



Town of Wiscasset

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To: Board of Selectmen
Fr: Laurie Smith, Town Manager
Re: Goal Workshop on *January 8th at 6:00 pm.*
Cc: Department Directors
Dt: December 21, 2012

In preparation for our goal workshop on Tuesday, January 8th I am supplying this memo and the identified challenges, opportunities and goals from the past two years. It is important to develop the goals of the elected board as a group so that staff may build their daily activities and budgets in support of the goals. Furthermore the goal process will help drive decision making throughout the fiscal year. The goal setting process is a time to reflect on our challenges and what we hope to accomplish to make Wiscasset a quality place.

Elected officials are given the responsibility to set the policy for the Town. It is the administration's role to carry out the policy. While department administrators may have specific goals (have all town streets swept by Memorial Day), elected officials goals should be broader to encompass a direction of the community (keep the Town aesthetically pleasing and safe). The first year we kept the goals broad and the departments goals fit nicely as tasks under the broader goals. Last year the goals were more specific (task like); however were still in the policy category. We focused on five goals to see so that we could clearly mark our progress. I will be reporting to you on the 8th on the progress towards these goals over the past year. When we meet on January 8th I will continue to ask you to think broad about your goals as they continue to give direction to departments. In fact, some of these goals I assume will continue year after year (pursue operational efficiencies). Below is an example showing the differences between goals and objectives (or tasks).

Goals:	Objectives:
Institute a Capital Replacement Plan that ensures the quality equipment to enhance operational effectiveness.	Replace the pick-up for the Fire Department.
Operate our departments efficiently to maintain an affordable tax rate.	Maintain a 0% budget increase.
Develop partnerships with local and state agencies to produce an livable village area.	Apply for a Development Block Grant with Lincoln County to replace sidewalks.
Maintain a safe community where residents and businesses want to invest	Respond to calls for service within 4 minutes.

Although the goals should be visionary and create a sense of a mission to keep Wiscasset moving forward, it is also a time to give me budgetary guidance. As you know the Town has faced many financial challenges over the past year including a decrease in valuation (Mason Station LLC Properties), continued outstanding accounts receivables, and a cash flow problem. The next budget year will need to balance the desire to limit impacts to taxpayers while progressing on the goals of economic development, infrastructure replacement, staff training, etc. **What issues do you wish the departments and I to examine as part of the budget process and what is your budgetary direction as we prepare the document that will ultimately determine the direction for the coming year?**

Selectmen Goals 2012

Overarching goal: To create a quality place building upon the historic nature of Wiscasset providing quality community services at an affordable rate for citizens.

Goals:

1. Economic Development

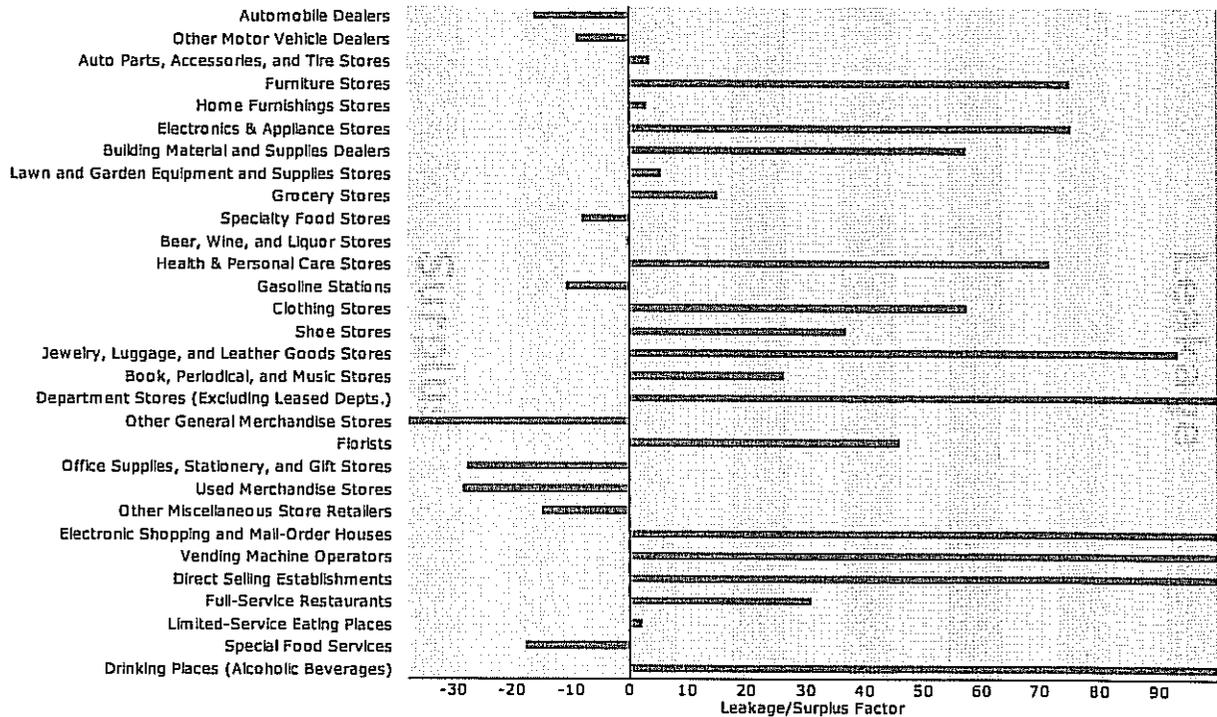
- a. Perform a land inventory of public and private land to market to developers
- b. Answer the question “why Wiscasset?” and create marketing through print and web.

Results:

During 2012 the Office of Planning, Development & Codes conducted an inventory of parcels located in Wiscasset displaying development potential. The inventory has been assembled into three categories: Properties currently on the market; town owned parcels; and parcels not for sale but having potential for development in the future. Furthermore, a consolidated list of parcels which can be used to market to developers was generated as well as details regarding key components of the community that may be attractive to developers in deciding “Why Wiscasset”.

In pursuing marketing efforts for Wiscasset, the Office of Planning, Development & Codes obtained grant funding through the Lincoln County Regional Planning Commission’s ASK program to assist in developing a marketing study for a pharmacy in Wiscasset. Through this study we have also been able to conduct basic market research for Wiscasset to better understand the existing market and industries saturating or lacking in the community. Below is a table from this study tabulated for Wiscasset expressing leakage and surplus factors for various industries. This graph demonstrates the demand for goods and services in Wiscasset, divided by industry, and the distribution of where that demand is met. Surplus indicates an oversupply of demand while leakage demonstrates demand not being met in Wiscasset and sought outside the community. Understanding Wiscasset’s market will help the community narrow marketing efforts to be more successful and targeted.

Leakage/Surplus Factor by Industry Group



Preliminary marketing information as well as demographic information generated in 2012 will help direct continued marketing efforts in 2013. In further investigating "why Wiscasset", the Town Manager and I began meeting with business owners in Wiscasset to better understand the challenges and opportunities facing our existing businesses, additional support that could benefit our business community and why these businesses chose Wiscasset. These meetings will continue in 2013. Data from these meetings will frame the answer to "why Wiscasset" and direct marketing material for the Town.

2. Grow our resources at the Airport.
 - a. Partner with the Texas Flying legends to create a permanent home for them at the airport.
 - b. Find our niche as an airport especially in relation to Brunswick Naval Air Station.

