

LEWISTON CITY COUNCIL WORKSHOP AGENDA

Tuesday, November 13, 2012

City Council Chambers

6:00 p.m. Workshop

Pledge of Allegiance to the Flag.

Moment of Silence.

WORK SESSION

1. Presentation on Lewiston Auburn Branding Initiative - 30 Minutes
2. Update on County Dispatch - 30 Minutes
3. Executive Session to discuss a legal matter with the City Attorney.
4. Executive Session pursuant to MRSA Title 1, section 405 (6) (A) to discuss a personnel matter regarding the recommendation for appointment to the Androscoggin County Budget Committee.
5. Executive Session to discuss acquisition of property of which the premature disclosure of the information would prejudice the competitive bargaining position of the City.

LEWISTON CITY COUNCIL
WORKSHOP AGENDA
November 13, 2012
6:00 P.M.

1. Presentation – Regional Branding – 30 minutes

Representatives of the Chamber's Regional Image Committee and the Lewiston/Auburn Growth Council have requested the opportunity to brief the Council on the status of their efforts to date and plans for the future.

2. Update on County Dispatch – 30 minutes

The potential for regionalizing County dispatch has been an on-going discussion item for many years. Recently, the County Commission has decided to retain the County's dispatch operation but expand the current limited charge for services system to include Public Safety Answering Point Services and charges for police and fire dispatching services. We would like to update the Council on the status of this effort and to discuss the City's position on this approach. See attached material.

3. Executive Session – Consultation with the City Attorney

4. Executive Session – Personnel Issue – Recommendation to fill vacant County Budget position from Lewiston

Helen Poulin has resigned her position as a Lewiston representative to the County Budget Committee. While the appointment of a replacement is up to the Committee itself, it has asked if Lewiston has a recommendation. The Committee plans to make an appointment on Wednesday, November 12. This session will be for the purpose of discussing who to recommend.

5. Executive Session – Land Acquisition

Summary of Analysis for Lewiston-Auburn Branding Initiative Survey

**Conducted by the Branding Initiative Sub-committee of the
Androscoggin County Chamber of Commerce and
Lewiston-Auburn Economic Council (LAEGC)**

Report Prepared by



August 2012

Background and Objectives

In February 2012, the Regional Image Committee (RIC) of the Androscoggin County Chamber of Commerce developed a Branding Initiative sub-committee to investigate opportunities to undergo a revised branding strategy for the Lewiston-Auburn Area. Recognizing an opportunity for The Chamber's Regional Image committee to work more closely with the Lewiston–Auburn Economic Growth Council (LAEGC), the two organizations and a committed group of RIC volunteers forged a stronger relationship working towards strengthening the marketing efforts of the LAEGC. The conversation began with an evaluation of the “L/A, It’s Happening Here!” campaign and evolved into a more structured approach to L-A’s community branding as a whole.

The first step in the process has been the data gathering phase, during which a community survey was conducted to gather information from both residents and non-residents. The sub-committee designed a survey based upon the 2002 and 2006 Public Opinion Benchmarking Survey commissioned by the Lewiston-Auburn Economic Growth Council and completed by Strategic Marketing Services (SMS-Portland). The 2012 survey is an effort to get a more current understanding of public opinion on the Lewiston-Auburn community. While the survey tools bare similarity, the tools and methods used are not the same. In 2002 and 2006, respondents were randomly selected to participate in phone interviews while in 2012 respondents self-selected to participate in an open, community-wide online survey. Numerical comparisons to 2002 and 2006 data are given as a means of providing background for the current findings and not for the purposes of benchmarking current survey results.

This report provides a brief summary of the full analysis completed for the 2012 Lewiston-Auburn Branding Initiative Survey designed and distributed by the Branding Initiative sub-committee. The findings reflect the opinions of 381 Lewiston-Auburn residents and 209 non-residents collected by electronic survey over a three month period between April and June 2012. Over 650 individuals responded to the questionnaire of which 590 were sufficiently completed to be included in the final data set.

Lewiston-Auburn Branding Initiative Committee Members:

Co- Chairperson- Hillary Dow, Director of Marketing & Business Development, Austin Associates

Co-Chairperson- Iman Poeraatmadja, Sales Representative, Neokraft Signs

Odelle Bowman, Executive Director, L A Arts

Rachel Desgrosseilliers, Executive Director, Museum LA

Aimee Goodwin, Owner, Goodwin Design Associates

Tammie Grieshaber, Curator, Lyceum Gallery

Kim Jacques, Owner, Revelation Massage

Chip Morrison, President, The Androscoggin County Chamber of Commerce

Calvin Rinck, Director of Marketing, Lewiston-Auburn Economic Growth Council

Linda Sherwood, Owner, LG Sherwood Communications

Noel Smith, Principal, Smith Reuter Lull Architects

Amanda Theberge, Director of Sales, Hilton Garden Inn Auburn Riverwatch

Report prepared by: Adilah Muhammad, Principal - Scorecard Strategic Planning and Research

The 2012 Branding Initiative Survey reveals several key insights into the ways in which both Lewiston-Auburn residents and non-residents have evolved in their perception and understanding of the L-A community. Since the last public opinion survey was completed in 2006, the nation as a whole has been struggling through the aftermath of one of the worst economic downturns since the Great Depression. As a community that was already struggling to remake its identity prior to these events, the L-A area stood a chance of being caught within this downturn. However, despite the decline in confidence in the national economy, Lewiston-Auburn has instilled enough sense of progress and forward thinking to maintain a relatively high level of confidence in the local economy and L-A as a whole.

