

**LEWISTON CITY COUNCIL AGENDA
CITY COUNCIL CHAMBERS
OCTOBER 4, 2016**

6:30 p.m. Workshop: Discussion of Items for Public Works Committee to Review

7:00 p.m. Regular Meeting

Pledge of Allegiance to the Flag
Moment of Silence

Public Comment period – Any member of the public may make comments regarding issues pertaining to Lewiston City Government (maximum time limit is 15 minutes for all comments)

ALL ROLL CALL VOTES FOR THIS MEETING WILL BEGIN WITH THE COUNCILOR OF WARD 3.

REGULAR BUSINESS:

1. Public Hearing on the renewal application for a Special Amusement Permit for Live Entertainment for Pedro O'Hara's, 134 Main Street.
2. Public Hearing on the renewal application for a Special Amusement Permit for Live Entertainment for City of Lewiston Recreation Division, 65 Central Avenue.
3. Public Hearing on an Application for a Business License renewal for Merrimack River Medical Services, Inc. for an Outpatient Addiction Treatment Clinic at 18 Mollison Way.
4. Public Hearing and First Passage regarding an amendment to the Administrative Code to repeal three inactive Committees – Energy Savings, Garcelon Bog Advisory and Downtown Advisory Board.
5. Public Hearing and Final Adoption of Amendments to the General Assistance Policy.
6. Recommendations from the City Clerk/Registrar of Voters on actions necessary to conduct the Presidential and State Election, to be held on Tuesday, November 8, 2016.
7. Update from the Lewiston School Committee Representative.
8. Reports and Updates.
9. Any other City Business Councilors or others may have relating to Lewiston City Government.

LEWISTON CITY COUNCIL
WORKSHOP AGENDA
TUESDAY, October 4, 2016
6:30 PM

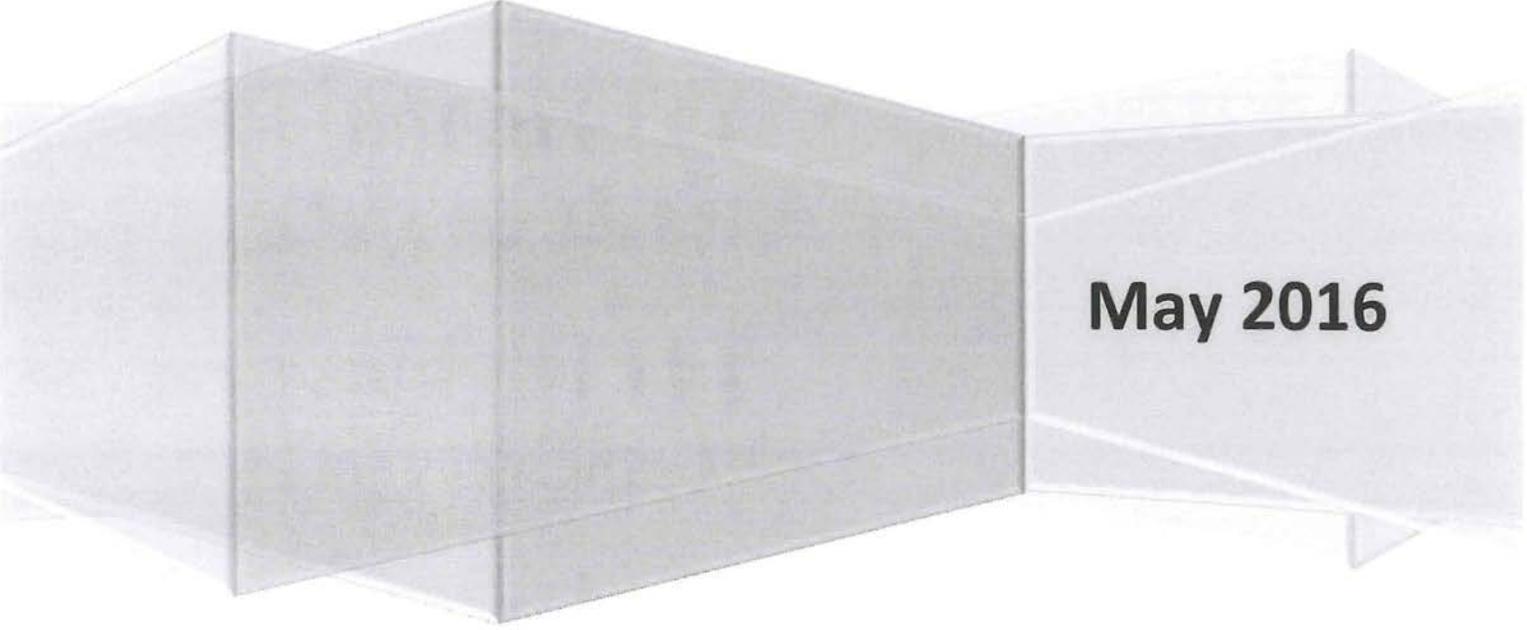
1. Discussion of Items for Public Works Committee to Review – 30 minutes.

Within the next several months, the Public Works Committee will reconvene in conjunction with the start of the annual budget process to continue its review of the operations of the Public Works Department. As we have done in the past, we would like to offer the City Council the opportunity to suggest areas of investigation. A copy of the most recent report from the Committee is attached.

CITY OF LEWISTON

**PUBLIC WORKS
COMMITTEE**

(2nd Year Report)



May 2016

REPORT OF THE PUBLIC WORKS COMMITTEE

Fiscal Year 2016 Executive Summary

In June 2014, the City Council established the Committee to Review Public Works' Service Level Standards and charged it with the following mission:

- Establish acceptable service level baselines (Bench Marks) for the Department of Public Works;
- Review current staffing levels, organizational structure, and equipment to determine its adequacy to meet those baselines/bench marks or other service levels;
- Once the above bullets are completed, review/evaluate whether further review is warranted; if so, then proceed to:
 - Identify investments in personnel, equipment or technology that could be made to enhance or improve departmental efficiency and effectiveness in meeting the service level baselines;
 - Review current customer service system to evaluate its ability to adequately track and monitor citizen service requests;

The Committee had 7 members in Fiscal Year 2015, which resulted in a report dated April 2015 with 12 recommendations for the City Council to consider. One of these recommendations was to continue the Public Works Committee as an Ad hoc Committee for two (2) years to meet between August and December to continue to review budgetary needs and issues.

On May 19, 2015, the City Council accepted the April 2015 report and extended the term of the Committee to December 31, 2016.

At their September 1, 2015 workshop, the City Council provided input and guidance to the Public Works Committee on what they would like them to focus on for the year: Their input included:

- Efficiency Studies Comparisons
- Customer Service & Response
- Utilities Running in the Red
- PAYT and/or Recycling
- Downtown Snow Removal

On January 19, 2016, the City Council at the request of the PW Committee Chair, resolved to approve a change to the membership of the Committee as follows:

"The Committee would be composed of at least 7 and a maximum of 9 voting members: 2 Councilors officially representing the City Council and 5 members of the public who are residents or taxpayers in the City of Lewiston and are knowledgeable concerning public works, construction, civil engineering, equipment operations/maintenance, purchasing, customer service operations, solid waste/recycling, or related City service areas; and 2 ex-officio staff members. Additional elected officials may be selected to serve on the Committee in a citizen capacity. The 7 to 9 voting members shall be appointed by the Mayor, who shall designate one of them as Committee Chair and the 2 staff members shall be assigned by the City Administrator and shall be responsible for providing logistical support to the Committee."

Following the November 2015 election, the membership of the Committee changed with Councilor Shane Bouchard selected as Chair of the Committee and Councilor Joline Beam joining the committee. The rest of the Committee remained unchanged with John Butler, Richard Desjardins, John Gendron, Gary St. Laurent and Paul Robinson making up the committee. In January/February 2016 David Chittim and Ben Martin were added to the committee. Staff support to the Committee was provided by City Administrator Ed Barrett and Public Works Director David Jones plus key management personnel of the Public Works Department. Meetings during FY2016 began September 23rd and continued through March 23rd with 12 meetings total.

Recommendations the Committee suggests the City Council consider included:

1. The City Council hold a workshop to review the LED Street Light Conversion project, which has a total cost estimated at ~\$1.44 million with a payback period of 5.6 years. The Committee further suggested two contracts be issued:
 - a. Purchase of light fixtures, and
 - b. Installation of light fixtures;
2. The City Council should consider the following Solid Waste initiatives:
 - a. Implementation of the Pay-As-You-Throw (PAYT) program. The Committee vote on this was 5-0 (4 members absent), however the City Council voted on March 1, 2016 to not move forward with program implementation.
 - b. Implementation of several changes to the Solid Waste Fee Schedule and City Ordinance that would:
 - i. Simplify the fee system by eliminating individual commodity fees and going to a straight fee per weight system;
 - ii. Significantly revise the ePass program to provide a single free 1,000 pound ePass to all homeowners when they paid their taxes and offer single ePasses for sale to renters and landlords;
 - iii. Eliminate the Cleanup Assistance Week at the landfill as residents will be able to use their free ePass throughout the year. (PW would continue to collect brush in the spring limited to 1 standard pick up load per residence); (see attached summary of recommendations for greater detail.)
 - c. The Committee agreed to Councilor Joline Beam's request to form a subcommittee to review recycling and to develop an education program to reduce the amount of waste disposed.
3. After numerous meetings and significant discussion the Committee suggested the City Council implement a Downtown Snow Removal effort by assigning a limited number of PW personnel to a night shift for a one-year trial basis to provide limited snow removal after each storm (mid-December to mid-March). This was included in the City budget approved by the Council at its April 28th meeting. The Committee also recommended the department modify its city-wide snow removal policy by focusing on major arterial routes ahead of clearing snow from the more residential areas of our downtown in order to address pedestrian safety issues resulting from blocked sidewalks. The change was implemented this year.
4. The Committee recommended the City Council approve posting winter no parking signs along the church side of Baird Ave (southeast side) from Lisbon St. to Biron Ave.