Results:

Goal	Status
Upgrade buildings and facilities	We accomplished much during the past year. <ul style="list-style-type: none"> • Maintenance building roof, widows, and lights replaced.

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- FBO Building remodeled. New windows and efficient lights in hangar bay; increased insulation in walls and ceiling. Remodeled first floor, including totally new restroom.
 - Partially remodeled second floor to the point where the tenant, Peregrine Consulting, Inc. has agreed to lease the entire second floor for a minimum of one year at a 62% increase in rent (\$500 to \$800).
-

Maintaining safety of users and airport

Ongoing process

- Considerable amount of time and materials spent patching cracks on runway and aprons
 - Maintained airport lighting systems through daily and weekly inspections and replacement of lights on regular basis
 - Installed additional fencing and new electronic gates to help keep unwanted vehicles off the airport
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Expanding the economic contribution to the Community including the possible addition of a restaurant at airport

Ongoing process

- The visit last summer by the Texas Flying Legends Museum was a much-added boost to the economic vitality of the airport and community.
 - Plans for a restaurant are still considered an important part of our growth and development plans.
-

Development of partnerships to enhance the public perception, marketing and economic impact of airport. Do this with our neighbors, fixed based operator, elected officials, and Chamber of Commerce in mind.

- Again, the visit by the Texas Flying Legends Museum during the summer of 2011 had a huge marketing impact on the airport. Their presence help put the airport on the map, not only in the community, but the region. While the economic impact beyond the airport is not measurable, they did draw daily crowds, and even larger turnout during the open house in August and annual Air and Land event in October.
 - The newly formed Wiscasset Chamber of Commerce used the airport as an office for several months in 2011.
 - The decision to take over FBO operations seems prudent.
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Develop a plan of sustainability in coordination with plans at Brunswick Executive Airport	<ul style="list-style-type: none"> • This goal is not practical. We see no partnership opportunities with Brunswick.
Find our niche in the industry	<ul style="list-style-type: none"> • Accomplished. We are a general aviation airport serving the mid coast region from Bath to Boothbay Harbor. With the conversion of Brunswick from a military base to a general aviation airport, our market did in fact shrink. However, our decision to offer prices below theirs has attracted more based and transient aircraft.
Increase revenue stream to be self-supporting	<ul style="list-style-type: none"> • This remains our number one goal. By taking over FBO operations we have dramatically increased our revenue stream primarily through fuel sales, hangar rental and building leases.
Develop a weekend coverage system that is cost effective. Maximize coverage by creating self-service options.	<ul style="list-style-type: none"> • This goal should be changed to “develop full-time coverage throughout the year. Maximizing coverage increases awareness of the airport and helps promote both the facility and local area. Pilots are using Wiscasset because of its location and low fuel prices. Having someone available to meet and greet visitors is an essential marketing tool.

3. Review town committees

- a. Evaluate the need for the committees
- b. Determine whether there should be a length of service for members
- c. Define the purpose of the committee
- d. Give the committees direction from the Selectmen
- e. Establish a reporting procedure between Committees and Selectmen
- f. Hold a workshop with the committees

Results:

The Board of Selectmen established a subcommittee and reviewed the work of the committees. A data table has been established with the committees, their work, and recommendations. The Board is acting on the recommendations from the subcommittee.

4. Ambulance service
 - a. Maintain current service
 - b. Maximize revenues

Results:

The ambulance service has continued to work throughout the year at training and retaining their members to enable the town to have the best possible service.

The ambulance budget has been increasing each year mainly due to call volume and having to pay members to cover that increased volume. Most of the ambulance budget is payroll driven. In 2011 the service had 749 calls for service. In 2012 we had 825 calls for service.

As of January 1, 2013 the ambulance service has 33 licensed members which is down one from January 1, 2012. The license levels break down as follows;

*Paramedics; 2012 we had 11
2013 we have 10*

*Intermediates: 2012 we had 8
2013 we have 7*

*Basic EMTs; 2012 we had 11
2013 we have 12*

*CPR/ Driver; 2012 we had 4
2013 we have 4*

Last year we cut back from paying hourly on the weekend to shift pay. The ambulance service was fortunate not to lose many members because of this and the service was able to maintain the same quality of service.

The ambulance service has been working with our billing company to see if there are ways to improve on our revenue collections. Together we have come up with a few ways to try to help maximize our revenues.

- 1) Insurance data collection: The director has been working with the members to have them be more diligent with collecting insurance information on our patients.*
- 2) The billing company is now accepting payments by credit or debit card.*
- 3) All outstanding balances are submitted to a collections agency after 90 days.*
- 4) By the addition of the newly remounted ambulance the town purchased last fall the service now has 2 dependable ambulances which allows us to take inter facility transfers which will increase revenue for the town.*

5) The Town Manager and the Director of the service went to the other towns that we serve Alna, Edgecomb and Westport Island and asked them if they would be willing to contribute to the continuing ambulance coverage for their towns. This article was brought up in each of their town meetings and was approved by all. Each town donated \$3,000 towards continued ambulance coverage for their town.

5. Insurance Service Office (ISO) rating for public fire protection

Results:

Since the Board of Selectmen chose a new ISO rating as one of their goals in early 2012, the fire department has:

- Assembled a committee to coordinate the review*
- Wiscasset Water District has completed their portion of the review application*
- The committee has met several times and come up with a list of challenges that they feel need to be addressed before the fire department can submit the best application possible.*
- Collected data needed for the application process.*

The Fire Chief prepared a presentation for the Selectmen in 2012 reviewing the challenges prior to a new ISO rating and established a three year plan. The Board of Selectmen agreed to this plan.

Selectmen Identified Challenges and Opportunities 2012

Overarching goal: To create a quality place building upon the historic nature of Wiscasset providing quality community services at an affordable rate for citizens.

Challenges:

- Waterfront infrastructure upkeep
- Infrastructure maintenance
 - Sewer – limited users
- Not competitive in Business Market
 - Taxes
 - No Full Time staff or Economic Development
 - BNAS – Incentives
- Ease for business development
- Curb cuts on Route 1
- Public Involvement
 - Volunteers
 - Voting
 - Apathy
 - Sense that Board goes against the legislative body
- Need for Town Train Station
- To decrease taxes we must cut services
- Revenue generation
 - Make certain departments more self sufficient
- Health Care costs for employees
- No significant annual community event
- Emergency Plan has not been exercised
- Historic village
- ~~Bypass – keep up with informal and find acceptable route~~
- Keeping taxes down
 - Residents on fixed incomes
 - Only ½ of budget under town control
 - Were valuation rich in past
 - Redirect limited resources to reduce town expenses
- Replacing rapidly depreciating equipment
 - Use town reserves

Opportunities:

- People of community
 - Civic engagement
 - Skills and abilities to benefit community

- Retirement group younger and willing to serve
- Public Television for Board meetings
- Historic Village
 - Private investment downtown
- Recreational trails and lands
- Partnerships
 - Westport
 - Edgecomb
 - Alna
 - Lincoln County
- Developable Land
- Chamber of Commerce
- Spirit Award recognition for St. Phillips – recognize others
- Attrition in workforce allows reduction in labor naturally
- Energy infrastructure power grid
- Tidal energy project
- Riverbank
- Airport
- Eastern Railroad
- Waterfront development
- The Town website

Other Goals which were identified but didn't meet the top 5:

- Reduce Accounts Receivable by 30% (More regular reporting on progress)
 - Sewer
 - Ambulance
 - Taxes
- Influence Maine policy by creating legislative liason/advocate
- Revitalize our historic downtown village
- Education
 - Support the proposed funding formula change
 - Focus on shared goals of quality education
- Human Resource development.
 - Increase skill level of departments through training on management and technology.
- Examine cost effective operations
 - Purchase in bulk at regional level
- Cross charge expenses among departments
- Establish annual event in Wiscasset

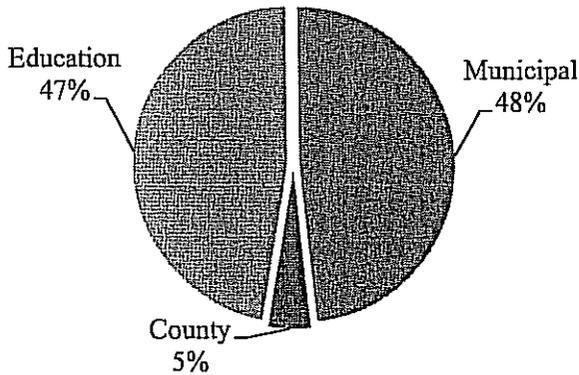


Town of Wiscasset 2012 Newsletter

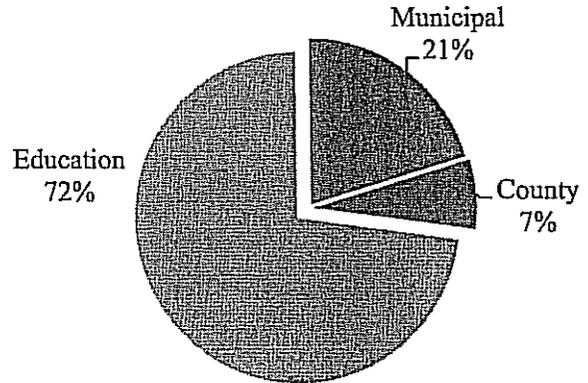
FY 2012-13 BUDGET BREAKDOWN

The tax rate for FY 13 increases by \$0.75, from \$15.15 per thousand to \$15.90 per thousand. The reason for the rise in the mill rate is due to an increase in the education costs of approximately \$235,000 (\$.64 rate increase) and the \$55,000 funding for the RSU withdrawal study (\$.12 increase). The County appropriation decreased by about \$11,000 (\$.02 rate decrease). The Town's rate was able to remain flat even during a time period when the Consumer Price Index was up by 2.9% overall for all items. Energy was up by 7% and gasoline saw an increase of 12.6%. Grocery costs followed energy with the second highest increase at 4.5%. The Selectmen led the charge to maintain all services while keeping a flat budgetary impact.

Budget Breakdown



Percentage of Tax Dollar



Above are two pie charts which illustrate the difference between Town expenditures and tax dollar requirements. The chart on the left illustrates the breakdown between expense categories. As you can see the Town appropriates a similar amount of funding for Education and Municipal Expenses. However, once all revenues have been deducted from the municipal expenses the requirements for tax dollars are quite different. The pie chart on the right shows that over 70% of the tax dollar goes towards education, while approximately 20% goes to municipal services. Further explanation of how the tax rate is divided can be found below.

FY 13 - FY 12 -FY 11 Property Tax Rate

Departments	FY 11	FY 12	FY 13	\$ Increase/ (Decrease)	% Increase
Municipal Mill rate	\$ 3.40	\$ 3.23	\$ 3.23	\$ 0.00	0.00%
County Mill Rate	\$ 1.08	\$ 1.10	\$ 1.08	\$ (0.02)	-1.82%
RSU Withdrawal Mill Rate	\$ -	\$ -	\$ 0.12	\$ 0.12	
Education Mill Rate	\$ 10.32	\$ 10.82	\$ 11.47	\$ 0.65	6.18%
Total Mill Rate	\$ 14.80	\$ 15.15	\$ 15.90	\$ 0.75	5.06%

Selectmen Goals and Results 2011

Financial:

- ***Adopt an investment and capital improvement policy to secure the future investment in the Town's infrastructure and capital equipment without drastically impacting the tax rate.***
 - Examine market values, distressed values and sales to ensure we maintain equitable values to support the tax rate. (Assessing)
 - ✓ Have analyzed the recent market values and plan to hold a workshop with the Selectmen in early spring to address inequities.
 - Upgrade buildings and facilities to attract more investment. (Airport)
 - ✓ The Airport performed maintenance on the building roof, windows and interior lights. The fixed base operator building was remodeled with new windows, efficient lights in hangar bay; increased insulation in walls and ceiling and a remodel of the first floor.
 - Maintaining safety of users and visitors at airport. (Airport)
 - ✓ The cracks on the runway and aprons were patched. The airport lighting systems were inspected daily and weekly and lights were replaced on a regular basis. The Airport installed additional fencing and new electronic gates to help maintain safety by only allowing authorized vehicles access to the grounds.
 - Implement the investment policy through a Selectmen vote. (Finance)
 - ✓ The policy was adopted through the Selectmen in February.
 - Develop and implement a fund balance policy. (Finance)
 - ✓ The policy has yet to be reviewed in consideration of other pressing matters.
 - Replace pick-up truck which does not meet inspection. (Fire)
 - ✓ The department had requested a replacement truck in the FY 2012 budget. The budget did not include a replacement truck; therefore the necessary work has been completed to allow the 1988 pickup to meet state inspection requirements. The department is in hopes to gain an additional two years of service from the vehicle.
 - Replace the oldest police cruiser to minimize time out of service and repair costs. (Police)
 - ✓ The department requested a replacement cruiser during the FY 2012 budget process to both the Selectmen and Budget Committee. This issue needs to be addressed sooner rather than later. The department will request a cruiser in the next budget cycle

- Replace a 7 year old ambulance to decrease hours out of operation and operational costs. (EMS)
 - ✓ The ambulance service submitted a request for a new ambulance in the FY 2012 CIP. In calendar year 2011 #88 was out of service due to repairs 64 days and we lost the revenue on 16 calls. We will submit another request to remount #88 at a cost of approximately \$200,000. A savings of \$100,000.
- Increase the quality of the infrastructure. (Public Works)
 - ✓ Over the past year the Public Works crew has done many projects to improve the infrastructure. The crew has participated in everything from ditching approximately five miles of town roads to replacing culverts in several residential driveways as well as culvert replacement under all repaved streets before grinding began. The waterfront has seen major improvements in the last several years we have rebuilt ten floats and had Prock Marine rebuild the commercial fishing pier. If all goes well and the funding comes through this coming boating season we will be doing some substantial improvements to the recreational side of the pier as well. The crew is constantly doing routine maintenance tasks such as sign replacement tree trimming mowing and catch basin repair etc. Overall the department is moving in a very positive direction even though budgets are tight and there is never seems to be enough money to go around.
- Establish an equipment replacement program. (Public Works)
 - ✓ The Public Works Department has worked with the Town's Selectmen to establish a Capital Improvement Program. The department has developed a prioritized list of equipment and a method of funding the program long term. This fiscal year we replaced an aging 743 bobcat with a new Bobcat toolcat which we hope to be a more versatile piece of equipment. This program is a big step in helping the community move in a positive direction.
- Secure a low interest bond to begin work on capital needs. (Wastewater)
 - ✓ The Town did apply for a low interest loan/grant through USDA. The Town did not qualify for a grant but was eligible for the loan. After further examination of the Main and Federal Sewer lines it was determined that they were not in need of immediate repairs and had a 10 year life expectancy. The Town did fund the purchase of three mobile generators in the past year – one from impact fees and two from the CIP. We were also able to fund the needed repairs on the sludge tank stairs.
- Upgrade the piers and floats at the Waterfront. (Waterfront)
 - ✓ Floats were upgraded this past year by the Public Works Department. The pier vote was passed a new commercial pier finished in December of 2011. The Town was also awarded a matching grant for the recreational pier which should be finalized in 2012.