"I am excited everyday about the positive change that has happened in the area over the last 5-10 years. I am excited for what's next."

-L-A Resident

While confidence in L-A remains high, it's a fragile confidence. Although there is general acknowledgement that the community is not where most want it to be on multiple levels - job creation, tax rates, critical mass of leisure and entertainment options, K-12 education, etc., people are recognizing progress and willing to stay the course. The Lewiston-Auburn area has proven its ability to remain committed to growth and progress through tough economic times. However, residents and non-residents alike are looking anxiously into the future for L-A's point of arrival. As you will find throughout this summary, respondents are both optimistic and cautious-looking for more cues that future progress lies ahead.

About Survey Respondents

As a whole, survey respondents have achieved a high level of educational attainment and have higher household incomes than the average Mainer. This fact should not be lost in the interpretation of survey data as the respondents represent a very distinct segment of the community that comprises business and organizational leaders, professionals, and individuals who are generally more actively engaged in civic and community life. As such, the survey data represents a key cohort of individuals who have been and will continue to be vital in shaping public opinion of the L-A community.

- Education- There is a high level of educational attainment by both residents and non-residents. Two-thirds (67%) of all respondents have completed a four-year degree or higher. In 2002 and 2006, 22.8% and 23.7% respectively held four-year degrees or higher amongst respondents from Lewiston-Auburn. When considering the total number of individuals with at least some college or a two-year degree, 85% of the respondent population is college educated. In this survey, the representation of individuals with a high school degree or less decreased. Whereas 47.1% of L-A resident and 38.3% of non-resident respondents held a high school diploma or less in 2006, only 13.7% of resident and 6.7% of non-resident respondents are similarly represented in the 2012 survey.
- Household Income- Two thirds (67%) of all 2012 non-residents have a household income of \$75,000 or more while 48% of L-A respondents earn the same. By comparison, in 2006, only 10% of L-A residents and 15% of non-residents had a household income of \$75k or more.

These attributes reveal a very stark disconnect between not only the distribution of respondents in prior benchmarking surveys, but also a heavily class based set of opinions that may greatly differ from the L-A community as a whole. Education levels and income play a significant role in shaping an individual's notion of progress and opportunities available to them. Therefore, the representativeness of this survey is cautioned in its application to the broader Lewiston-Auburn community.

"L-A will be "the place to be" in five years."

-L-A resident

Additional Demographics

- Age- Residents age 45 and older represent 60.0% of L-A respondents in the survey. L-A residents age 25-44 represent 31.0% percent of respondents while those age 15-24 represent roughly eight percent.
- Employment- Over eighty percent of L-A respondents also work in the Lewiston-Auburn community. Just over half (50%) of non-residents work in L-A.
- Birth Place- Forty-seven percent of L-A residents were born in the L-A community while twenty-seven percent of non-residents were born in the L-A community.

Residency

Patterns of residency are important to understand in order to determine an area's ability to both retain and attract new residents. The balance of newer residents (two to ten years) to more long-term residents is changing as well as the number of individuals living in the area their entire lives.

- While only 21.7% of Lewiston-Auburn respondents have lived in their **current** city of residence (either Lewiston or Auburn) for their entire lives, 47.1% have lived in the Lewiston-Auburn community for their entire lives.
- From 2002 to 2006 the number of both residents and non-residents living in their current city of residence for at least ten years increased. However, between 2006 and 2012, longer term residents and non-residents declined. Over the same period, the number of L-A residents living in the community for two to ten years increased over the same period by twenty percent.
- Amongst all L-A residents, the primary reasons for which they either moved to or remained in the area were for: Career/Work (37.3%), Family/Friends (36.4%), and Home/Land Purchase (13.6%).
- Both L-A residents and non-residents share a similar outlook on the expectation of future residency in their current city. Approximately three quarters (75%) of both residents and non-residents expect to continue living at their current residence for the foreseeable future. While only one in nine respondents do not see themselves living in their current residence in the future. The number of L-A residents who "don't know" if they will continue living in the community increased between 2006 and 2012 by 10.1%.

Although there was no follow up question in the survey for those who did not see themselves living in L-A for the foreseeable future, results from other areas of the survey indicate that this uncertainty can possibly be attributed to the growing uncertainty of the actual direction that the Lewiston-Auburn area is headed. Individuals age sixty-five and older were also more likely not to see themselves in the L-A area for the foreseeable future most likely due to retirement decisions.

“There should be a stronger connection between education and economic development”