REPORT OF THE PUBLIC WORKS COMMITTEE

The following provides more details regarding the Committee discussions and involvement of the public on the variety of issues addressed between September 2015 and April 2016.

I. Council Guidance

Appendix A is a Summary of the City Council Input for the Public Works Committee's efforts during this year. It includes more information on the following items:

- Efficiency Studies / Comparisons
- Customer Service & Response
- Utilities Running in the Red
- PAYT and/or Recycling
- Downtown Snow Removal

In addition, City Staff added the following issues to be considered by the Committee:

- Street light LED Conversion
- Solid Waste Staffing

II. Customer Service and Response

This was discussed at the Committee's second meeting on Oct 7, 2015. Members of the Committee visited the PW Dispatch Shop Store area, reviewed lists of calls and how they were input and documented in the system. Staff provided info on the afterhours calls procedures through 911. Megan Bates demonstrated how the Report-A-Concern system through the city's website and the E-Gov workload tracking systems works. The Committee voiced satisfaction the Department was doing a good job tracking and following up on customer service requests.

III. Efficiency Studies Comparisons

During the same meeting on Oct 7th, the Committee discussed efficiency studies. These can be done by tasks but can be very expensive and at times can change the way folks work. The Committee discussed the differences between Highway personnel (who do a wide variety of tasks) and the Water & Sewer personnel (who are focused on more repetitive type tasks). We reviewed a stormwater pipe replacement project and identified efficiencies that could be implemented. These were shared with the crew and supervisors.

IV. LED Street Light Conversion

At the Committee's third meeting on October 21st, Denis Caron reviewed information provided regarding replacing all City street lights with LED fixtures. There are a total of 3,544 street lights in the City. Of these, 797 have already been converted to LED fixtures. LED lamps have a manufacturer's estimated useful life of ~25 years and they use much less energy. Denis estimated if the remaining City street lights were converted to LEDs, the City would save ~\$203,000 annually in energy costs. The cost of the

fixtures alone would be ~\$738,000, and Denis estimated labor to install would be ~\$400,000. With these costs, the pay-back period would be ~5.6 years. The Committee members recommended:

- A workshop be held to review the project and payback program with the City Council
- Having two contracts to:
 - Purchase all the LED fixtures; and
 - Install all the fixtures

V. Utility Budgets

At the Oct 27th meeting, the Committee also reviewed the utility budget proformas and rate changes. Dave presented the information and a good discussion was held on what is driving budgets. The history for water shows debt service and capital outlay (funding for projects & equipment) accounted for ~43% of the 2005 expenses and 44% of the 2016 budget. Personnel costs were 31% of the 2005 expenses and 29% of the 2016 budget. Operating Expenses were 25% of the 2005 expenses and 26% of the 2016 operating budget. Water rate increases must be approved by the Maine Public Utilities Commission (PUC), and increases were approved in 2006, 2008, 2011 and 2013. The rate increases for an average single family home was \$1.64/month, \$2.25/month, \$2.43/month and \$3.65/month respectively. The City's water rates remain low when compared to other municipalities in the state and very low when compared to other municipalities throughout the country. A good discussion was held on capital improvements, including potential use of PVC pipe and other types of projects. Similar information was presented for the Sewer and Stormwater utilities, including a discussion of sewer pipe inspection, clean & line projects, and pipe bursting. The Committee recommended no changes.

VI. Solid Waste Staffing – PAYT – ePass and Ordinance Changes

At the 4th Committee meeting on Dec 2, 2015, Megan Bates presented information about the Staffing issues at the Solid Waste Facility including:

- There are only 3 workers assigned to operate the facility (SW Equipment Operator, SW Worker and Weigh Station Attendant) – Megan briefly went through their responsibilities and identified this as the minimum staffing required to provide the services,
- The issue with staffing is there are no back-ups for any of these positions such that when one is out for training, sick, or on vacation an individual from Highway Division needs to fill in. This has occurred 89 days already in 2015 and averages ~85 days per year,
- Staff had worked with the union to resolve this issue by proposing a vacant Highway Worker position be changed such that the worker could be assigned to the Solid Waste Facility on a permanent basis, but when he/she was not needed they would work for Highway. Before we could get the position filled, it was cut as part of the budget.

- The committee discussed the issue and asked about what other towns are doing. They asked what Auburn did with MMWAC as their transfer station and if they had a punch pass system. Staff responded that most do not operate a landfill, so that is a major difference, but we would check with other facilities. The conversation digressed into Pay-As-You-Throw, punch passes and how the facility was funded. The bottom line was the Committee did not support adding personnel to address the staffing issue.

- At the Dec 16th meeting, there were discussions regarding automating scale house operations, which may include changing how we charge users for waste materials they bring to the facility. This may

include reducing the amount of materials allowed through the “punch pass” system, changing the “punch pass” system to a card that could be scanned, and charging strictly by weight of materials (weight in – weight out) rather than by commodity.

- At the January 6th meeting, the Committee requested an overview of the entire program including the info prepared for the Pay-As-You-Throw (PAYT) program.

- At the January 27th meeting, Ed Barrett, with assistance from staff gave a brief summary of the solid waste program and informed the Committee a City Council workshop on PAYT (Pay As You Throw) was scheduled for February 9th. The Committee requested data regarding:

- How many punch passes / e-passes are sold each year
- How many punch passes / e-passes are given to multi-unit apartment bldg. landlords
- Cost - Value of punch passes / e-passes
- Cost to dispose of materials at the landfill compared with MMWAC
- How much of an increase in recycling it would take to make the cost per ton the same as for solid waste
- How much would Re-Energy charge for CD wood and brush brought directly to them

- At the February 17th Committee meeting, Ed Barrett presented a good summary of the Solid Waste Program including:

- Solid Waste Collection
- Incineration in Maine and the City’s relationship with MMWAC
- Recycling collection and the City’s relationship with Casella’s MRF (Materials Recovery Facility) – current recycling rate is ~8.6% with State Goal of 50%
- The City’s ePass Program
- A summary memo dated February 4, 2016 was included in the Agenda material.
- A discussion followed including:
 - Suggestions to change the ePass program to:
 - Reduce the epass disposal to 1,000 lbs. of waste materials (regardless of waste type);
 - Homeowners would be eligible to receive a free pass when they paid their March property tax bill (No additional pass would be available);
 - A renter could obtain the new epass for \$20 and would be limited to 1 pass per year;
 - A landlord who is an owner occupant would be eligible for 1 free epass for the unit they occupy when they pay their taxes and would be eligible to purchase 1 pass for every 3 additional units for \$20 per epass, as would non-owner occupant landlords.
 - Staff will evaluate the feasibility and impacts of these suggestions
 - Suggestion that the City go to a fee of \$93 per ton of waste material to simplify the fee schedule and to help automate the scale house operations. (This amount is \$5/ton more than MMWAC charges)
- The Committee reviewed the PAYT contract with WasteZero with the emphasis on the Public Education program scope of services. The City Council had asked the PW Committee for a recommendation on whether to proceed with the program or to abandon its further consideration. A discussion followed.

- The Chair identified moving forward as being Pro-Active and helping folks identify the pros and cons with a PAYT program and that waiting until there was a funding crisis was not being pro-active.
 - There were concerns expressed, including the education program would likely reach a limited number of people and if the Council were to go straight to a public referendum vote, it would likely go down in defeat. Ed mentioned if the pilot program was adopted as part of the budget for a trial period (9-12 months), it would not be subject to a referendum until after that budget year. This would give time to generate data to help the public make a more informed decision on a longer term basis.
 - A motion was made by David Chittim and seconded by John Butler to move forward with the education program. The vote was 5-0. (4 members were absent that meeting, with Ben Martin, who had opposed PAYT, leaving the meeting early to attend a School committee meeting).
 - All members recognized without a Pilot Program or trial period when data could be collected to identify the savings to the City, and a period when residents could experience the program, a referendum would very likely result in defeat. Shane indicated the Council will need to address that during their discussions.
- At the April 6th meeting, the Committee voted 7-0 to recommend the changes identified in Appendix B Solid Waste Program Review. Staff and the Committee will work with the Council to implement these suggested changes.

VII. Recycling

- At the 6th meeting of the Committee on January 6th, the committee asked about the City's recycling rate and what had been done to try to increase it. Staff noted the recycling rate for the City was only about 10% and the City had tried:

- Education (several years ago had an employee dedicated full time to this and there is a tremendous amount of material on the City's website); and
- Making it easier to recycle by moving to single stream recycling (requiring no sorting of the recycled material but still needing to separate the recycled material from waste) with the Casella Material Recycling Facility (MRF) on River Rd.

The issue is there is no incentive for people to make the effort to recycle other than their own personal habits. Joline mentioned forming a separate committee to look at recycling and that there were a number of people in the community interested, including City Councilor Jim Lysen. Shane wanted to have the PW Committee address the issue and suggested interested individuals would be welcome to attend the meetings.

- At the March 23rd meeting, the Committee further discussed recycling. During the discussion it was agreed the goal should be to reduce waste, NOT increase recycling, although recycling would be one of a number of tools to reach the waste reduction goal. Councilor Beam again suggested a separate recycling sub-committee of the Public Works Committee. After discussion, the committee members agreed and voted 5-0 to form a sub-committee to develop an education program for recycling, with the goal of increasing recycling and reducing waste. David Chittim agreed to assist Councilor Beam with the subcommittee.