- ***Pursue operational efficiencies in order to maintain or lower expenses***

- Develop base level Human Resource program for supervisors (Assessing)
 - ✓ The supervisors all attended basic supervisory training through Maine Municipal Association this year. We also held supervisory training jointly with Ellen Gottlieb this past summer.
- Reorganize deeds in safe for easier access (Assessing)
 - ✓ The deeds will be reorganized this spring. Time constraints this fall has not allowed it to occur.
- Establish employee assistance program (Assessing)
 - ✓ The Maine Municipal Health Trust will be offering an EAP this January as part of the health insurance package. I will market it to all employees.
- Expand and streamline training for deputy town clerks. (Town Clerk)
 - ✓ All training opportunities require time away from normal job duties, and hence present a constant challenge. Becky attended a clerk's training on new law changes this past fall. Web training is difficult to juggle while at one's workspace. The Maine Clerk's association will be making DVD's of the clerk training sessions available in the near future. This should make it more palatable for office staff.
- Expand the Clerk's Office knowledge and understanding of responsibilities by attending the New England Municipal Clerk's Institute. (Town Clerk)
 - ✓ The Clerk received almost a full scholarship for the first year at NEMCI. The Clerk attended the first year of training in July.
- Revisit the hours of operation to maximize efficiency with citizen needs. (Town Clerk)
 - ✓ The number of customers was tracked between 6 pm and 7 pm on Monday evenings. The average was 1 or 2 customers in the winter months, however the number did increase the summer months. We should consider closing at 6 pm and staying open an hour later on another day.
- Finish a data index of all town records in order to allow easy access to historical information. (Town Clerk)
 - ✓ The clerk began an excel based index for Town Meeting votes from 1995 to the present. The former Town Clerks had a written ledger of important votes and those have been incorporated into the excel spreadsheet which is searchable by subject.
- Organize the vault in order to maximize the use of available information. (Town Clerk)
 - ✓ An initial cleaning and organizing of the vault was accomplished by pairing like items and boxing and labeling others. More organization remains to be done.
- Coordinate town wide safety training to improve our safety record and reduce liability. (Code Enforcement).
 - ✓ We have held monthly safety meetings with departments. I have supplied the needed "safety Shorts" for each department tool box safety meetings and

- Invest in energy efficient technology to lower utility costs. (Recreation)
 - ✓ The department spent a considerable amount of time researching and planning the installation of variable frequency drives on our pool pumps and having the pumps rebuilt to improve their efficiency. The department is presently researching pool blankets, lighting options and solar possibilities for the coming year.

- Create more continuity and flexibility in staffing levels (Police).
 - ✓ The department has developed a staffing schedule that addresses this goal. This past year the changeover in staffing has created challenges in staffing, however once the third officer is hired it will allow me the department to smooth out any wrinkles.

- Examine staffing and call volume to allow for proactive enforcement. (Police)
 - ✓ Property checks
 - The department continues to participate in a large number of property checks as outlined in the monthly reports.
 - ✓ School interaction
 - The department has addressed school interaction by becoming more engaged in school events and issues. The Chief has also attended and participated in several school drills.
 - ✓ Traffic enforcement
 - The department has increased its traffic efforts and activities. The public is definitely noticing the increased enforcement as evident by the officers not seeing as many speeding violations.
 - ✓ Crime analysis.
 - With the changeover of personnel and the new chief there has not been the necessary time to analyze the crime data, however it is a priority moving forward.

- Encourage responsible risk taking among employees to enhance innovation. (Public Works)
 - ✓ For many years employees have not been encouraged to take risks and have been attacked at public meetings. For these reasons it has been difficult for employees to become innovative and accept risk taking. The department director and Town Manager have supported these ideas amongst the crew and continue to encourage these behaviors. It is hoped that over time the culture of every man for himself will disappear.

- Develop partnerships with the State of Maine to jointly maintain infrastructure. (Public Works)
 - ✓ Over the past year Public Works has worked closely with the DOT to rebuild the federal street sidewalks and replace the storm water system. Although the town did have to pay a small portion of the bill it was far less than it would have been if we had not worked closely with the DOT. At this time we have a very good working relationship with the acting road supervisor of the Edgecomb yard this helps a great deal with road safety issues such as sign

coordinate them with each department's needs. We should develop an individual budget line for safety items.

- Maintain public access with limited schedule (Code Enforcement).
 - ✓ I often work outside the posted office hours in order to accommodate customers and various meetings. I use my own cell phone number to allow people to contact me outside normal hours. This year the Planner and I are sharing an office and a team approach to better service customer needs.
- Install an audible alert system for scales to enhance customer service. (Transfer Station)
 - ✓ A motion sensor was installed on the scale house and a revolving light in the station. The light is visible and allows staff to respond more quickly to customers.
- Need a larger waste oil tank in basement instead of 6 smaller tanks. This will save time by not pumping to all tanks and decrease the chance of oil spills. (Transfer Station)
 - ✓ The Transfer Station Superintendent located a used 2500 gallon double walled diesel tank and installed it. The chance for future oil spills has dramatically decreased.
- Develop a weekend coverage system that is cost effective. Maximize coverage by creating self- service options. (Airport)
 - ✓ The fixed base operator (FBO) increased weekend coverage during the summer and late fall, which seemed to have an impact once the right people were hired. Automated beverage machines were installed (soda and coffee) to allow visitors access at any time. With the pending departure of the FBO, the Airport is researching other self-service options such as snack machines, aviation oil and similar products.
- Implement joint purchasing in coordination with other departments. (Finance)
 - ✓ To date this program has not moved forward, however it is in hopes to implement in the coming year.
- Organize the Rapid Intervention Team to respond quickly and efficiently. (Fire)
 - ✓ The RIT has been organized with 8 individuals and equipment has been placed on Engine 7 for response. We have had some initial training and are developing a monthly training schedule for the RIT beginning in May.
- Development of pre-incident planning for more complex properties. (Fire)
 - ✓ This goal is in the planning phase, but has not been implemented. A more specific plan is to address the top five properties in Town, including Rynel, Maine Yankee, Mason Station, Deer Ridge, Ames Supply and the Airport.
- Development of fire software to establish electronic recordkeeping. (Fire)
 - ✓ The Fire Department did receive new hardware this budget year and is currently evaluating new software. The demonstrations on software should occur this spring and a new software package will be chosen and implemented at that time.

replacement and culvert repair as well as other safety concerns. At this time we refuel all are diesel trucks at the Edgecomb yard. This is due to a fuel agreement with the State Of Maine. This will saved us thousands of dollars in fuel costs over this fiscal year.