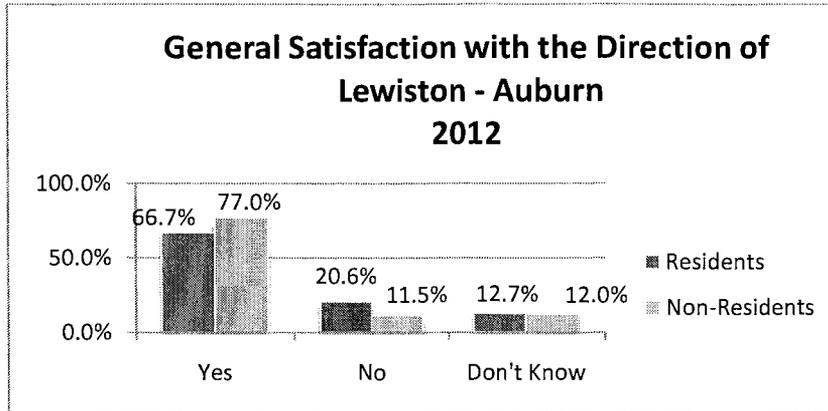
-L-A Resident

Additionally, the reasons for which individuals move to the area cannot be accurately pinpointed as decisions to work or purchase a home may be driven as much by the proximity to family and friends as it is to an economic choice (and vice versa). This is an area worthy of further exploration as it is important to better understand the role that secondary reasons (i.e. affordability, k-12 education, lifestyle, location, college) influence why people continue to live or choose to relocate to the area. These “hat hanger” issues are what make an area distinctive as a “best place to live” type community. What defines the Lewiston-Auburn lifestyle? What is the state of K-12 education in Lewiston-Auburn and how does it affect relocation decisions of current and future residents? What are the real or perceived tradeoffs families and individuals make when choosing to live in the L-A community? These type questions will help to reveal some areas where improvements can be made in promoting the area.

General Perception of Lewiston-Auburn.

- Two thirds (67%) of all L-A residents are satisfied with the direction the Lewiston-Auburn community is headed. The top reasons for which L-A residents attribute their satisfaction are : a noticeable energy/progress and commitment to change, increase in downtown businesses and riverfront plans, increase in arts, culture, and entertainment, and community involvement.
- Although there is an overall decrease in the percentage of L-A residents who are satisfied with the direction of L-A between 2006 and 2012, there was no increase in the percentage of residents who were dissatisfied. However, the number of residents who are uncertain of how satisfied they are with the direction of the L-A community increased.
- Consistent with 2002 and 2006 survey results, the primary reasons cited amongst residents who are dissatisfied with the direction of the community are poor municipal leadership (40%), high taxes (26.2%), Poverty/Welfare/Drop-out rate (20.0%) and a poor economy (15.4%)*.

*Figures represent frequency of occurrence in open-ended responses. Percentages do not total 100% due to multiple responses given per response. Percentages represent most frequent responses.



These results represent a significant sentiment that is present throughout the survey results. Even amongst those who were satisfied with the direction of Lewiston- Auburn many were concerned with the looming reality of high taxes, poor economy, poverty rate and uncertainty that the vision of the Lewiston-Auburn area has been clearly communicated to the broader community. Dissatisfaction with municipal leadership stems from a perception that there is not enough collaboration between Lewiston and Auburn to help achieve cost savings that could result in lower taxes.

The following comments are typical of responses received by individuals who were satisfied with the direction of L-A:

- *"I love the Lewiston-Auburn area and feel it has a lot to offer the residents here. However, the real estate taxes have me concerned."*
- *"I like the improvements in restaurant options, theater, shows and cultural entertainment and events."*
- *"The continued additions of more and more art, film, theater etc. is very much welcomed. I hope the next step is to provide well paid employment for our citizens."*
- *"There seems to be continual movement in new businesses coming to the area, which is good. However, all of them are service related and do not bring good jobs with them. We need to work harder to attract businesses that will bring jobs to the area."*

Attitudes Toward the L-A Community

- While the **perception of the L-A community as an industrial-type community** declined from 2002 to 2006, it increased from 2006 to 2012. The number of both L-A residents and non-residents who either "strongly agree" or "somewhat agree" with L-A being an industrial community grew by nearly equal percentages.

"It's hard to sell L-A on L-A. We have an inferiority complex."

-L-A Resident

- Approximately 88% of both residents and non-residents either “strongly agree” or “somewhat agree” **that L-A has a rich history**. Interestingly, the number of residents and non-residents who did not know if L-A had a rich history fell. Between 2006 and 2012, there was a shift (10%) from non-residents who didn’t know if L-A had a rich history to more individuals who somewhat or strongly agree that it does.
- Whereas more respondents came to view **L-A as being a place that is not very safe over the** period from 2002 to 2006, the opposite is true from 2006 to 2012. Approximately 20% more residents and non-residents either “strongly disagree” or “somewhat disagree” that L-A is a place that is not very safe.
- Perception of **L-A’s cultural offerings is greatly improving**. Approximately eight in ten residents either “strongly agree” or “somewhat agree” that L-A is a community with many cultural offerings. Slightly more than three fourths (75%) of non-residents believe the same. This represents an increase of approximately thirty percent for both groups.
- Overall, both residents (62.3%) and non-residents (49.8%) either “strongly disagree” or “somewhat disagree” that **L-A is not a good place to raise a family**. The number of residents and non-residents who either “strongly disagree” or “somewhat disagree” that L-A is not a good place to raise a family increased from 2006 to 2012.
- Uncertainty of **L-A as being an interesting community** has changed for the positive. There is a shift from 2006 amongst those who “don’t know” to those who either “strongly agree” or “somewhat agree”. This shift is nearly a two-fold increase for both residents and non residents.
- The perception of **L-A being a community on the move** was relatively consistent from 2006 to 2012 amongst L-A residents. There was a nominal decrease. Non-residents (67.0%) are more likely to perceive the L-A community as being on the move economically than L-A residents (59.2%).
- The majority of residents and non-residents feel that **L-A’s cultural diversity is a strength**. However, non-residents are more likely to have a more favorable view of L-A’s cultural diversity than residents themselves. Over half of all residents (57.4%) and non-residents (69.4%) “strongly agree” or “somewhat agree” that L-A’s cultural diversity is a strength.
- Eight out of ten (80%) residents and non-residents either “strongly agree” or “somewhat agree” that **the Androscoggin River is a key asset for L-A**.