VIII. Downtown Snow Removal

The Committee began discussing this issue at its Dec 2nd meeting, with Highway Operations Manager Jon Elie presenting information on what other communities (Auburn, Biddeford, Bangor, Waterville, Augusta and Portland) do for their downtown areas. The committee discussed where we do snow removal and suggested we prioritize getting the “outer” arterials such as Sabattus St., Lisbon St., and Main St. done right after the downtown arterials. This is a good suggestion and a change to the Department’s priorities, which has already been implemented! The Committee discussed when we should be doing snow removal. There was a wide range of opinions, but most were based upon the height of the snow banks on the edge of the road. Staff pointed out in order for the blower to work effectively, there needed to be at least a 2 foot high windrow, but that figure is dependent on the moisture content of the snow. A general consensus was we should have a specific policy on when we do snow removal and that the bank heights should be at least 2 to 2 ½ feet. Ed Barrett suggested we should contact the recently formed “Downtown Lewiston Association” to seek the views and opinions of downtown stakeholders. Staff followed-up, developing a draft policy for review and following-up with the committee, DLA and City Council.

- At the December 16th meeting, a draft amendment to the Department’s “Snow Removal and Ice Control” SOP (Standard Operating Procedure) was presented.

Chapter 3 of this SOP deals with Post Storm Efforts and includes snow removal operations throughout the City. The department prepared suggested changes to the SOP as a result of the committee’s discussion and recommendations during the Dec 2 meeting. The committee reviewed the proposed changes and felt they were well done. Shane indicated he had shared the proposed changes with other Councilors and felt the Council would be very receptive to them. He suggested we add the following:

- On page 3-3 under Performance Criteria add “*taking into consideration the weather forecasts for additional snow*” immediately after “...approximately twenty-four (24) inches” The committee agreed to this.
- On page 3-4 adding “Baird St. (Lisbon St. to Biron Ave.)” to the list of 2nd Priority Streets Staff indicated they had already shared the draft SOP with the Downtown Lewiston Association Reps and they planned to attend an upcoming meeting.

The Committee also discussed the posting of winter no parking signs along the church side of Baird Ave (southeast side) from Lisbon St. to Biron Ave. The Department will work with the Lewiston Police Department to get this before the City Council for approval.

- At the meeting on January 6th, the Committee discussed information regarding snow removal in the downtown including:

- 2nd review of the draft Department Policy revisions provided at the Dec 16th meeting;
- Feedback (e-mails) from the Downtown Lewiston Association regarding their input on the policy; and
- A summary sheet identifying the “Downtown Snow Removal Level of Service Comparisons” (copy attached to the minutes)

A committee discussion followed with concerns expressed that the downtown was receiving a higher level of service than other areas in the City. A motion was made to keep the level of service at the current level rather than implement the draft policy revisions. This motion failed to get a second as discussion continued. A consensus of the committee was if an increased level of service was implemented, the properties benefitting from this service should pay for it. A suggestion was made this might be done by forming a special district, which would pay an additional assessment fee for the additional services. The committee asked staff to explore this as an option.

- At the January 27th meeting, the Committee discussed information regarding snow removal in the downtown presented by Director Jones which included:

- Summary of the snow removal task and 3 levels of service (see appendix C)
 - Current level (~2 times per year)
 - Proposed level (24" banks ~7 times per year); and
 - Further increase level (after every plowable storm ~12 times per year)
- Review of options to pay for increased level of service
 - If applied to all city property taxes
 - Current level – No change in tax rate;
 - Proposed level – increase of \$0.0844; and
 - Increased level – increase of \$0.1636
 - Downtown Assessment District
 - A map identifying the proposed district was presented with all the properties within the district currently assessed at ~\$71 million. The idea would be to increase the taxes for these properties to pay for the increased level of service for the snow removal.
 - Current level – No change in tax rate
 - Proposed level – increase in tax rate for district properties of \$2.252
 - Increased level – increase in tax rate for district properties of \$4.363
 - A spreadsheet identifying 14 sample properties was presented showing the impacts and potential costs for each property
- Staff identified if we wanted to proceed in this direction, the City Council would need to approve the special assessment district and the increase in the tax rate for the district properties. This would involve public hearings and would need the support of the district property owners.
- A discussion of the information followed with Sheri Withers and Melanie Therrian of the Downtown Lewiston Association (DLA) thanking the committee for inviting them to participate. Sheri offered stories from downtown businesses on how they have been impacted by snow banks. She agreed if the businesses wanted the increased level of service, they should be willing to pay for it. She offered to take the information to her Association Board at their next meeting on February 16th and then return to the committee with feedback at our first meeting in March (tentatively March 2nd).

Members of the committee identified the cost for some of the sample properties would be cheaper than they could get the service done if they hired someone to do it for them, while others would be paying significantly more. This is based upon assessed value of the properties and not the level of effort for each property as there is currently no way for the City to legally assess costs other than through the tax rate.

- At the Feb 17th meeting, Director Jones gave an update on the Downtown snow removal issue indicating Sheri Withers of DLA was withdrawing from the discussion, but that Michael Dostie would be the future point of contact. Some preliminary communications with Michael Dostie were reviewed, including his e-mail dated Feb 17th, which stated:

"I will be at the meeting on March 2nd speaking with the support of (currently) twenty-six different building and/or business owners from this zone. If possible, the items I would like to review at that meeting are:

** The need of downtown business and building owners for a reduced post storm windrows height to trigger snow removal operations on Lisbon Street (Adams Ave to Main St)*

** The options to pay for increased level of service - specifically the discussion about proposed new downtown assessment district"*

Several committee members expressed an interest in hearing what Michael had to say, but there were conflicts with them attending on March 2nd and asked if the meeting could be delayed one week. The Committee decided to tentatively to schedule the meeting March 9th.

- At the March 9th meeting, Director Jones reviewed and provided a summary of information on the Downtown snow removal issue from the information provided at the January 27 meeting including:

- the various levels of services (current Level of Service, Proposed Level of Service and Increased Level of Service) and their associated costs;
- the options for paying for each level of service (Tax Rate and Downtown Special Assessment District);
- the map identifying the properties within the conceptual Special Assessment District; and
- a listing of Sample Properties and the Impacts to each

The Chair recognized Michael Dostie and asked him to share his thoughts on the subject. Mr. Dostie apologized for the miscommunication with the representatives of the Downtown Lewiston Association (DLA) as they had decided to limit their involvement to only events. Mr. Dostie made a passionate presentation.

- He cited and read from the proposed SOP regarding the 24 inch bank heights as the trigger for doing snow removal in the downtown (Dave Jones later corrected him that the 24 inch bank height was the proposed SOP and that the current SOP had no trigger but relied upon PW staff to decide when it was appropriate to perform snow removal in the Downtown.);
- He requested the standard be lowered for Lisbon St (Adams Ave to Main St) saying the current levels do not work, citing public safety issues with people having to walk in the street and not being able to cross the banks which may be four (4) feet wide;
- He provided a listing of 36 building owners/representatives who he indicated agreed with him;
- He relayed stories of people who could not get into stores and argued the density and economic development of the Downtown warranted an increased level of service;
- He cited other towns having stricter standards which triggers for snow removal including Auburn, Augusta, Bangor and Waterville. Committee members questioned this indicating information received from representatives in each of these towns had informed us their standards were based on snow fall amounts (not the size of the banks on the edge of the road – see information provided at Dec 2nd meeting, which clearly indicate how other Cities decide when to do snow

removal). Mr. Dostie also mentioned Auburn has done snow removal 4 times this season while Lewiston has only done it once.

Chairman Bouchard asked Mr. Dostie for his thoughts on the Special Assessment District. Mr. Dostie responded: "*Why shouldn't the property owners have to pay for increased services?*" is the wrong question to ask. He said this is a public safety issue involving public property, and he likened this to only parents having to pay for school costs. He believes this is penalizing the businesses in the Downtown by assessments, and he doesn't think they should have to pay anything. The discussion went on for some time with several members asking questions and making points about businesses and properties not on Lisbon St. having to pay for an increased level of services that they are not receiving. Director Jones reminded everyone the job of the committee was to evaluate the options and make a recommendation to the City Council during the budget process. The Council will ultimately decide if the level of service will change and, if so, how it will be paid for.

David Chittim suggested redoing the numbers for only Lisbon St and suggested a cost sharing between the City and the businesses be explored. Mr. Dostie said he would send a copy of the list of property owners he had talked with to Dave Jones.

- At the March 16th meeting, Michael Dostie provided the following feedback from downtown businesses:
 - He didn't get feedback on cost sharing because there was no specific proposal on the table;
 - He had reviewed the historical records of snow storms provided by staff and the staff projected snow bank heights
 - He proposed the trigger for snow removal be 1 foot snowbanks, projecting this would occur 8 times during the season (on average) and for the Lisbon St section would cost \$95,000 per season as opposed to the \$80,000 proposed. (This was for Lisbon St. only and did not include the other downtown areas normally addressed during snow removal.);

Director Jones offered to draft an alternative "New Service" budget sheet to reflect these suggestions from the downtown business.