- Match staffing levels to operational needs to increase efficiencies, such as maintenance of lines and pumps. (Wastewater)
 - ✓ This coming summer the plan is to use current part-time Transfer Station staff to assist in line maintenance operations. Three people are needed to maintain lines when a confined space entry is required.
- ***Seek ways to increase alternative revenues to develop sustainable departmental operations.***
 - Increase revenue stream at Transfer Station by increasing recycling rates and lowering tipping fees. (Transfer Station)
 - ✓ The Town passed an ordinance to mandate recycling effective October 1st. Since September this year we have increased recycling and lowered waste tonnage. A huge educational effort should be credited with our success.
 - Increase revenue stream to be self-supporting. (Airport)
 - ✓ The Airport has examined other ways to increase revenue, one option to explore is the sale of fuel and other products without an FBO middleman.
 - Develop a plan of sustainability in coordination with plans at BNAS. (Airport)
 - ✓ This goal has been difficult to measure, this past year numerous Wiscasset based aircraft owners moved to Brunswick for two reasons. First, it's closer to their home, and second, the FBO offered a very reasonable heated hangar for the winter. Plans at BNAS will need to kept in mind to determine the strategic plans for Wiscasset Airport.
 - Charge fees to neighboring communities to solidify our relationship as a service provider and offset operational expenses. (EMS)
 - ✓ The Ambulance Chief and Town Manager visited with Alna, Edgecomb and Westport in the spring of 2011. All three towns agreed to contribute \$3,000 annually to support the service.
 - Explore potential revenue by expanding service to transports. (EMS)
 - ✓ The service has started taking additional transfers. This has increased revenues, however we need to balance transfers with the need to be in town and available for calls.
 - Develop a paramedic interceptor program to expand potential revenue. (EMS)
 - ✓ The service has researched the cost of equipment versus the potential revenue and determined there is not a cost benefit at this time.
 - Further discussions with NCTI about hosting classes to increase revenues and decrease training expenses. (EMS)
 - ✓ The ambulance service pursued a contract with NCTI and it has allowed for free training for our members, therefore reducing training expenses. Hosting classes for revenue will most likely not occur as it will not generate revenue.

- Charge for training classes to other departments and regional entities. (EMS)
 - ✓ We have determined that there is no revenue potential here. Training is shared by regional partners much like a mutual aid agreement.
- Develop and implement an accounts receivable policy with departments by creating an integrated review process with departments to maintain an updated accounts receivable listing. (Finance)
 - ✓ The Selectmen began the review of tax-acquired property in the fall of 2011 and were able to reach agreement with some property owners. Two properties were paid in full. This spring we will establish a new sewer lien commitment process. The Selectmen approved a collections policy for outstanding ambulance billing.
- Increase memberships and program revenues by finding space for non-sports activities such as arts and themed events. (Recreation)
 - ✓ Parks and Recreation has increased membership and program fees 10% across the board. This measure was put in place to help combat the rising operational costs and static membership/program revenue. At this point we have not found space for non-sport activities, but have created new community events and partnered with local organizations to create new program opportunities. This needs to be a HIGH PRIORITY for upcoming year. In January we instituted our first annual membership drive.
- Survey community and members to determine needs of membership and attract new members. (Recreation)
 - ✓ The staff surveyed the members that use the fitness room to research their wishes and needs in hope to better serve existing members, but also attract new ones. This written survey also provided feedback during our fitness room renovation. Not only did the data help us decide on preferences of fitness equipment, it provided us with likes and dislikes, a scope for times of use, thoughts for overall improvement and a tool to better plan for the future. In the planning stages to do an electronic survey to gather overall data of the entire facility.
 - ✓ The staff is also surveying members now regarding the reasons why they choose to belong to WCC so that we can better understand our niche.
- Pursue grant opportunities through the County to replace equipment. (Police)
 - ✓ The department is in communication with the County regarding needs and were awarded a grant this past year to install radio repeaters in the cruisers to increase officer safety. Another grant was received through Lincoln County Sheriff's office to replace portable radio batteries.
- Seek revenue opportunities along existing infrastructure such as the hook-up of Montsweag Roadhouse or potential in Edgecomb. (Wastewater)
 - ✓ The Superintendent did pursue a potential hook-up with Montsweag roadhouse, however the timing of the needed infrastructure would not allow for a connection to the sewer plant. No other opportunities have come forward at this time.

Economic Development:

- ***To be known as a business-friendly community by not only retaining the current businesses but by attracting new ones.***
 - Expanding the economic contribution to the Community and opening a restaurant at the airport. (Airport)
 - ✓ The visit by the Texas Flying Legends Museum was a boost to the economic vitality of the airport and the community. The plans for a restaurant are still on the table, however the FBO change will require the attention of the Board for the foreseeable future.
 - Development of partnerships to enhance the public perception, marketing and economic impact of airport. (Airport)
 - ✓ A partnership developed this past year was the Texas Flying Legends Museum which had a huge marketing impact on the Airport. The museum drew daily crowds and larger turnouts during the open house in August and October. The newly formed Wiscasset Chamber of Commerce used the Airport as an office for several months and the Airport FBO held a business after hours event. Several of the Chamber members also volunteered at the Airport events.
 - Promote transparency and enhance the public perception of offices by assisting the public with their issues and treating everyone with fairness and equity. (Code Enforcement)
 - ✓ The CEO has treated everyone fairly and let them know that he is there to help. I have explained to everyone why the ordinance is required. He has also reported on all permits and issues in his monthly reports.
 - Continue work with ORC and planner to ensure new ordinances are reasonable and enforceable. (Code Enforcement)
 - ✓ The CEO has attended all planning and ORC meetings. He has given feedback to the ORC regarding the perception of the ordinances by the general public and how proposed ordinances will be interpreted and enforced.
- ***Reduce regulations to allow for business development while retaining character of community.***
 - Clarify the business registration process, ensuring that planning and code enforcement are part of the process. All the documents in regards to business licensing should come from the Town Clerk's office to reduce confusion and to ensure all required forms are distributed to registrant. (Town Clerk)

- ✓ The clerk has developed complete business license packets including, license registration, DBA and corporation filings, a chamber of commerce application and a department sign off. We need to redraft the business license ordinance as many businesses still do not register after multiple attempts. Registering on an annual basis seems to be an undue hardship.
 - Promote transparency and enhance the public perception of offices by assisting the public with their issues and treating everyone with fairness and equity. (Code Enforcement)
 - ✓ The CEO has treated everyone fairly and let them know that he is there to help. I have explained to everyone why the ordinance is required. He has also reported on all permits and issues in his monthly reports.
 - Continue work with ORC and planner to ensure new ordinances are reasonable and enforceable. (Code Enforcement)
 - ✓ The CEO has attended all planning and ORC meetings. He has given feedback to the ORC regarding the perception of the ordinances by the general public and how proposed ordinances will be interpreted and enforced.
 - Review permitting process and educate public with new State mandated building codes. (Code Enforcement)
 - ✓ The CEO received all the certifications in the new State Building Codes. The State changed the law regarding the size of Towns required to enforce the new codes from 2000 to 4000 in population. Although Wiscasset is currently exempt I will assist the public in understanding how the laws may affect them in the future.
 - Streamline permitting process with Planning Board and permits (Code Enforcement).
 - ✓ The CEO is developing a "Fast Track" permitting system for small businesses and development. This would assist them through the process quickly.
- ***Seek businesses that add to the quality of community through newer technologies, the creation of jobs and by developing a diversity of types and sizes of businesses.***
 - Find our niche in the industry to create opportunities for growth. (Airport)
 - ✓ The Airport's current niche is a general aviation airport serving the mid coast region from Bath to Boothbay Harbor. The question is what will make people choose our airport over BNAS or other local airports. Can we attract people due to lower prices?
 - Meet with Ferry Road Development to determine possible business opportunities. (Planning)
 - ✓ The Town has reached out to National Resources Energy, however has not received any return calls. The Town will continue down this path.
 - Develop future plans for I-Park. (Planning)