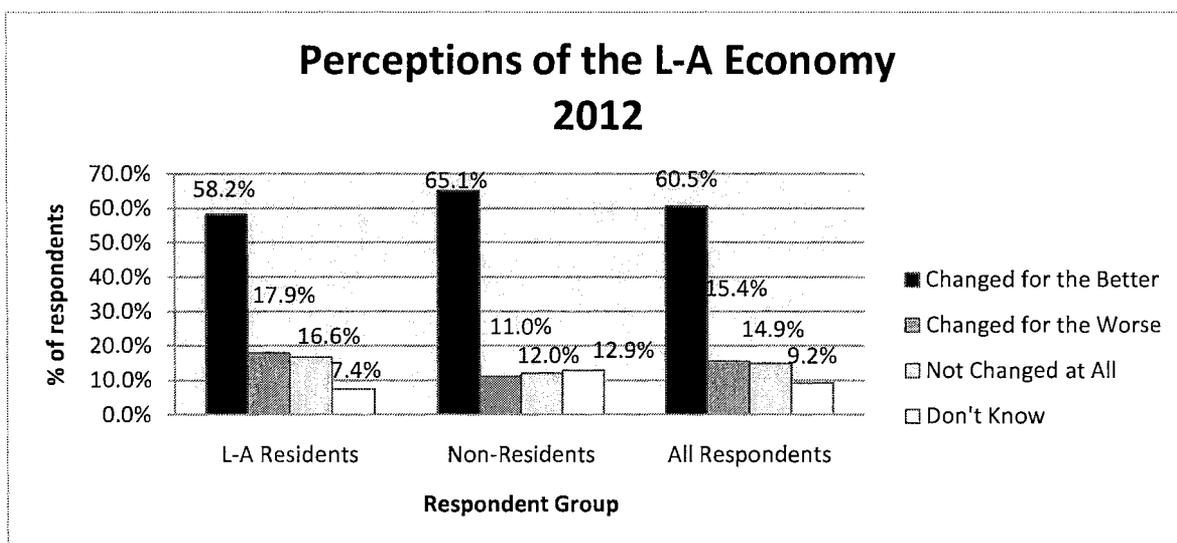
“The people are community oriented, hardworking, and are like a large family.”

-Non-resident

Attitudes toward the L-A community are continuing to improve especially amongst non-residents. Generally, non-resident attitudes toward the L-A community have been more positive than that of L-A residents. This is quite possibly due to a more intimate knowledge amongst residents on what is actually taking place in the community versus non-residents who may experience the community from a secondary perspective (work, media, etc.). Regardless, non-residents are being positively influenced

about the L-A area despite what residents may view as real or perceived challenges that more negatively impact their opinions.

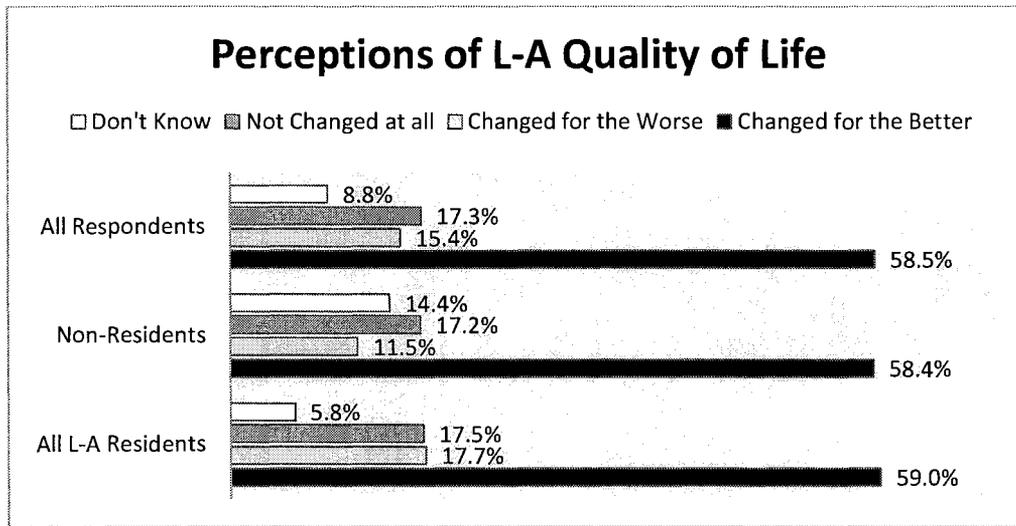
The slight shift back to L-A as being seen as an industrial-type community is one that should not be perceived as a sign the community is moving backwards. Whereas in years past, there have been attempts to shed the mill town image, there has been considerable efforts made by local organizations to promote this image as a source of cultural pride. Therefore, the community perception of being an industrial-type community may provide a unique source of regional identity. This is further corroborated by the increase in number of individuals, both residents and non-residents, who believe that L-A has a rich history. The increase in everyday knowledge of L-A's history and cultural heritage has expanded the concept of what it means to be an industrial-type community and has frequently served as the narrative to encourage future growth and development.



Economy

In the past 3-5 years, the majority of all respondents believe that the L-A economy has changed for the better. However, L-A residents are more likely than non-residents to believe that the economy has changed for the worse. Amongst non-residents there was a shift from those who saw no change or didn't know what to think about the L-A economy to a more definitive perception that was either negative or positive.