- At the April 6th meeting, Director Jones briefly updated the committee on an additional Downtown Snow Removal alternative that had been proposed on Monday, April 4th by former Councilor Mark Cayer. A summary sheet was provided to each member of the committee (Appendix D) identifying the use of a shift change for 7 employees to form a night crew to concentrate efforts on downtown snow removal. A discussion ensued, and Richard Desjardins questioned why this option had not been considered earlier in the process. The response was it had been, but had been dismissed as it was not nearly as efficient as the full blown snow removal operations. This is still the case, and David Chittim added the normal work performed by the crew being moved to the night shift would likely not get done by the remaining members of the day crew or would take much longer to complete. The Committee considered all the alternatives and discussed use of the night shift for other duties like clearing bus stops or other work when there was no need for snow removal in the downtown. A motion was made to recommend adoption of "The Cayer Plan" on a trial basis for the winter of FY2017 with an additional estimated cost of \$4,000. Evaluation of the effectiveness of the plan would be ongoing during the trial period. Vote 7-1 (Gary St Laurent opposing)

Appendix A

City Council Input for the Public Works Committee

On September 1, 2015 the City Council held a workshop to discuss and provide input regarding what they would like the Public Works Committee to focus on this fall. Members of the Committee who were present included Shane Bouchard (City Councilor), Richard Desjardins and Paul Robinson. The Council expressed interest in the Committee focusing on the following issues:

Efficiency Studies / Comparisons – This issue was brought up by the members of the committee and was addressed as an issue in the Committee report submitted last April. In that report the Committee stated *“The Committee did not feel it were in a position to evaluate efficiency or workload productivity and is not comfortable making recommendations for changes.”* This was a discussion item during committee meetings especially regarding construction related services like adjusting utility structures (manholes, catch-basins, valve boxes) for paving prep and summer mowing. The Council suggested we gather more information to identify if the Department is operating efficiently and how the efforts and costs compare with efforts and costs provided when these services are provided by contract. More discussion is needed at the Committee before deciding how to proceed.

Customer Service & Response - This issue was brought up by a Councilor who was concerned with comments from constituents that they call the Department with issues but nothing is done and they do not hear anything back in the form of feedback to their concern. The Councilor was asking the Committee to review how we accept concerns, get them assigned and provide feedback to the individual submitting the concern.

Utilities Running in the Red – This issue was brought up by a Councilor who was concerned the current budgets show the water, sewer and stormwater utilities all running in the red (using historical fund balances for operating costs). He was worried this could result in future rate increases as the fund balance is depleted. He asked the Committee to review and validate the operating costs and utility rates.

PAYT and/or Recycling – The Council identified Pay-As-You-Throw (PAYT) and recycling as needing more public education and review. This is part of an on-going discussion with the Council and the consultant (WasteZero).

Downtown Snow Removal – A Councilor expressed concerns with how we are addressing snow plowing and removal in the downtown (Lisbon St & Main St business area). Asked we check with other municipalities to see what and how they are servicing similar areas. Another Councilor suggested we have more breaks in the snow banks cleared to provide more pedestrian access to the street until snow removal is performed. Another Councilor asked we also check in and follow-up with the school department regarding snow plowing/removal around bus stops.

City Staff would add the following issues to be considered by the Committee:

Street Light LED conversion – Review the current status of street light conversion and recommend a program to replace all street lights with LED lamps.

Solid Waste Staffing Levels – We have had issues with the minimal staffing level at the Solid Waste Facility and would like to review this to identify solutions.

Appendix B



PUBLIC WORKS DEPARTMENT

Public Works Committee Solid Waste Program Review

Over the last year, the City Council recognized the City's Solid Waste Program is an aggregation of decisions over the years resulting in a very complicated, difficult to manage and confusing program, which does little to encourage recycling or cost avoidance. City Administrator Ed Barrett's February 4, 2016 memo (copy attached) did a good job summarizing the program and the issues. The Council requested the Public Works Committee review the Solid Waste Program to identify proposed changes to simplify the fee schedule and program management and address the issues identified in the summary memo. The Council specifically identified the ePass system as needing attention.

The PW Committee reviewed vast amounts of information and data on the City's solid waste program and comparisons with other communities. As a result, the Committee recommends the following changes be adopted:

1. Simplify the fee system by eliminating the individual commodity fees and going to a straight fee per weight system. The committee recommends a \$93/ton of waste. This is \$2/ton less than the current fee at the landfill, but \$5/ton more than MMWAC charges to encourage use of that facility. We checked a number of commodities and found this system would not significantly change the cost to consumers, but would simplify the administration of the program. Examples include:

Type of waste (approx average weight)	Current Fee	Proposed Fee
Refrigerator (weighs an average of ~250 lbs)	\$ 11.00	\$ 11.63
Tires w/o rim (25-30 lbs)	\$ 3.00	\$ 1.28
Tires w/ rim (30-36 lbs)	\$ 6.00	\$ 1.53
Bulky Waste - Recliner Chair (105 lbs)	\$ 4.15	\$ 4.88
Bulky Waste - Sleeper Sofa (350 lbs)	\$ 13.83	\$ 16.28

2. Revise the ePass system as follows:
 - a. Reduce the ePass to disposal of 1,000 lbs of waste materials (regardless of waste type)
 - b. Homeowners would be eligible to receive a free pass when they paid their March property tax bill (No additional pass would be available)
 - c. A renter could obtain the new ePass for \$20 (limited to 1 pass per year)
 - d. A landlord who is an owner occupied would be eligible for 1 free ePass per year for the unit they occupy, when they pay their March property taxes
 - e. Landlords of multi-unit apartment buildings on the City Collection Program (City Ordinance Sec 62-13) would be eligible to purchase 1 ePass per year for every 3 non-owner occupied units for \$20 for each ePass.
3. Cleanup Assistance Week at the landfill would be eliminated as homeowners can use their free ePass (see above) any time during the year. The Lewiston Public Works Department will continue to collect brush placed butt ends to facing the street each spring. Quantities are limited to no more than one (1) standard pick-up truck load per residence.

Appendix C

Downtown Snow Removal Level of Service Comparisons

Task: Remove the snow from all sidewalks and curb in the following downtown areas:

Lisbon Street (Adams Ave to Main St)

Main Street (Longley Bridge to High Street)

Park Street (Main St to Spruce St)

Middle Street (Main St to Oak St)

All snow is hauled and disposed of at the City's snow dump on River Road

Current Level of Service: The Department has traditionally performed this service an average of 2 times each winter using in-house personnel and equipment. During unusual winters the frequency may have increased to 3 or 4 times. It normally takes two (2) nights to complete these areas.

Cost: The cost to provide this service was covered within the Department's snow budget and cost ~\$25,000 per event or an average of ~\$50,000 annually.

Proposed Increase Level of Service: The Department and PW Committee are proposing changes to our SOP (Standard Operating Policy) that would prioritize these downtown streets, such that when windrows or snow banks reach a height of 24 inches snow removal in this area would be completed. We estimate a 6-7 inch storm would create a windrow triggering this requirement. We project this would increase the frequency of snow removal to 7 times each winter and the increased level of service would be accomplished by hiring contractors to perform the work. Discussions with potential contractors indicate they could do most of the work, but would rely upon the City to provide the operators and equipment for the snow blower and snow dump bulldozer.

Cost: The total cost (including contractor cost and cost for the City's personnel & equipment) is estimated to be ~\$30,000 per event or a projected \$210,000 annually. This is a \$160,000 increase in the budget.

Further Increase in Level of Service: Some have suggested the Department should be removing snow from these areas after every plowable storm. We have an average of 12 plowable storms each year (in 2014/2015, we had 16 plowable storms). To reach this level of service, contractors would still be needed.

Cost: The total cost (including contractor cost and cost for the City's personnel & equipment) is estimated to be ~\$30,000 per event or a projected \$360,000 annually. This is a \$310,000 increase in the budget.

Appendix C (cont.)

Options for Paying for Increased Level of Service

Tax Rate - Increasing the City-wide tax rate to pay for the increased level of service for the downtown area would result in the following:

- Current Level of Service – No change in the tax rate
- Proposed Level of Service – increase of \$0.0844 in the mil rate (For a \$100,000 home, their taxes would increase \$8.44 per year)
- Increased Level of Service – increase of \$0.1636 in the mil rate (For a \$100,000 home, their taxes would increase \$16.36 per year)

Downtown Special Assessment District – At the Jan 6, 2016 meeting, the committee requested staff look at possibly forming a special assessment tax district covering properties benefitting from the increased level of service for snow removal and levying a special tax on them for the increased level of service. The attached map was developed to identify the properties within the potential special district. The current assessed value of these properties totals \$71,049,700 (tax exempt properties excluded).

Using these figures, a \$1.00 increase in the mil rate for these properties would generate ~\$71,049 in revenues. In order to pay for the increased level of service by applying the costs to these properties, the following would result:

- Current Level of Service (LOS) – No change in the tax rate
- Proposed Level of Service – increase of \$2.252 in the mil rate for the affected properties.
- Increased Level of Service – increase of \$4.363 in the mil rate for the affected properties.

Appendix D

Public Works Committee – Downtown Snow Removal Alternative

As an alternative to the full blown snow removal along Lisbon St, Mark Cayer (former City Councilor) suggested during the Budget Public Hearing on April 5th that a night crew be established to work on snow removal to provide better pedestrian access. Staff evaluated this and it would work much the same as what Auburn does.

The crew would be a total of 7 employees, assigned as follows:

- 1 FE loader (Equipment Operator/crew leader)
- 1 skidsteer
- 3 dump trucks (wheelers)
- 1 pick-up w/plow with 2 workers for hand-shoveling and signage

The Collective Bargaining Agreement does allow management to shift hours for employees with Article 3 Section 2 stating:

"...In some instances, the work week may be altered on a seasonal or temporary basis. Such changes may only occur if agreed upon by the Employees involved and the Employer. Written sign-offs shall be obtained from both the Employees and appropriate Union representatives."

There is a chance we might not get the volunteers needed to fill this crew. Section 3 of this same Article states:

"...Changes in the starting/ending times of the work shift shall be preceded by a thirty (30)-day notice and/or posting unless written sign-offs are obtained from both the Employees and appropriate Union representatives. The sign-offs will clearly indicate the nature of the change including projected starting and ending periods."

So we may need to plan this and provide the 30 day notice if we do not have the volunteers.

The .55 cent/hour shift differential and allowing for some overtime during the transition would likely cost ~\$4,000 for about 12 weeks.