- Seek business and development opportunities for land at Mason Station. (Planning)
 - ✓ The Planner has worked with the CEO to determine what site clean-up has been conducted and what grant possibilities may be available to further assist with remediation. This will be helpful to the Town, but also to any potential developers. The County is currently working on an EPA grant to fund brownfield assessments in the county, and I have joined this team to coordinate sites in Wiscasset.
- Upgrade economic development information on website (Planning)
 - ✓ The Planner only began in October, however has already reviewed the website to determine what types of information would be beneficial. She is developing a "doing business in Wiscasset" pamphlet that will provide a step by step guide to permitting processes, timelines, resources, etc. Additionally she will be developing a commercial resource guide that will inventory available commercial and industrial properties and helpful information about each site. Knowing specific information about these sites will better assist businesses and the Town to plan for future opportunities.
- ***Encourage businesses development in commercial areas along major transportation routes in accordance with the comprehensive plan.***
 - Develop a route one master plan to maximize the use of Route One. (Planning)
 - ✓ The planner is seeking funding to assist the Town with a route one master plan. One potential source is the Maine DOT.
 - Determine the Town's involvement with Gateway One. (Planning)
 - ✓ Gateway One is still in existence, however the Maine DOT is no longer involved and their future is uncertain. Gateway 1 provided a letter of support for our TIGER III grant application for the multi-modal village project. We will continue to stay informed regarding their activities.
 - Remain connected to the State's plans for the Route One bypass. (Planning)
 - ✓ Over the past year the State of Maine decided to not move forward with a bypass project. This dramatically changed the transportation plan regarding route one. The Selectmen, Planner, and Town Manager have been engaged in a vision and goal setting session with the State DOT to discuss alternative plans.
 - Develop land use patterns through the implementation of the Comprehensive Plan to maximize growth along transportation routes. (Planning)
 - ✓ The Planner and ORC are developing land use ordinances consistent with the future land use plan outlined in the comprehensive plan.

Civic Engagement:

- ***Engage the general public through the broadcasting of as many public meetings as possible.***
 - Find volunteers to broadcast Selectmen's meetings, Planning Board meetings, and other committee meetings. (Administration)
 - ✓ Volunteers did handle the broadcast of budget meetings, and staff and board members have been trained to broadcast additional board meetings.

- ***Seek to involve the youth in the public process in partnership with the High School and using social media.***
 - Create a facebook page for the Town. (Administration)
 - ✓ A facebook page has not been finalized as other issues were demanding of staff time. It is hoped that a facebook page can be unveiled this spring.
 - Seek youth opportunities to volunteer on Town issues. (Administration)
 - ✓ This goal has not been realized to date.
 - Police outreach to students in school system. (Police)
 - ✓ The department has started to be active at school events, participate in regular communication with school management and do regular walkthroughs of the schools. Our desire is for the students to know that the officers are approachable and friendly. The department has seen an increase in tips from the youth in the community.

Quality of Place:

- ***Retain the unique character of Wiscasset from its waterfront and historic village area to its rural landscape.***
 - Update Waterfront planning to maximize use and opportunities. (Planning)
 - ✓ The Town submitted a grant (TIGER III) to fund the multi-modal village project. Although the Town was unsuccessful in the highly competitive process it will continue to move forward to implementing these visions.
 - Partner with the Chamber of Commerce to promote the waterfront activities. (Waterfront)
 - ✓ The theme of the 4th of July parade was Wiscasset's waterfront, which focused on the water as a resource. The Waterfront Committee, Chamber of Commerce, and Recreation department sponsored a summer concert series on the river this past summer. They are organizing additional events for 2012.

- Develop signage to direct people in the village and additional public restrooms. (Waterfront).
 - ✓ This past year the Town installed several new signs downtown to direct visitors to the public landing, parking, and restrooms. A new sign was also made for the waterfront building which will be installed this spring.

- ***Maximize recreational opportunities for citizens and visitors of all ages.***
 - Build upon relationship with Senior Center and promote new opportunities for seniors. (Recreation)
 - ✓ Parks and Recreation has worked hard this year to help transition a new Chairperson to the board of Trustees, served on the hiring panel to employ the new Chef, attended Trustees Meeting to ensure communications between the Community and Senior Center. Staff has also outlined better ways to promote both organizations.
 - Create intergenerational programming between seniors and youth. (Recreation)
 - ✓ Staff are still developing a programming network through the seniors to offer opportunities for seniors and youth to share their experiences for the betterment of each. It has been difficult to find opportunities that the seniors view as a benefit.
 - Develop partnerships that provide cost effective new programs and opportunities (Recreation)
 - Chewonki
 - YMCA
 - Adult Education
 - Chamber of Commerce
 - ✓ Parks and Recreation implemented and served out a contract with the Boothbay YMCA for their members to use our facilities during their renovations. Both organizations are very willing to share information to better serve our memberships.
 - ✓ The Department created a wonderful relationship with the Wiscasset Area Chamber of Commerce this year. They have aided in fundraising efforts, most notably the "ice rink", they have helped to promote events through their network paths to help us, but also to provide resources to their members. Part of the partnership was the riverfront concert series this summer.
 - ✓ Recreation partnered with Chewonki to provide seasonal programs for our after-school program and provide opportunities to our citizens during special events. Their president and our Director have met several times to discuss ways to continue to improve the overall relationship.
 - Expansion of volunteer program and coordinator (Recreation)
 - ✓ Staff has tried numerous avenues to recruit new volunteers to aid in program support and fundraising development. The Center and senior trustees have

set-up a coffee hour to discuss ideas and receive feedback from community members. We will be looking for a member to head volunteer recruitment for this upcoming spring.

- Implement Bike and Pedestrian Plan (Planning)
 - ✓ Part of this would have been accomplished through the TIGER III grant. The plan is to continue to seek partnerships and opportunities to construct a trail system.
- Create public events and recreational opportunities at Waterfront. (Waterfront)
 - ✓ The Recreation Department, Waterfront committee and Chamber of Commerce established a waterfront summer concert series that was well received. The Town expects to expand waterfront programs in the future.
- ***Support local businesses and residents who keep Wiscasset from becoming a cookie cutter coastal community.***
 - Improve communication between planning position and public to maintain transparency. (Planning)
 - ✓ The Planner has attended several Selectmen's meetings to engage them in the ordinance development process and update them on planning issues. The Planner also continues to submit a monthly report communicating her progress. The Planner will hold several public meetings to engage the public in proposed ordinance changes in the coming year.
 - Develop business meet and greet program to offer resources to local businesses. (Planning)
 - ✓ The Planner began a meet and greet program with businesses, however with the change in Planners a connection with the Chamber of Commerce has been more meaningful to reach a wide variety of needs.
 - Create a presence on Chamber of Commerce to allow for greater access to businesses. (Planning)
 - ✓ The Town was instrumental in forming the Chamber of Commerce this past year. Town staff including the Town Manager and Planner has assisted in strategic planning sessions and the development of the new chamber board. Town staff frequently attends chamber events and the Planner is creating educational sessions for local businesses to coordinate with the local chamber.
 - Provide opportunities to market community through media contacts. (Planning)
 - ✓ The Town assists the Chamber and various departments at public relation activities such as press releases, ribbon cuttings, and the 10 coolest small towns in America contest.