Again, the disparity in non-resident perception of betterment may be due to the differing amount of knowledge of what is happening locally. There is a nominal increase of non-residents and residents respectively who perceive the economy as being worse. Given the small percentage increase and survey methodology, these numbers may not represent an actual change. However, because L-A residents who believe the economy has changed for the better has decreased from 66.6% (2006) to 58.2% (2012) while all other categories ("changed for the worse", "not changed at all", "don't know") have increased, indicates that there is a very real level of uncertainty underlying the sense of progress. However, the percent of residents (58.2%) and non-residents (65.1%) who believe the economy has changed for the better still remains the majority. It is very likely that perceptions of the L-A economy are being influenced by the levels of confidence in the national economy.



Quality of Life

- A majority of residents and non-residents believe that the quality of life in L-A has improved in the last 3-5 years. From 2006 to 2012, the percentage in both residential groups increased. However, there is a small increase amongst residents and non-residents who feel that the quality of life has changed for the worst. The number of residents and non-residents who feel that the quality of life has not changed at all has decreased significantly.
- Residents and non-residents remain optimistic about L-A's future. Three in four non-residents believe that L-A will continue to improve over the next five years. Meanwhile, two out of three L-A residents believe the community will improve. There is an increase in L-A residents who "don't know" what will happen to the community in the next five years.

Future

- Only six percent of L-A residents believe that people in other Maine communities have a good or very good image of Lewiston-Auburn while ten percent of non-residents feel the same. Nearly three fourths of all L-A residents believe that other Maine communities have a poor or very poor image of L-A. Just over half of non-residents believe the same.
- Both L-A residents and non-residents believe that the residents of Lewiston-Auburn hold a more favorable image of themselves than those in other Maine communities.

Marketing

- When residents and non-residents were asked what they think of when they hear the phrase, "L-A: It's Happening Here!" several responses were given. Amongst non-residents, the two most frequent things that came to mind were: L-A's development of "arts, culture, entertainment and business" (27.3%) and L-A being a community "on the move" (18.0%). The top two things that came to mind amongst L-A residents were "What's Happening?/Not Really" (20.6%) (i.e. things are happening but not quick enough or no critical mass) and a community "on the move" (19.8%).
- The following are the most frequent words used when respondents were asked what comes to mind when they think of the phrase "L-A: It's Happening Here!":

Arts Balloon Festival Bob Marley Chamber
Commercial Community Crime Cultural
Downtown Lewiston Economic Development efforts Forward Fun
Growth Happening L-A Marketing Museum
New Businesses Past Phrase Positive Progress
River Slogan Think True

"What's Happening Here - A strong sense of community."

-L-A Resident

The following are typical responses submitted by respondents to the question "What do you think of when you hear the phrase, "LA: It's Happening Here!":

- *"Really? L-A has a lot to offer, but you really have to look for it. You have to be willing to get out there, explore, get to know people, get involved. It's a diamond in the rough. I think people from other communities might hear that tagline and think, "Yeah right. I don't see anything cool happening up there."*
- *"In one sense, what comes to mind is that things are improving up here but then I think "where and when?"*
- *"What's happening? Seriously, there should be more of an explanation of "what's happening"."*
- *"High energy, open-minded and forward thinking community!!"*
- *"A punch line whenever a mistake is made by public officials, or a crime is reported in the newspaper. The "it" is the weakness of this tagline. It presents no particular vision and is easily turned against the momentum it is trying to spur."*
- *"I think that the phrase means that a lot of good things are happening in L-A, and that the community is being improved a lot. However I don't think that is entirely correct. Yes, a lot of things have been improved and*

"We need to work on our own self-image. We have to convince ourselves that this is a good place to work/live before we can effectively convince others."

-L-A Resident

changed for the better. However when I look at my community now, and from the past, I don't see much change that is REALLY making a huge difference. When I hear people say there have been a bunch of new businesses and stuff opening up, and the community has really been cleaned up, it may be true, but at least for me and a lot of people I know, it really isn't making a big difference. Maybe in time, it will get there, but I feel that there is still a lot of work to be done."

- *"That we are deliberately changing the face of LA and we want others to join us."*
- *"When I hear the phrase I first think of all the plans in place that will really make it "happen here". I think we are on the right path, but have a long road ahead of us."*

***"We don't know what
our focus is –
Downtown? River?
Education?"***

-L-A Resident

Media

Newspapers and magazines remain the primary source of information about what is happening in Lewiston-Auburn for both residents and non-residents. Over eighty percent of residents and three quarters (75%) of non-residents indicate that they use newspapers/magazines as a source of information. Television is the second most utilized medium by both groups. Social media is the third highest category for L-A residents (57.7%) and non-residents (55.0%). The 2002 and 2006 survey did not include social media as a choice for a source of information about L-A. However, given the growing popularity and ease of communication over social networks, it is likely that these mediums will increase in usage.

The overall outlook for the Lewiston-Auburn community is a positive one. Both residents and non-residents have come a long way in reshaping many of the negative perceptions that have historically burdened the overall image of the community. However, the survey results indicate that there is a large amount of work to be done to maintain the progress that has been achieved thus far. While survey respondents have maintained a high level of optimism, there is an underlying sense by those that are both satisfied and dissatisfied that the slower pace of development and improvements could eventually be too little to sustain the overall perception of progress- even amongst L-A's strongest advocates. What is most apparent from this survey is that there is a clear need to:

- **Articulate a Vision and Communicate It** -The increase in the number of L-A residents who are uncertain of living in the community for the foreseeable future is a matter that should be addressed. Even amongst those who were satisfied with the direction of the L-A community, concerns over such issues as high taxes, municipal leadership, and poverty rates still exist. Residents in particular are looking for more clear communication about what is being done to address these concerns as they have a drag on overall quality of life. The greater assurances local leaders are able to provide of a proactive effort to improve these issues will provide greater certainty for new and shorter term residents to remain in the community for the long-term.
- **Highlight and Increase Collaboration Between Cities and Between Organizations**- Residents and non-residents acknowledged many of the positive reasons for which they are satisfied with the direction of L-A. However, if residents perceive that there is a lack of municipal leadership, the ability to unify the community around future efforts may become limited. Mistrust of leadership is likely playing a role in the level of uncertainty that is woven throughout the survey results. While many expressed positive views on the level of individual and organizational

initiative shown in revitalizing the community, the perception of their being a mismatch in vision between the business and organizational leadership and municipal leadership cannot persist in perception or reality.