We believe we could go without a dozer operator at the snow dump overnight and play catch-up the next day.

This would be on a trial basis to see if would meet the needs and expectations. We provide no guarantees and believe this option is far less efficient than the full blown removal operation. It would likely take several days to address the entire Lisbon St area. We would concentrate on Lisbon St (Pine to Main) and start by cutting pedestrian access holes through the snow banks, then cleaning up and providing more clearing as time allowed. If we got caught up along Lisbon St, we could move on to other areas. If all work was completed, we could consider bringing the crew back on days, but if we needed to reinstate it, we may need to go through the 30 day notice again.

LEWISTON CITY COUNCIL
MEETING OF OCTOBER 4, 2016

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 1

SUBJECT:

Public Hearing on the renewal application for a Special Amusement Permit for Live Entertainment for Pedro O'Hara's, 134 Main Street.

INFORMATION:

We have received a renewal application for a Special Amusement Permit for Live Entertainment from Pedro O'Hara's, 134 Main Street.

The Police Department has reviewed and approved the application.

There was no reference to this business or property address in the Council Constituent Concern log, as maintained by the Administrator's Office.

The business owner has been notified of the public hearing and requested to attend.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EAB/kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To grant a Special Amusement Permit for Live Entertainment to Pedro O'Hara's, 134 Main Street.

**CITY OF LEWISTON
APPLICATION FOR SPECIAL AMUSEMENT PERMIT**

Date of Application: 9/23/16

Expiration Date: 10/6/18

- Class A - \$125.00 - restaurants with entertainment, which **does not have dancing**
 Class B - \$125.00 - lounges/bars with entertainment, which **does not have dancing**
 Class C - \$150.00 - either restaurants or lounges/bars with entertainment, including dancing
 Class D - \$150.00 - function halls with entertainment, including dancing
 Class E - \$150.00 - dance hall or nightclub that admits persons under the age of 21
 Class F - \$150.00 - "chem-free" dance hall or nightclub for patrons aged 18 yrs and older, with no liquor

Renewal Applicants: Has any or all ownership changed in the 12 months? Yes No

****PLEASE PRINT****

Business Name: Pedro O'Hara's **Business Phone:** (207) 783-6200

Location Address: 134 Main St.

(If new business, what was formerly in this location: _____)

Mailing Address: 134 Main St. Lewiston ME 04246

Email address: pedro@pedrooharas.me

Contact Person: William Welch **Phone:** (207) 576-2897

Owner of Business: William Welch **Date of Birth:** 10/7/52

Address of Owner: 4 Emile St. Lewiston

Manager of Establishment: William Welch **Date of Birth:** 10/7/52

Owner of Premises (landlord): Robert Esposito

Address of Premises Owner: Falmouth ME

Does the issuance of this license directly or indirectly benefit any City employee(s)? Yes No
If yes, list the name(s) of employee(s) and department(s): _____

Have any of the applicants, including the corporation if applicable, ever held a business license with the City of Lewiston? Yes No If yes, please list business name(s) and location(s): _____

Have applicant, partners, associates, or corporate officers ever been arrested, indicted, or convicted for any violation of the law? ___ Yes No If yes, please explain: _____

CORPORATION APPLICANTS: Please attach a list of all principal officers, date of birth & town of residence

Corporation Name: Chiefs LLC

Corporation Mailing Address: 134 Main St. Lewiston

Contact Person: William Welch Phone: (207) 783-6200

Do you permit dancing on premises? ___ Yes No (If yes, you must first obtain a dance hall permit from the State Fire Marshall's Office) If yes, do you permit dancing or entertainment after 1:00 AM? ___ Yes No

What is the distance to the nearest residential dwelling unit both inside and outside the building from where the entertainment will take place? 1/4 mile

Please describe the type of proposed entertainment:

- dancing
- stand up comedian
- piano player
- music by DJ
- karaoke
- other, please list _____
- live band/singers
- magician
- other, please list _____

If new applicant, what is your opening date?: _____

Applicant, by signature below, agrees to abide by all laws, orders, ordinances, rules and regulations governing the above licensee and further agrees that any misstatement of material fact may result in refusal of license or revocation if one has been granted. Applicant agrees that all taxes and accounts pertaining to the premises will be paid prior to issuance of the license.

It is understood that this and any application(s) shall become public record and the applicant(s) hereby waive(s) any rights to privacy with respect thereto.

I/We hereby authorize the release of any criminal history record information to the City Clerk's Office or licensing authority. I/We hereby waive any rights to privacy with respect thereto.

Signature: [Signature] Title: Partner Date: 9/23/15

Printed Name: Timothy Troy Kavanaugh

Hearing Date: 10/4/16



POLICE DEPARTMENT

Michael J. Bussiere
Chief of Police



TO: Kelly Brooks, Deputy City Clerk

FR: Lt. Adam D. Higgins, Support Services

DT: August 10, 2016

RE: Liquor License/Special Amusement Permit – **Pedro O'Haras**

We have reviewed Liquor License/Special Amusement Permit Application and have no objections to the following establishment;

Pedros
134 Main St.



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www.lewistonpd.org



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LEWISTON CITY COUNCIL

MEETING OF OCTOBER 4, 2016

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 2

SUBJECT:

Public Hearing on the renewal application for a Special Amusement Permit for Live Entertainment for the City of Lewiston Recreation Division, 65 Central Avenue.

INFORMATION:

We have received a renewal application for a Special Amusement Permit for Live Entertainment from the City of Lewiston Recreation Division, 65 Central Avenue.

The Police Department has reviewed and approved the application.

There was no reference to this business or property address in the Council Constituent Concern log, as maintained by the Administrator's Office.

The business owner has been notified of the public hearing and requested to attend.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EAB/kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To grant a Special Amusement Permit for Live Entertainment to the City of Lewiston Recreation Division, 65 Central Avenue.

**CITY OF LEWISTON
APPLICATION FOR SPECIAL AMUSEMENT PERMIT**

Date of Application: 9/20/2016

Expiration Date: 10/1/2017

- Class A - \$125.00 - restaurants with entertainment, which **does not have dancing**
- Class B - \$125.00 - lounges/bars with entertainment, which **does not have dancing**
- Class C - \$150.00 - either restaurants or lounges/bars with entertainment, including dancing
- Class D - \$150.00 - function halls with entertainment, including dancing
- Class E - \$150.00 - dance hall or nightclub that admits persons under the age of 21
- Class F - \$150.00 - "chem-free" dance hall or nightclub for patrons aged 18 yrs and older, with no liquor

Renewal Applicants: Has any or all ownership changed in the 12 months? Yes No

****PLEASE PRINT****

Business Name: Lewiston Recreation Division **Business Phone:** 207 513 3005

Location Address: 65 Central Avenue, Lewiston ME

(If new business, what was formerly in this location: _____)

Mailing Address: Same as above

Email address: jhanke@lewistonmaine.gov

Contact Person: Jason Hanke **Phone:** 207 513 3005

Owner of Business: City of Lewiston **Date of Birth:** _____

Address of Owner: 27 Pine St.

Manager of Establishment: Jason Hanke **Date of Birth:** _____

Owner of Premises (landlord): _____

Address of Premises Owner: _____

Does the issuance of this license directly or indirectly benefit any City employee(s)? Yes No

If yes, list the name(s) of employee(s) and department(s): _____

Have any of the applicants, including the corporation if applicable, ever held a business license with the City of Lewiston? Yes No If yes, please list business name(s) and location(s): _____

Have applicant, partners, associates, or corporate officers ever been arrested, indicted, or convicted for any violation of the law? ____ Yes X No If yes, please explain: _____

CORPORATION APPLICANTS: Please attach a list of all principal officers, date of birth & town of residence

Corporation Name: _____

Corporation Mailing Address: _____

Contact Person: _____ Phone: _____

Do you permit dancing on premises? X Yes ____ No (If yes, you must first obtain a dance hall permit from the State Fire Marshall's Office) If yes, do you permit dancing or entertainment after 1:00 AM? ____ Yes X No

What is the distance to the nearest residential dwelling unit both inside and outside the building from where the entertainment will take place? _____

Please describe the type of proposed entertainment:

- dancing
- music by DJ
- live band/singers
- stand up comedian
- karaoke
- magician
- piano player
- other, please list _____
- other, please list _____

If new applicant, what is your opening date?: _____

Applicant, by signature below, agrees to abide by all laws, orders, ordinances, rules and regulations governing the above licensee and further agrees that any misstatement of material fact may result in refusal of license or revocation if one has been granted. Applicant agrees that all taxes and accounts pertaining to the premises will be paid prior to issuance of the license.

It is understood that this and any application(s) shall become public record and the applicant(s) hereby waive(s) any rights to privacy with respect thereto.

I/We hereby authorize the release of any criminal history record information to the City Clerk's Office or licensing authority. I/We hereby waive any rights to privacy with respect thereto.

Signature: Jason Haaken Title: Recreation Super. Date 9/20/2016

Printed Name: Jason Haaken

Hearing Date: 10/4/16



POLICE DEPARTMENT

Brian O'Malley
Chief of Police (Interim)



TO: Kelly Brooks, Deputy City Clerk

FR: Lt. Adam D. Higgins, Support Services

DT: September 23, 2016

RE: Liquor License/Special Amusement Permit – **Lewiston Rec. Department**

We have reviewed Liquor License/Special Amusement Permit Application and have no objections to the following establishment;

**Lewiston recreation Department
65 Central Ave.**



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LEWISTON CITY COUNCIL

MEETING OF OCTOBER 4, 2016

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 3

SUBJECT:

Public Hearing on an Application for a Business License renewal for Merrimack River Medical Services, Inc. for an Outpatient Addiction Treatment Clinic at 18 Mollison Way.