- Develop an economic impact study for the Waterfront. (Waterfront)
 - ✓ The Town Manager, Town Planner and Lincoln County Economic Development staff contacted the University of Maine regarding a partnership on a study. The University staff was unable to commit the resources needed to complete a study. Town staff will continue to seek alternative funds or resources to better understand the economic potential of the waterfront.
- Develop parking spaces downtown for waterfront activities. (Waterfront)
 - ✓ The Town Manager developed a parking plan and inventoried all parking spaces in the downtown. A parking brochure was created and handed out at local businesses and to visitors alike. The Town Manager also met with MeDOT and the railroad regarding the potential for developing additional spaces along Railroad Avenue. The spaces will be approved once a final plan is submitted to the State of Maine.

6.

WISCASSET BOARD OF SELECTMEN,
BOARD OF ASSESSORS AND OVERSEERS OF THE POOR
DECEMBER 18, 2012

Preliminary Minutes

Tape recorded meeting

Present: Bill Curtis, Judy Colby, Chair Pam Dunning, Vice Chair Ed Polewarczyk, Jeff Slack and
Town Manager Laurie Smith

1. Call to Order

Chair Pam Dunning called the meeting to order at 7 p.m.

2. Pledge of Allegiance to the Flag of the United States of America

3. Approval of Treasurer's Warrant: December 11, 2012 and December 18, 2012

Ed Polewarczyk moved to approve the Treasurer's Warrant of December 11, 2012. Vote 5-0-0.
Ed Polewarczyk moved to approve the Treasurer's Warrant of December 18, 2012. Vote 5-0-0.

4. Approval of Minutes: November 20, 2012 and December 4, 2012

Ed Polewarczyk moved to approve the minutes of November 20, 2012 as amended. Vote 5-0-0. Ed
Polewarczyk moved to approve the minutes of December 4, 2012 as amended. Vote 4-0-1.

5. Special Presentations or Awards – none

6. Appointments

A. Appointment of Marguerite Rafter Strong

At 7:03 p.m., Ed Polewarczyk moved to enter into executive session pursuant to 1 §405 (6)(A) to
discuss personnel matters. Vote 5-0-0. At 7:06 p.m., Ed Polewarczyk moved to come out of executive
session. Vote 5-0-0.

Judy Colby moved to appoint Marguerite Rafter Strong to the Wiscasset Waterfront Committee, with
a term to expire on December 31, 2015. Vote 5-0-0.

7. Public Comment – none

8. Department Head or Committee Chair Report – none

9. Unfinished Business

A. Committee Review Report by Pam Dunning and Ed Polewarczyk: Pam Dunning reported on the
review and recommendations the subcommittee had made. Among the recommendations were the
appointment of a selectman to the Airport Master Plan Committee, the appointment of an ad hoc
committee to update the records to replace the inactive cemetery committee, inviting local

organizations and businesses to assist the Celebrations Committee, assigning work on the Montsweag Dam recreational area to the Conservation Commission, de-authorizing the Energy Commission and the Transportation Committee, filling the vacancy on the Ordinance Review Committee with a business owner and clarifying the mission of the Waterfront Committee which would include work on the vendor policy. Inviting a committee each month to meet with the selectmen was discussed as well as the need for committee meeting minutes. **Jeff Slack moved to de-authorize the Energy Commission. Vote 5-0-0.** The board will meet with the Transportation Committee before deciding whether to de-authorize that body. Judy Colby recommended that the committee chairmen together with the selectmen's subcommittee meet with applicants for committee positions. **Jeff Slack moved to appoint Ed Polewarczyk to the Airport Master Plan Committee. Vote 5-0-0.** The board will take final action on the recommendations at its next meeting.

10. New Business

A. Adoption of ICMA-RC IRA accounts for employees: Laurie Smith explained that authorization of the agreement between the town and ICMA Retirement Corporation will allow the employees to fund an IRA account with taxed deductions at their own cost. There will be no cost to the town. **Ed Polewarczyk moved to authorize the Town Manager to sign the letter of agreement to amend the existing Agreement between the Town of Wiscasset and ICMA –RC to provide for payroll deduction individual Retirement Accounts ("IRAs") for Employer's employees ("IRA accountholders"). Vote 5-0-0.**

11. Town Manager's Report

- A. Reminder of January Selectmen meetings on 2nd and 4th Tuesday, January 8 and 22.
- B. Assessor's Workshop with Sue Varney will take place on January 15 at 6 p.m.
- C. Investment Committee presentation will take place on January 22.
- D. The board will have a goal-setting workshop on January 8 at 6 p.m., and, if necessary, will continue the workshop on January 22.
- E. General Update: The bid by B. M. Clark for a 53-yard roll-off received at the last meeting was \$9,300. Smith recommended accepting this bid (rather than the bid for a 45-yard roll-off), because, as the town pays per haul, the ability to have larger hauls would save the town money. She estimated the town would save \$1200 per year by needing fewer hauls. There was a consensus that the bid be accepted.

12. Other Business

Ed Polewarczyk moved to go into executive session under 1 §405 (6)(E) to discuss legal issues with our attorney. Vote 5-0-0. The board entered executive session at 7:57 p.m. and exited at 8:18 p.m. **Ed Polewarczyk moved to exit executive session. Vote 5-0-0**

At 8:19 p.m., **Judy Colby moved to enter executive session pursuant to 1 M.R.S.A. §405 (6)(D) to discuss union negotiations. Vote 5-0-0.** At 8:42 p.m. **Judy Colby moved to exit executive session. Vote 5-0-0.**

13 Adjournment

At 8:43 p.m., **Bill Curtis moved to adjourn the meeting. Vote 5-0-0.**



Town of Wiscasset

13a.

January 9, 2013

Senator Christopher Johnson
District 20
3230 Turner Ridge Rd.
Somerville, ME 04348

Representative Leslie T. Fossel District 53
P. O. Box 525
Alna, ME 04535

Dear Senator Johnson and Representative Fossel:

The Town of Wiscasset Board of Selectmen, like most Maine elected officials, have struggled with the need to maintain needed services to citizens while balancing a budget plagued with increased costs and decreasing revenues. For the Town of Wiscasset, this has meant increased educational costs in our regional school unit, which have amounted to over \$252,000 in the past three years. Although the regional school units were supposed to lower educational costs, the decrease in general education funding from the State has created increases which resulted in a \$1.15 mil rate increase over the past two tax years alone.

Local impacts have also been felt from the reduction in revenue sharing. For the past 40 years the State has dedicated 5% of all sales and income tax revenue to municipalities. The reasons articulated in State statute are "the principal problem of financing municipal services is the burden on the property tax" and to "stabilize the municipal property tax burden and aid in financing all municipal services". According to the State's own data, municipal revenue sharing statewide has decreased by approximately \$25 million since FY 09 or over 20%. Within our own community, Wiscasset taxpayers have shouldered the loss of approximately \$200,000 *each year* in revenue sharing losses over the past four budget cycles. This 50% annual reduction equates to a *\$.45 increase* in our municipal mil rate each year! Over four years this is an impact of \$2.00. Wiscasset is not alone; Lincoln County has seen a drop in revenue sharing of over \$500,000 per year which equates to a 25% annual decrease.

