the past month.

<u>Item</u>	<u>Tonnage</u>
Single Stream	5.03
Trash	216.33
Bulky Waste	37.83
Wood	16.37
Brush	14.22
Leaves	21.38
Shingles	7.82
Freon	68 units
Tires	2.08
Antifreeze	70 gallons
Cardboard	21 tons

SW December Goals: Continue to follow new fee schedule; Continue checking vehicles for permits; always looking to make operations better.

MEMORANDUM FROM THE SEWER SUPERINTENDENT

TO: DIANE BARNES, TOWN MANAGER

FROM: STEVE AIEVOLI

SUBJECT: MONTHLY REPORT FOR OCTOBER & THE PROJECT AGENDA FOR DECEMEBER

DATE: NOVEMBER 5, 2021

1. Below is a summary of the activities beyond the typical sewer system and treatment plant maintenance completed during the month of October.
 - Maine DEP did an inspection at the treatment plant
 - Replaced the belts on the Gorman-Rupp pump in the Headwork's Building
 - Prepared snow removal equipment for the upcoming winter
 - Repaired the doors on the Formula X pump stations.
 - Installed a new washing machine at the treatment plant
 - Installed shelving in the Headwork's Building

2. December Project Agenda. The following list includes goals for work to be completed in the following month. This in no way represents a list of all work done within a department, nor does it guarantee that all items will be completed exactly on schedule.
 - Continue construction on the Davis Street pump station rebuild.
 - Change oil and grease all treatment plant pumps and blowers
 - Install new brush on the Micro-Raptor Screen
 - Clean the Chlorine Contacts tanks before winter really hits
 - Inspect the cross country sewer lines

Please contact me if you have any questions.

NOVEMBER REPORT TOWN CLERK & ELECTION DEPARTMENT

ELECTION

- We received State and Local ballots. Deputy Clerk tested Absentee and Official ballots.
- Supply boxes were stocked.
- Deputy Clerk transferred previous ballots to cardboard boxes for retention and destruction according to the disposition schedule.
- Town Clerk printed the incoming voting list and public view copy.
- Tally sheets were prepared for the Warden.
- Party chairs were notified of absentee processing times.



- Public Works delivered the materials.
- Staff set up the polling place and tore down the booths.
- Public Works put the signs out Election Day and picked them back up.
- Election Officials were sworn in that morning.
- Results were tallied that night.
- State Election Results were certified by the Town Clerk and sent to the Secretary of State.

Voter registration cards arrive weekly from motor vehicle. Approximately 45 new voters registered on Election Day, 11 changed party, and 27 changed their address. We issued 723 Absentee ballots and 672 were returned.

The Town Clerk's office could not have accomplished what we did without our wonderful Staff, Lisa Smith, Deputy Clerk/Deputy Registrar; Nina Hodgkins, Assistant Clerk/Deputy Registrar; and Gwen Michel, Assistant Clerk/Deputy Registrar. Plus a huge "thank you" goes to Randy Cyr, Ray Soucy, and their awesome staff for all their help with moving materials. Lastly, and most importantly, a huge "thank you" goes to the "Election Volunteers" who dedicate their time to this process. It was definitely a job well done on everyone's part.

TOWN CLERK

- 2021 ***Dog licenses*** are being sold, but a Rabies Clinic will not be held again this year.
- Business Licenses were processed along with Games of Chance applications.
- Council agendas and electronic packets were prepared and posted.
- Planning Board and Lisbon Development Committee meeting minutes were transcribed.
- Monthly dog and vital record reports were prepared and checks mailed.
- Minutes of Council Meetings were transcribed, posted on the website, and at Clerkbases.
- Several vital record requests were received and processed.
- Town Election Results were prepared for Council to ratify.

NEXT ON THE HORIZON:

- Inauguration preparations begin with notifications to winning candidates.
- Decorate Council room with wreath and hopefully rope garland from Parks & Rec.
- Audit Report when completed will go into Annual Town Report.
- Pictures above from Lisa Ward on Election Day saved for incorporating into annual report.
- Complete and Print Annual Town Report in March.
- Prepare Certificates for Employee Recognition Ceremony in January.
- Pay Election Staff and Election related bills.