INFORMATION:

Merrimack River Medical Services which operates an outpatient addiction treatment clinic (methadone clinic) at 18 Mollison Way is seeking a renewal of their annual license. The Police Department, Fire Department and Planning & Code Enforcement Department do not have any concerns with the renewal of this license.

The business license was approved last year with a set of conditions and it is recommended the Council approve the license with the same set of conditions which are attached.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EAB/kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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1) To conduct a public hearing to receive citizen input and comment regarding the application submitted by Merrimack River Medical Services, Inc. for renewal of their business license to operate an Outpatient Addiction Treatment Clinic at 18 Mollison Way, Lewiston.

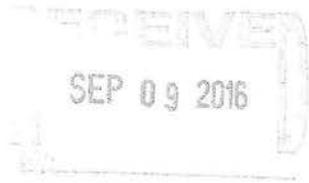
2) To approve the License for an Outpatient Addiction Treatment Clinic for Merrimack River Medical Services, Inc. to operate a Clinic at 18 Mollison Way, Lewiston, subject to the attached conditions.

Merrimack River Medical Services, Inc.
October 4, 2016 City Council meeting

Conditions for License to operate an Outpatient Addiction Treatment Clinic in Suite #2 on the first floor of the existing building at 18 Mollison Way:

1. Provide adequate interior client waiting space to eliminate the need for clients to queue or wait for service outside of the building, with the exception of clients waiting for public transportation.
2. Effectively monitor the exterior of the property to ensure that clients do not loiter on or adjacent to the property for any purpose other than waiting for the arrival of public transportation.
3. Designate the exit from the clinic that leads to a lobby shared with other tenants within the building as an emergency exit only and provide an audible alarm that will sound if this exit door is opened.
4. Applicant will maintain a methadone maintenance program as described in their "Treatment Components" and "Program Components". Applicant will immediately report to the police department any breaches of the security system described in the attachment.
5. Consistent with the applicant's application, the number of clients shall not exceed 500 at any given time.
6. The applicant will annually provide documentation to the City Clerk of the receipt of all approvals required by any federal or state agency or department pursuant to federal or state law.
7. The applicant will comply with the requirements of Chapter 22, Article XIV, Section 22-417 of the Code requiring the applicant to conduct two meetings per calendar year with city staff and the chief of police or his designee.

**CITY OF LEWISTON
APPLICATION FOR LICENSURE
OUTPATIENT ADDICTION TREATMENT CLINIC**



DATE: 9-14-16

APPLICATION IS FOR: NEW LICENSE _____ RENEWAL OF LICENSE XXXX

NAME OF FACILITY/AGENCY: Merrimack River Medical Services, Inc. dba Health Care Resource Centers

PHYSICAL ADDRESS OF CLINIC:
18 Mollison Way
Lewiston, ME 04240

MAILING ADDRESS: (if different)

(City, State, Zip)

(City, State, Zip)

TAX MAP & LOT NUMBER OF LOCATION OF FACILITY: Map 169, Lot 25

DIMENSIONS AND ACREAGE OF PROPERTY: 6.27 Acres

NAME OF CONTACT PERSON: Jennifer Minthorn, Program Director

PHONE # 207-312-6860 FAX # 207-312-6863 EMAIL jennifer.minthorn@csachelp.com

NAME/TITLE OF ADMINISTRATOR/OPERATOR: Edward Blain, Chairman/CEO

PHONE # 413-568-6600 FAX # 413-562-8360 EMAIL ed.blain@csachelp.com

NAME OF EXECUTIVE DIRECTOR: Edward Blain, Chairman/CEO

SOCIAL SECURITY # OR EMPLOYER ID #: Federal Tax ID # 02-0510337

CORPORATION NAME/ADDRESS (if different) Merrimack River Medical Services, Inc. dba Health Care Resource Centers
125 North Elm Street
Westfield, MA 01085

TYPE OF FACILITY/AGENCY:

Individual Proprietorship: _____

Partnership: _____

Non-Profit Corporation: _____

For-Profit Corporation: XXXX

Other (describe): _____

CATCHMENT AREA: (Geographic Area Served): _____

LIST THE MAXIMUM TOTAL NUMBER OF CLIENTS YOUR AGENCY WIL SERVE AT THIS LOCATION, THE AGE RANGE AND GENDER:

SERVICE: Methadone Treatment # OF CLIENTS up to 500 AGE RANGE: 18 & above GENDER: Male & Female

I/We have received and read the City of Lewiston ordinance regarding Outpatient Addiction Treatment Clinics. I/We understand that this application authorizes representatives of the City of Lewiston to make such visits and inspections as may be necessary to ensure that the facility is in compliance with the laws pertaining to the operation of such facilities.

I/We also understand that the signing of this application effectively serves as a release of information and gives permission to the City of Lewiston to obtain any criminal or protective records information which may be on file in any Country, State or Federal Office.

I/We further certify that all information contained in this application (including addendums) is complete and accurate.

ORIGINAL SIGNATURES REQUIRED:

E. J. Blain
Applicant/Operator/Administrator

DATE: 9-13-16

Edward J. Blain
Type or Print Name

DATE: _____

2ND Applicant (If Applicable)

Type or Print Name

DATE: _____

Board President (If Applicable)

Type or Print Name



STATE OF MAINE

Department of Health & Human Services

Certificate of Licensure

ALCOHOL & DRUG TREATMENT PROGRAM

This is to certify that the licensed entity named below is hereby granted this License in accordance with Maine law.

ISSUED TO:

I.D. #: 635407

MERRIMACK RIVER MEDICAL SERVICES
18 Mollison Way
Lewiston ME 04240-

TYPE: FULL

EFFECTIVE FROM: 06/30/2016 TO 06/30/2018

METHADONE TREATMENT

ALCOHOL & DRUG OUTPATIENT COUNSELING

A handwritten signature in cursive script, appearing to read "Mary E. Mayhew".

Commissioner, Department of Health & Human Services

STATE RULES REQUIRE THAT THIS LICENSE/CERTIFICATE BE CONSPICUOUSLY POSTED AT THE FACILITY AT ALL TIMES.
THIS DOCUMENT IS NON-TRANSFERRABLE.



POLICE DEPARTMENT

Brian O'Malley
Chief of Police (Interim)



TO: Kelly J. Brooks, Deputy City Clerk
FROM: Lt. Adam D. Higgins, Lewiston PD
REF: Outpatient Addiction Treatment Clinic
DATED: September 20, 2016

We have researched our records, and have no objections to the issuance of an Outpatient Addiction Treatment Clinic Permit to the following:

Health Care Resources, 18 Mollison Way Suite 2



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www.lewistonpd.org



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Lewiston Fire Department



Paul M. LeClair
Fire Chief

Bruce McKay
Assistant Chief



September 22, 2016

Kelly Brooks
Deputy City Clerk
City Clerk's Office
27 Pine St.
Lewiston, ME 04240

RE: Merrimack River Medical Services -18 Mollison Way

Dear Kelly,

The Lewiston Fire Prevention Bureau has no issues or concerns at this time that prohibits the issuance of their city license.

Respectfully,

A handwritten signature in black ink, appearing to read 'Paul Ouellette'.

Paul Ouellette
Certified Fire Inspector / Certified Fire Investigator
Lewiston Fire Department
Lewiston Fire Prevention Bureau

Paul / General Files / 2016 Letters / Merrimack River Medical Svcs. Approval Letter / Msw



CITY OF LEWISTON

Department of Planning & Code Enforcement

TO: City Clerks
FROM: David Hediger, City Planner
SUBJECT: Merrimack River Medical Services
DATE: September 21, 2016

Planning and Code Enforcement staff recommends the license is granted with the same conditions as previously approved by the City Council.

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 4, 2016

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 4

SUBJECT:

Public Hearing and First Passage regarding an amendment to the Administrative Code to repeal three inactive Committees – Energy Savings, Garcelon Bog Advisory and Downtown Advisory Board.

INFORMATION:

As part of the conversations with the consultants retained by the Joint Charter Commission, staff reviewed the various Boards, Committees, and Commissions established by the City of Lewiston. As a result of this review, three such entities established by Ordinance were identified as either having completed their responsibilities or no longer functioning. These include the Energy Saving Committee, the Garcelon Bog Advisory Committee, and the Downtown Advisory Board. Given that these groups no longer function, eliminating them from the Code of Ordinances appears to be advisable. This Ordinance would do so.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EAAB/kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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That the proposed amendments to the City Code of Ordinances, Chapter 2 “Administration”, Sections 196-200 “Energy Saving Committee”; Sections 225-226 “Garcelon Bog Advisory Committee”, and Sections 231-235 “Downtown Advisory Board” receive first passage by a roll call vote and that the public hearing on said ordinance be continued to the next regularly scheduled City Council meeting.



CITY OF LEWISTON, MAINE

October 4, 2016

ORDINANCE

Ordinance, Repealing the Following Sections of the Code of Ordinances of the City of Lewiston: 2-196 through 2-200 – Energy Saving Committee; 2-225 and 2-226 – Garcelon Bog Advisory Committee; and 2-231 through 2-235 – Downtown Advisory Board.

Whereas, from time to time, the City Council has established boards and committees to advise the Council on certain topics of then immediate interest; and

Whereas, among these have been the Energy Saving Committee; the Garcelon Bog Advisory Committee, and the Downtown Advisory Board; and

Whereas, these Committees have either completed their work or are no longer required; and

Whereas, as a result, they have become inactive and no longer function; and

Whereas, this amendment to the Code will recognize these facts;

Now, therefore, be it Ordained by the City Council of the City of Lewiston that

the Following Sections of the Code of Ordinances of the City of Lewiston are hereby repealed in their entirety: 2-196 through 2-200 – Energy Savings Committee; 2-225 and 2-226 – Garcelon Bog Advisory Committee; and 2-231 through 2-235 – Downtown Advisory Board.