- **Promote L-A as Center of History, Community, and Tradition-** Rather than run from its blue-collar, mill town history, Lewiston-Auburn appears to be ready to celebrate and embrace it. The large number of life-long residents serves as a healthy backdrop to create a business and cultural renaissance that captures the personal and emotional thread of the community. Efforts to develop pride in the area's industrial history have given the L-A area a narrative in which new and old residents can connect to. This narrative is appealing to a broad base of individuals because it weaves together all people - young/old, rich/poor, black/white into the past and future legacy of the community.
- **Investigate Community Satisfaction with Secondary Location Factors-** Although the primary reasons individuals relocate to the area is due to a family or personal connection, work, or home purchase, it is important to evaluate the secondary reasons such as affordability, local school system, college opportunities, and lifestyle. While the other primary reasons are interconnected, the more secondary reasons provide an opportunity to address improvements that will bring in a different set of individuals to the area and retain others. Exploring what type of lifestyle the L-A community actually provides for varying sub-groups needs to be addressed on multiple levels- along lines of age, sex, income level, family composition, ethnicity, etc. These are all opportunities to better articulate what L-A offers in terms of livability.
- **Communicate a Sense of Proactive Leadership on Safety and Educational Issues-** L-A has begun to shed its image as a high crime community that is not safe, yet still struggles with issues of poverty and educational attainment. L-A may be known as an interesting community with a lot to see and do, however if the local school systems are not seen as being strong, families with no connection to the area may be less likely to feel that L-A is the best community in which to raise a family. Residents must also feel as though its public institutions are developing in tandem with the private sector. If not, the growing discontent with areas such as high taxes, poverty, etc. will begin to over shadow perceptions of progress.

Community Development

Its key purpose is to build communities based on justice, equality and mutual respect. Community development involves changing the relationships between ordinary people and people in positions of power, so that everyone can take part in the issues that affect their lives. It starts from the principle that within any community there is a wealth of knowledge and experience which, if used in creative ways, can be channeled into collective action to achieve the communities' desired goals.

-Community Development Foundation

While there has been a tremendous amount of excitement and energy moving toward the achievement of Lewiston-Auburn's economic goals, the anxiety within the community lies in the ability of both cities to match its economic efforts with community development. Community development is both a process and a product that involves identifying community needs, building the human and infrastructural resources within the community to address those needs, and providing a means of integrating those community needs with a community's economic interests. From the perspective of respondents, this integration is not happening frequently enough to provide full surety in the promise of a new revitalized L-A.

The current trajectory of Lewiston-Auburn is a community that is moving forward economically yet lagging socially. This disconnect which has been implicitly identified through much of the open-ended survey responses uncovers the growing concern with the high concentration of poverty in the community and its impact on both long and short term economic growth. Respondents understand that in order to create a truly sustainable community, economic development must be equally aligned with community development. The public is searching for assurances that there will be more collaboration aimed at addressing the day-to-day needs of households and communities that equal efforts to strengthen the private sector. In order to improve the image of L-A, leadership is needed to communicate not only a direction but also a vision of the L-A community that integrates the full breadth of development needs. Only then will the public become fully confident in the full picture of Lewiston-Auburn's future as a community that remains on the move.

“L/A is family-friendly and community oriented. We have a very low crime rate, low-cost housing, and we are a very business friendly community. We are convenient to everything that Maine has to offer...skiing, coastline, apple picking, and beautiful natural resources. It is a clean area to live in with a diversity of restaurants, arts and architecture.....”

- L-A Resident

Lewiston Fire Department



Paul M. LeClair
Fire Chief

Bruce H. McKay
Assistant Chief



November 8, 2012

Edward A. Barrett, City Administrator

Re: County Dispatch Update, November 2012

Ed,

In the spring of 2012 the Androscoggin County Commissioners made the decision to maintain an emergency communications dispatch operation at the county building and not consolidate with LA 911. In May 2012, you and Interim Auburn City Manager, Don Garrish, suggested the Androscoggin County Budget Committee fund a comprehensive operational and capital cost analysis to determine the actual cost of the proposal to upgrade and maintain a county based dispatch center. To date, neither the County Commissioners nor the Budget Committee complied with the analysis request.

In April 2012, the City Councils of Lewiston and Auburn approved a resolve calling on the County Commissioners to adopt a plan that eliminated the cost of county dispatch as part of the County Tax for Lewiston and Auburn. See attached.