These revenues are imperative in order to continue to provide basic services to our citizens. Once again we read in the papers that the Governor and Legislature are considering a raid on revenue sharing to balance the State budget. Please represent the good people of Wiscasset and Lincoln County and protect the revenues dedicated to lowering tax rates and providing needed municipal services.

Sincerely,

Pamela Dunning
Chair, Board of Selectmen

Edward Polewarczyk
Selectman

Judith Colby
Selectman

William Curtis
Selectman

Jefferson Slack
Selectman



Town of Wiscasset

12a.2

MEMORANDUM

To: Board of Selectmen
Fr: Town Manager
Re: Cemetery Ad-Hoc Committee
Dt: December 21, 2012

At the Selectmen's meeting of December 18, 2012 the Board agreed to develop an ad-hoc Cemetery Committee to review some outstanding items. I have developed some general guidelines and tasks for the Board of Selectmen to consider.

General Guidelines:

The ad-hoc Cemetery Committee will need to perform some research, mapping and data base development work. With this in mind they will need to be a "working" committee rather than a "policy" committee. The committee will be developing a database and therefore will need some computer skills. One of our staff, Becky Applin, will be able to assist the committee with much of the background necessary to complete their work; however because of her other job responsibilities I want to be on the watch for unintentional work assignments from the committee to Becky.

Tasks:

- Review the records of the Jackson Cemetery – The cemetery was given to the Town without proper records; therefore no lots are currently for sale. There is an individual interested in purchasing a lot, but Town staff are unsure whether there are any available lots.
- Update the mapping for the Greenlawn Cemetery. This includes:
 - New Section
 - Old Section
 - Crematory Park
- Update the mapping for the Woodland Cemetery.
- Create a database from the excel spreadsheet created by Jane Tucker.
- Review the last draft of the cemetery rules and regulations for any amendments.
- Educate the public and plot owners regarding the regulations.

Lisa Garman

From: Brad Little <brad_little@ideacomit.com>
Sent: Wednesday, January 02, 2013 10:18 AM
To: admin@wiscasset.org
Subject: Wiscasset Payphone
Attachments: FairPoint-PTS Payphone information.pdf

136.

Lisa: Thanks for returning my call.

In August PTC acquired the payphones from FairPoint. At that time they sent out letters to the customers however, depending on the accuracy of the customer list some people did not get them. PTS has subcontracted to my group to pick up those payphones that do not have enough monthly revenue to remain as public payphones, and the company where the payphone is located does not wish to keep the phone and be billed as a Semi-Pub phone. I have attached the sample letter that FairPoint and PTS were sending out to all of the customers.

Please note that, if you have more than one Payphone, there may be some of your locations that do generate the monthly revenue to have the phones stay as Public and they would not be on my list for removal. I would be happy to assist your company if they want to complete the notification to the PTS Business office to retain some of these phones as Semi-Pub.

We are currently setting up the routes for pickup so if want to retain your phone as a semi-pub please send me a note so that we can arrange to have the notifications sent in and I can then remove that specific phone from my list. If there is someone in particular you would like our tech to check in with when he comes to remove the payphone just send me a note and I will add it to the dispatch information. If some of the other phones should be referred to someone else please let me know and I will notify them as well.

Thanks.

Brad Little

603-319-9103

E123	1.2	6367M3	207	882	9282	WISCASSET TOWN OF e-mailed townmanager@wiscasset.org with PTS letter laurie Smith 207-882-8200 Lisa left VM	102 MAIN	Wiscasset	MID
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Payphone Change of Service

Welcome to Pacific Telemangement Services (PTS)! As you may know, PTS has acquired the payphone assets of FairPoint Communications in your area. FairPoint Communications will no longer be providing payphone service and has chosen PTS to provide your service. Based on PTS's 25 year track record in the payphone industry and as the recommended successor to AT&T, BellSouth and Verizon in other operating areas, PTS looks forward to continuing a tradition of delivering quality service and innovative solutions to customers.

You can elect for PTS to continue to provide your business with payphone(s) for your customers' convenience. However, it is not financially viable for PTS to provide this service without charge. By signing this form, you will be converted to PTS' Convenience Payphone Service (CPS) effective October 30, 2012 which carries a standard monthly charge of \$75 per phone. ***As an added incentive to sign now, the first month's charge will be waived.*** Inclusive of the monthly rate are the following services:

- ✓ Transition of the payphone line and equipment
- ✓ Toll-free 24/7 Customer Service
- ✓ Maintenance & Service

PTS values your business and would like to keep you as a payphone service customer. However, if this form is not received by October 30, 2012, your payphones will be disconnected and scheduled for removal.

If you have any questions you may contact PTS Customer Care at **866-236-5914**.

PTS

Attn: CPS Dept.

2001 Crow Canyon Road, Suite 200

San Ramon, CA 94583

By your signature below, you are verifying that you are 18 years of age or older and authorized to make changes to this telephone account and giving authorization for PTS to place monthly service charges for an on-site pay telephone(s). This monthly recurring charge/service may be cancelled upon 30 days notice, by calling 866-551-8877 or writing to the address above.

Business Representative Name

Authorized Signature

Date

Print Title of Representative

Main Business Contact Telephone
Number

Customer ID



Town of Wiscasset

December 19, 2012

B.M. Clark Co., Inc.
Russell Garner, Operations Manager
P.O. Box 185
1980 Heald Highway
Union, ME 04862

Re: 2012 Wiscasset Transfer 45/50 Cubic Yard Compaction Container

Dear Mr. Garner:

The Town of Wiscasset has awarded B.M. Clark Co., Inc. the 2012 Transfer 45/50 Cubic Yard Compaction Container for the price of \$9,300. The Town determined the bid was awarded to B.M. Clark Co., Inc., as the delivered product will be 55 cubic yards, therefore minimizing transportation costs. I understand the equipment will be delivered to the Town within two weeks of the date of deposit. If you have any questions, please contact Transfer Station Supervisor, Ron Lear at 380-7228.

Thank you,

Laurie A. Smith
Town Manager

Pc: Atlantic Recycling Equipment



Town of Wiscasset

December 19, 2012

Maguire Equipment, Inc.
Attn: Tom Maguire
P.O. Box 13
Hyde Park, MA 02137-0013

Re: 2012 Wiscasset Transfer 4 Cubic Yard Stationary Packer

Dear Mr. Maguire:

The Town of Wiscasset has awarded Maguire Equipment, Inc. the 2012 Transfer 4 Cubic Yard Stationary Packer in the amount of \$24,180. Before final approval however, we will need to make sure the enclosure will be compatible with our equipment. Please send to us the specifications and drawings of the enclosure at your earliest convenience. I understand you will be ordering the Model 445 HD Stationary Compactor with the Guardian Control System. Please forward the drawing and specifications of the enclosure to Transfer Station Supervisor, Ron Lear, at 51 Bath Road, Wiscasset, ME 04578.

Thank you,

Laurie A. Smith
Town Manager

Pc: Machinery Service Co., Inc.
Atlantic Recycling Equipment