~~DIVISION 4. ENERGY SAVING COMMITTEE~~

~~Sec. 2-196. Purpose.~~

~~The purpose of the energy saving committee will be to serve as an energy and environmental sustainability advocacy committee for Lewiston, and its recommended initiatives shall be directed at all energy use within the city – municipal, residential, commercial and industrial.~~

~~(Ord. No. 08-05, 6-19-08)~~

~~Sec. 2-197. Appointment.~~

~~(a) — The energy saving committee shall consist of 12 members: one member of the planning board, one member of the city council, and ten other members who shall have knowledge and an interest in the purpose of the committee, such potential members could be: The~~

~~sustainability coordinator of Bates College, a representative from the Androscoggin Valley Council of Governments, a Lewiston real estate developer, a Lewiston business owner, a Lewiston energy supplier and citizens at large.~~

- ~~(b) The city council shall appoint the council member to the committee, who shall serve a two year term which shall coincide with their council term. All other members of the committee shall be appointed by the mayor. Initially, six of the committee members shall be appointed for a one year term and six for a two year term. Thereafter, the terms of office of members of the committee shall be for two years.~~

~~(Ord. No. 08-05, 6-19-08)~~

~~**Sec. 2-198. Compensation.**~~

~~Each member of the committee shall serve without compensation.~~

~~(Ord. No. 08-05, 6-19-08)~~

~~**Sec. 2-199. Duties.**~~

~~The energy saving committee shall serve as a forum to review, recommend and suggest environmental projects and sustainability initiatives and develop a sustainability plan for the city, working to reduce the city's environmental footprint by minimizing its energy use while reducing greenhouse gas emissions, reducing the volume of waste generated, promoting the local economy and protecting its environment.~~

~~(Ord. No. 08-05, 6-19-08)~~

~~**Sec. 2-200. Rules of procedure.**~~

~~The committee may adopt appropriate rules of procedure consistent with the provisions of the City Charter and City Code of Ordinances to enable it to carry out its functions.~~

~~(Ord. No. 08-05, 6-19-08)~~

DIVISION 7. GARCELON BOG ADVISORY COMMITTEE

~~**Sec. 2-225. Membership.**~~

~~There is hereby established the Garcelon Bog Advisory Committee (hereinafter sometimes referred to as "committee"), to consist of seven voting members, appointed by the mayor, and confirmed by the city council, as follows: (a) One member of the city council; (b) One member nominated by the Trustees of the Androscoggin Land Trust; (c) two members of city staff, selected by the city administrator; and (d) three at large members, who shall be residents of the City of Lewiston, at least one of whom shall reside in the vicinity of the Garcelon Bog, as determined by the mayor. The member of the city council shall be appointed by the mayor to serve during such city council member's then existing term in office; the~~

~~member nominated by the Androscoggin Land Trust shall be appointed for an initial term of three years, and thereafter for successive three-year terms; the members who are city staff shall serve until the city administrator shall designate a successor; one of the at large members shall be shall be appointed for an initial term of one year, and thereafter for successive three-year terms; one of the at large member shall be appointed for an initial term of two years, and thereafter for successive three-year terms; the other at large member shall be appointed for an initial term of three years, and thereafter for successive three-year terms. The mayor may appoint and the council may confirm up to three additional ex-officio members of the committee.~~

~~(Ord. No. 02-19, 10-17-02)~~

~~Sec. 2-226. Powers and duties.~~

~~The committee shall have the responsibility to manage the Garcelon Bog (the "Bog") in accordance with the terms of a certain conservation easement (the "easement") to be granted to the Androscoggin Land Trust. It shall have the power to:~~

- ~~(1) — Promulgate reasonable rules for the utilization of the Bog by the public and others, which rules shall become effective on the sixtieth day following the filing of such rules with the city clerk. The city clerk shall send a copy of such rules to members of the city council within ten days after receipt of such rules;~~
- ~~(2) — Commence actions in the name of the city, through the city attorney, for the enforcement of such rules, or the enforcement of the terms of the easement, and in such case, to the extent that the rules of court or statutes require that an initiating pleading be signed or executed by an authorized municipal official, any member of the committee may sign or execute such pleading;~~
- ~~(3) — Advise the council with respect to proposals for the amendment of this division, or proposed ordinances or other official action that may impact the Bog or the administration and enforcement of the easement;~~
- ~~(4) — Elect a chair, vice chair and a recording secretary, adopt reasonable rules of procedure and maintain records of the proceedings of the committee; and~~
- ~~(5) — Apply for grants from governmental and non-governmental agencies and institutions.~~

~~(Ord. No. 02-19, 10-17-02)~~

~~DIVISION 8. DOWNTOWN ADVISORY BOARD*~~

~~Sec. 2-231. Purpose.~~

~~The purpose of this division is to establish the organization, authority, and responsibilities of the downtown advisory board.~~

~~(Ord. No. 99-21, 1-13-00; Ord. No. 02-10, 6-6-02)~~

~~Sec. 2-232. Authority.~~

~~The downtown advisory board is established under authority of Section 2.11 of the Charter.~~

~~(Ord. No. 99-21, 1-13-00; Ord. No. 02-10, 6-6-02)~~

~~Sec. 2-233. Organization and rules.~~

- ~~(a) — The downtown advisory board shall consist of no more than 15 members. Of those 15 members, three shall be ex-officio members: Two councilors, and a representative from L/A Excels. All 15 members of the downtown advisory board shall be appointed by the mayor and confirmed by the vote of the city council and they shall enjoy the same rights and privileges regardless of any downtown advisory board office that they may hold.~~
- ~~(b) — The downtown advisory board shall have two officers: Chairman and vice-chairman. The chairman of the board shall preside over all meetings of the board, shall supervise the affairs of the board, and shall perform such other duties as may be assigned to the office by the board or city council. The vice-chairman shall assist the chair in carrying out the latter's duties and shall preside at meetings in the chairman's absence. The chairman and vice-chairman shall be elected by the members of the board.~~
- ~~(c) — A quorum necessary to conduct an official meeting of the downtown advisory board shall consist of at least eight members and at least eight concurring votes shall be necessary to constitute an action on any matter.~~
- ~~(d) — Of the non ex-officio membership of the board as of April 2002, the terms of four members of the board shall expire at the time of the January 2003 meeting of the board, the terms of another four members of the board shall expire at the time of the January 2004 meeting of the board, and the terms of the remaining three members of the board shall expire at the time of the January 2005 meeting of the board. Beginning with new board members appointed after April 2002 and thereafter, all non ex-officio members shall serve a term of three years. In the event any board member has three unexcused consecutive absences from regularly scheduled meetings, the board shall have the option of asking for the resignation of that member.~~
- ~~(e) — The mayor or chairman may call special meetings of the downtown advisory board.~~
- ~~(f) — Any request for a recommendation by the city council shall be acted upon by the downtown advisory board within 30 days of the city council action, except as otherwise provided for by statute or ordinance or unless a longer period is specified by the city council.~~
- ~~(g) — The downtown advisory board may adopt and amend bylaws and rules of procedure, consistent with the Charter and this division, to enable it to perform its function.~~
- ~~(h) — No member of the downtown advisory board shall participate in the hearing or disposition of any matter in which such member has a financial interest. Any questions of whether a member has a conflict of interest sufficient to disqualify the member shall be decided by a majority vote of the members present, except the member whose possible conflict is being examined; where such vote results in a tie, the subject member shall be~~

~~disqualified.~~

~~(Ord. No. 99-21, 1-13-00; Ord. No. 02-10, 6-6-02; Ord. No. 05-26, 2-16-06)~~

~~Sec. 2-234. Powers and duties.~~

- ~~(a) — The downtown advisory board shall yearly review and make recommendations to update, as necessary, the downtown master plan.~~
- ~~(b) — The downtown advisory board shall work with other responsible individuals and entities to implement overall and district specific actions, as recommended in the downtown master plan.~~
- ~~(c) — The downtown advisory board shall assist in working with local banks to establish a low-interest loan pool for acquisition and redevelopment of property in the downtown.~~
- ~~(d) — The downtown advisory board shall work with the city council to establish a matching city grant program for building improvements in the downtown.~~
- ~~(e) — The downtown advisory board shall work with the other responsible individuals and entities to develop and implement an overall marketing program for the downtown.~~
- ~~(f) — The downtown advisory board shall work with the city council, the planning board, historic preservation review board, and the public works department to establish and administer design review guidelines for the downtown.~~
- ~~(g) — The downtown advisory board shall work with the city council and the planning board to ensure that the city undertakes the necessary studies as recommended in the district specific actions of the master plan.~~
- ~~(h) — The downtown advisory board shall work with other individuals and entities to seek the involvement and resources of private foundations, institutions, local charities, civic organizations, as well as state and federal agencies in the implementation of various aspects of the plan.~~
- ~~(i) — The downtown advisory board shall work with the city council and the planning board to develop flexible land use regulations, including zoning, parking requirements, space and bulk standards, and an expedited review and approval process to encourage the development and adaptive reuse of downtown sites.~~
- ~~(j) — The downtown advisory board shall review and make recommendations to the city council with respect to funding initiatives within the downtown, including the annual Community Development Block Grant Program (CDBG) and the Lewiston Capital Improvement Program (LCIP).~~

~~(Ord. No. 99-21, 1-13-00; Ord. No. 02-10, 6-6-02)~~

~~Sec. 2-235. Administration.~~

~~The development director shall be responsible to provide for the administration of the affairs of the downtown advisory board, including preparing agendas and minutes, posting public hearings, handling correspondence, and maintaining all official records.~~

(Ord. No. ~~99-21, 1-13-00~~; Ord. No. ~~02-10, 6-6-02~~) *Editor's note: Ord. No. 02-10, effective June 6, 2002 renumbered div. 7 as div. 8 to read as herein set out. Former said division pertained to the Mayor's Downtown Renaissance Advisory Board.