On October 17, 2012, the County Commissioners approved PSAP and Dispatch user fees to be included as part of the 2013 budget. The break out of fees is as follows:

- PSAP Fee = \$2.00 per capita
- Police Dispatch Service = \$6.15 per capita
- Fire/EMS Dispatch Service = \$2.50 per capita

The following communities are included in the newly proposed fee schedule: **Durham, Greene, Leeds, Lisbon, Livermore, Livermore Falls, Mechanic Falls, Minot, Poland, Sabattus, Turner and Wales.**

Two communities, Minot and Mechanic Falls, have agreed to the fee schedule. The other communities have been asked to respond by November 21, 2012 regarding their intention to be serviced by the County Dispatch Center and pay the proposed fees.

What remains unanswered is how the County Commissioners will achieve the projected revenue based on the proposed fee schedule if certain towns choose not to participate.



**City of Lewiston Maine
City Council Resolve
April 3, 2012**



Resolve, Calling Upon the Androscoggin County Commissioners to Adopt a Plan that Eliminates from the County Tax Dispatch and Communications Costs Associated with Services that Lewiston and Auburn Do Not Receive.

WHEREAS, Lewiston and Auburn have long recognized that we subsidize emergency dispatch services to other communities that are subsidized through the County tax; and

WHEREAS, both communities have consistently supported consolidation of dispatch services in order to enhance public safety, provide fiscal benefits, and address the current inequity in dispatch funding; and

WHEREAS, for the last decade, elected officials, senior administrators, and the heads of public safety agencies within the county have held discussions regarding consolidation of dispatch services; and

WHEREAS, the cities of Auburn and Lewiston have advanced options for consolidating the dispatch of virtually all law enforcement, fire, and EMS services in the county and to finance them in a fair and equitable manner while providing for continued and unfragmented services; and

WHEREAS, such an alternative cost sharing proposal would mark a major milestone in inter-governmental cooperation in Androscoggin County and would enhance public safety, improve coordination of emergency response, and maximize efficient use of public resources; and

WHEREAS, other proposed plans have also come forward that do not achieve the goal of consolidated services and which may or may not eliminate the current subsidy paid by Lewiston and Auburn through the County tax; and

WHEREAS, while there is renewed interest on the part of the Commissioners on reaching a decision on the future of County dispatch, they have not yet been able to reach agreement on a plan;

NOW THEREFORE, be it resolved by the City Council of the City of Lewiston that

We call upon the Androscoggin County Commissioners to adopt a dispatch plan that will totally eliminate the subsidies provided by the taxpayers of Lewiston and Auburn for dispatch services that the County is not required by law to provide and which our communities do not receive. We further call upon the Commissioners to seriously consider plans that would fully consolidate Public Safety Answering Point and dispatch services in a single entity, recognizing that county-wide consolidation will allow for the equitable distribution of costs, long-term equipment and technology savings, and a high quality integrated public safety communication system.

The City of Lewiston is an EOE. For more information, please visit our website @www.ci.lewiston.me.us and click on the Non-Discrimination Policy.

27 Pine Street Lewiston, Maine 04240 Telephone (207) 513-3017 Fax (207) 784-2959

**City of Lewiston
City of Auburn
Executive Departments**

EDWARD A. BARRETT
City Administrator, Lewiston

DON GERRISH
Interim City Manager, Auburn



May 25, 2012

Members of the Androscoggin County Budget Committee:

In light of the recent decision of the County Commissioners to maintain a separate emergency communications operation and to include the Public Safety Answering Point (PSAP) function as a core county service, we felt it appropriate to communicate with you regarding our concerns.

Auburn and Lewiston continue to support full consolidation of 911 services in a single center providing PSAP and dispatching throughout the County. We believe that this is the best and most cost effective long-term solution to this issue. Recognizing that a number of municipalities have taken a firm position in opposition to consolidation, we support the consolidation of County dispatch with LA 911 as the next best alternative.

Given that the Commissioners have selected a different option, we may not object if:

- We no longer provide a subsidy for services provided to other municipalities, including PSAP services.
- A system is put in place that will ensure that operational and capital cost allocations remain fair going forward.
- We pay only our proportionate share of any initial capital costs that are incurred, including the cost of equipment replacement or additions, building improvements, etc.
- A proportionate share of the reserve funds currently set aside for County Communications are allocated back to LA 911 for equipment upgrades and replacement.
- We incur no costs for any software changes or data migration associated with the Sheriff's Department should such a change be required.

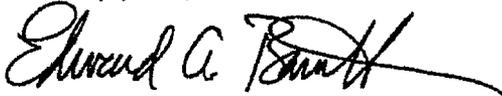
The recent decision of the Commissioners leaves many questions unanswered. As a result, we cannot evaluate the extent to which it may or may not address the bulleted concerns outlined above. While there was a vague reference at the Commission meeting that the proposal would produce around \$200,000 in revenues from other communities to cover the costs of services provided to them, the charge for service system was not detailed. Therefore, we cannot evaluate whether our concerns about subsidizing services to others will be addressed, exactly how the cost of PSAP services will be handled, and how operational and capital costs will be allocated in the future.

We are also concerned that, while over 50% of the estimated \$350,000 in capital costs for new equipment and building renovations effectively comes from the county taxes paid by Lewiston and Auburn, a portion of those funds will be used only for the benefit of other communities to whom services are provided. Either those communities should be required to pay their proportionate share of these costs or a portion of the accumulated reserve funds should be returned to LA 911 to be used for similar purposes.

In order for Lewiston and Auburn to feel comfortable with the Commissioners' proposed option, we strongly recommend that a comprehensive operational and capital cost analysis be undertaken to determine how costs should be allocated between those elements of the service that support sheriff's rural patrol, prisoner transport, and civil processing and those that support services to other communities. We believe this would best be accomplished through using someone skilled in cost accounting.