Note: Deletions are ~~struck through~~.

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 4, 2016

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 5

SUBJECT:

Public Hearing and Final Adoption of Amendments to the General Assistance Policy.

INFORMATION:

Each year, the City is required to review, amend if necessary, and adopt the maximum amounts of assistance issued by the City for residents in need. The City Council is required to adjust the maximums allowed for general assistance as well as the maximum amounts allowed for food and housing. These amounts are set by the Department of Housing and Urban Development guidelines and the current Thrifty Food Plan. Passage is recommended.

This item requires two readings and First Passage was held at the September 20, 2016 City Council meeting.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EIAB/kmm

REQUESTED ACTION:

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That the overall maximum amounts allowed for general assistance and the maximum amounts allowed for food, housing, personal/household supplies, diapers and personal supplies for children, utilities/electricity and heating fuel in the General Assistance Policy, for persons eligible to receive assistance in accordance with the standards of eligibility, be amended and adopted in accordance with HUD guidelines and the current Thrifty Food Plan.

(NOTE: New items in the attached Policy are underlined, deleted items have ~~strikeouts~~.)

GENERAL ASSISTANCE POLICY

As provided by Chapter 46 of the Code of Ordinances, the City Council hereby establishes the following allowed maximum amounts for food, housing, personal/household supplies, utilities, heating fuel, clothing, burial, cremation, and transportation expenses for persons eligible to receive assistance in accordance with the standards of eligibility.

MAXIMUM AMOUNTS

The total maximums allowed for general assistance, which are 110% of HUD guidelines, (reduced by 10% from ~~10/01/2015—09/30/2016~~ 10/01/2016-09/30/2017), are:

No. in Household	Weekly	Monthly		
1	128.00	<u>134.00</u>	549.00	<u>575.00</u>
2	151.00	<u>158.00</u>	650.00	<u>678.00</u>
3	197.00	<u>199.00</u>	849.00	<u>855.00</u>
4	249.00	<u>253.00</u>	1070.00	<u>1,086.00</u>
5	264.00	<u>289.00</u>	1136.00	<u>1,241.00</u>
6	282.00	<u>306.00</u>	1211.00	<u>1,316.00</u>

Additional persons in the household will be budgeted at \$75.00 per person per month.

FOOD (Effective 10/01/2015 – 09/30/2016)

The maximum amounts allowed for food are:

No. in Household	Weekly	Monthly
1	45.12	194.00
2	83.02	357.00
3	118.84	511.00
4	150.93	649.00
5	179.30	771.00
6	215.12	925.00
7	237.67	1022.00
8	271.86	1169.00

Additional persons in the household will be budgeted at \$146.00 per month. The administrator will exceed the above maximums when necessary for households having members with special dietary needs. The administrator may require a doctor's statement.

GENERAL ASSISTANCE POLICY

HOUSING (Effective ~~10/01/2015~~—~~09/30/2016~~ 10/01/2016 - 09/30/2017)

The maximum amounts allowed for housing are:

Unheated	Weekly	Monthly		
Efficiency	89.00	<u>96.00</u>	382.00	<u>411.00</u>
1 Bedroom	105.00	<u>112.00</u>	451.00	<u>484.00</u>
2 Bedroom	141.00	<u>144.00</u>	607.00	<u>618.00</u>
3 Bedroom	181.00	<u>187.00</u>	779.00	<u>803.00</u>
4 Bedroom	183.00	<u>210.00</u>	788.00	<u>901.00</u>
Heated	Weekly	Monthly		
Room	90.00	<u>100.00</u>	387.00	<u>430.00</u>
Efficiency	113.00	<u>119.00</u>	486.00	<u>512.00</u>
1 Bedroom	135.00	<u>141.00</u>	580.00	<u>608.00</u>
2 Bedroom	178.00	<u>180.00</u>	767.00	<u>772.00</u>
3 Bedroom	227.00	<u>230.00</u>	975.00	<u>991.00</u>
4 Bedroom	239.00	<u>263.00</u>	1026.00	<u>1,130.00</u>

Housing rates apply to rooms, efficiencies, apartments, shelters and mortgage payments. Room should include everything except kitchen and bathroom facilities. Efficiency should include kitchen and bathroom facilities.

Applicants requesting assistance for housing that contains more bedrooms than are necessary for the number of household members will be provided assistance according to the maximum level for the number of rooms actually needed.

PERSONAL/HOUSEHOLD SUPPLIES

Expenses for ordinary personal and household supplies will be budgeted and allowed according to the applicant's actual need for these items, up to the maximums below.

No. in Household	Weekly	Monthly
1-2	\$ 10.50	\$ 45.00
3-4	11.60	50.00
5-6	12.80	55.00
7-8	14.00	60.00

Additional persons will be budgeted at \$5.00 per month.

GENERAL ASSISTANCE POLICY

When an applicant can verify expenditures for the following items, a special supplement will be budgeted as necessary for households with children under 6 years of age for items such as cloth or disposable diapers, laundry powder, oil, shampoo, and ointment up to the following amounts:

No. of Children	Weekly	Monthly
1	\$ 12.80	\$ 55.00
2	17.40	75.00
3	23.30	100.00
4	27.90	120.00

UTILITIES – ELECTRIC (Effective 10/01/2015 – 09/30/2016)

The maximum amounts allowed for utilities are:

without hot water No. In Household	Weekly	Monthly
1	\$14.00	\$60.00
2	15.70	67.50
3	17.45	75.00
4	19.20	86.00
5	21.00	99.00
6	22.70	107.00

Additional persons will be budgeted at \$7.50 per month

with hot water No. In Household	Weekly	Monthly
1	\$20.00	\$86.00
2	23.75	102.00
3	27.70	119.00
4	32.25	139.00
5	37.30	160.00
6	41.00	176.00

Additional persons will be budgeted at \$10.00 per month

GENERAL ASSISTANCE POLICY

HEATING FUEL

The maximum amounts allowed for heating fuel are:

Month	Gallons
September	50
October	100
November	200
December	200
January	225
February	225
March	125
April	125
May	50

CLOTHING

Clothing will be budgeted at \$20.00 per person per month when the general assistance administrator finds it necessary to authorize clothing.

BURIAL

The maximum amount of general assistance granted for the purposes of burial is \$1,000.00, with additional payments, where there is an actual cost, for the wholesale cost of a liner if the cemetery bylaws require one, the opening and closing of the gravesite, and a lot in the least expensive section of the cemetery. If the municipality is able to provide a cemetery lot in a municipally-owned cemetery or in a cemetery under municipal control, or in a cemetery that donates the lots to the city, the cost of the cemetery lot in any other cemetery will not be paid by the municipality.

CREMATION

The maximum amount of assistance granted for a cremation shall be \$785.00, with additional payments where there is an actual cost, for the wholesale cost of a liner if the cemetery bylaws require one, and a cremation lot in the least expensive section of the cemetery. If the municipality is able to provide a cemetery lot in a municipally-owned cemetery or in a cemetery under municipal control, or in a cemetery that donates the lots to the city, the cost of the cemetery lot in any other cemetery will not be paid by the municipality.

TRANSPORTATION 2009-2013

This municipality adopts the State of Maine travel expenses reimbursement rate as set by the Office of the State Controller. The current rate for approved employment and necessary medical travel etc. is 44 cents per mile.

PENALTY - Confidentiality of information

A civil penalty of not less than \$30.00 nor more than \$100.00. Note: This penalty is outlined in the City Code of Ordinances Chapter 46 General Assistance, Article I In General.

LEWISTON CITY COUNCIL

MEETING OF OCTOBER 4, 2016

AGENDA INFORMATION SHEET:

AGENDA ITEM NO. 6

SUBJECT:

Recommendations from the City Clerk/Registrar of Voters on actions necessary to conduct the Presidential and State Election, to be held on Tuesday, November 8, 2016.

INFORMATION:

Recommendations on election related issues:

A. That the hours for acceptance of registrations in person only, prior to the November 8th election, as required by MRSA Title 21A, sec. 122, 6A(2), be set at 8:30am to 4:00pm, October 19 through November 7, 2016; and additional hours of 4:00pm – 7:00pm on Thursday, November 3, 2016.

B. That the names of those persons who register during the closed session for registration shall be recorded in accordance with MRSA Title 21A, sec. 122, subsec. 7B.

C. Pursuant to Title 21A, sec 759(7), absentee ballots will be processed at the central polling place at 8:00am, 2:00pm, 6:00pm and any and all remaining shall be processed at 8:00pm, if necessary.

APPROVAL AND/OR COMMENTS OF CITY ADMINISTRATOR:

The City Administrator recommends approval of the requested action.

EAB/Kmm

REQUESTED ACTION:

1	2	3	4	5	6	7	M
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To approve the Recommendations from the City Clerk/Registrar of Voters on actions necessary to conduct the Presidential and State Election, to be held on Tuesday, November 8, 2016:

A. That the hours for acceptance of registrations in person only, prior to the November 8th election, as required by MRSA Title 21A, sec. 122, 6A(2), be set at 8:30am to 4:00pm, October 19 through November 7, 2016; and additional hours of 4:00pm – 7:00pm on Thursday, Nov. 3, 2016.

B. That the names of those persons who register during the closed session for registration shall be recorded in accordance with MRSA Title 21A, sec. 122, subsec. 7B.

C. Pursuant to Title 21A, sec 759(7), absentee ballots will be processed at the central polling place at 8:00am, 2:00pm, 6:00pm and any and all remaining shall be processed at 8:00pm, if necessary.