As noted above, the option selected by the Commissioners is not among our preferred options. Until additional details and information are made available, we are not in a position to determine whether this proposal will address our concerns. At a minimum, therefore, we urge you to require the Commissioners to fully develop this proposal and to provide this information to all communities in the county prior to acting on their request to release reserve funds.

Sincerely yours,



Edward A. Barrett
City Administrator



Don Gerrish
Interim City Manager

COPY

STATE OF MAINE
COUNTY OF ANDROSCOGGIN
SHERIFF'S OFFICE

2 TURNER STREET • UNIT #9 • AUBURN, MAINE • 04210
(207) 753-2500

GUY P. DESJARDINS
SHERIFF

NELSON M.J. PETERS, Jr.
CHIEF DEPUTY

October 18, 2012

Wales Town Office
302 Centre Road
Wales, Maine 04280

Attn: Board of Selectmen

Dear Board Members:

On October 17, 2012, at a regular county commissioners' meeting, the commissioners approved a user fee relating to our County Communications Center for 2013. The fee schedule, which I have included as an attachment, is solely based on your municipal population and applies only to those communities listed in the attachment.

The service (s) and related fees are as follows:

1. PSAP Fee = \$2.00 per capita
2. Police Dispatch Service = \$6.15 per capita
3. Fire/EMS Dispatch Service = \$2.50 per capita

Communities that are included within the new fee schedule include: **Durham, Greene, Leeds, Lisbon, Livermore, Livermore Falls, Mechanic Falls, Minot, Poland, Sabattus, Turner and Wales.**

Because we are near the start of our county budget process, the county commissioners have requested that each municipality respond, either by letter or e-mail, directly to the county commissioners' office no later than **November 21, 2012**, stating whether you wish to continue to receive the above service (s) provided by the Androscoggin County Sheriff's Office for calendar year 2013 and agree to pay the above user fees. Your intentions will be critical to the budget process while determining the future of county communications and the services that we will be able to provide.

If you have any questions regarding fees for service or to the county budget process, please do not hesitate to contact your district county commissioner.

Sincerely:



Guy P. Desjardins, Sheriff
Androscoggin County Sheriffs' Office
e-mail: gdesjardins@androscoggincountymaine.gov
Telephone # : 207-753-2500 ext. 1833

Attachment: User Fee Schedule approved by County Commissioners on 10/17/2012

Cc: County Commissioners' Office
Bryan M. Dench, Esq. – County Attorney
file

Androscoggin County

Municipality	Population	PSAP	Police	Fire/EMS
Durham	3848	\$ 7,696.00		
Greene	4350	\$ 8,700.00		\$ 10,875.00
Leeds	2326	\$ 4,652.00		
Lisbon	9009	\$ 18,018.00		
Livermore	2095	\$ 4,190.00		\$ 5,237.50
Livermore Falls	3481	\$ 6,962.00	\$ 21,408.15	\$ 8,702.50
Mechanic Falls	3031	\$ 6,062.00	\$ 18,640.65	\$ 7,577.50
Minot	2607	\$ 5,214.00		\$ 6,517.50
Poland	5376	\$ 10,752.00		
Sabattus	4876	\$ 9,752.00		
Turner	5734	\$ 11,468.00		\$ 14,335.00
Wales	1616	\$ 3,232.00		
		\$ 96,698.00	\$ 40,048.80	\$ 53,245.00
PSAP/\$2.00 per capita				
Police/\$6.15 per capita				
Fire/EMS/\$2.50 per capita				

Prepared on: 10/11/12

LA911 / ASO consolidation

ARCC proposed budget*:	\$2,331,771
Lewiston:	954,649
Auburn:	939,265
County:	437,857

*subject to approval, CBAs, etc.



LEWISTON CITY COUNCIL
MEETING OF NOVEMBER 13, 2012

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 3

SUBJECT:

Executive Session to discuss a legal matter with the City Attorney.

INFORMATION:

The Maine State Statutes, Title 1, section 405, define the permissible grounds and subject matters of executive sessions for public meetings.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The state statutes outline the issues that will be discussed in executive session.

EAR/Kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To enter into an Executive Session pursuant to MRSA Title 1, section 405(6)(E) to discuss a legal matter with the City Attorney.

LEWISTON CITY COUNCIL
MEETING OF NOVEMBER 13, 2012

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 4

SUBJECT:

Executive session pursuant to MRSA Title 1, section 405(6)(A) to discuss a personnel matter regarding the recommendation for appointment to the Androscoggin County Budget Committee.

INFORMATION:

The Maine State Statutes, Title 1, section 405, define the permissible grounds and subject matters of executive sessions for public meetings.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

Entering into executive session is permitted and defined under Maine State Statutes.

ETB/kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To enter into an executive session pursuant to MRSA Title 1, section 405(6)(A) to discuss a personnel matter regarding the recommendation for appointment to the Androscoggin County Budget Committee.

LEWISTON CITY COUNCIL

MEETING OF NOVEMBER 13, 2012

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 5

SUBJECT:

Executive Session to discuss Acquisition of Property of which the premature disclosure of the information would prejudice the competitive bargaining position of the City.

INFORMATION:

The Maine State Statutes, Title 1, section 405, define the permissible grounds and subject matters of executive sessions for public meetings.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

ETAB/kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To enter into Executive Session, pursuant to MRSA Title 1, section 405(6)(c), to discuss Acquisition of Property of which the premature disclosure of the information would prejudice the competitive bargaining position of the City.